

## Programme Steering Group (PSG) Terms of Reference (Level 2)

The PSG Terms of Reference (“ToR”) sets out the role, membership and mode of operation.

### PSG Role

The PSG role is a senior-level group, where key issues, challenges and Level 1 milestone Programme planning are presented and steering group members make strategic decisions which efficiently drives the MHHS Programme forward, delivers the new TOM and ensures the Programme keeps to plan. The PSG owns delivery of the Programme plan and scope, acting as a Programme Board for effective decision-making and monitoring delivery against time, quality and resource/cost.

### PSG Objectives

- To be the overarching Programme decision making authority for Market-wide Half-Hourly Settlement, with the SRO making decisions on advice from PSG where they don't meet Ofgem thresholds.
- Ensure the Programme is delivered according to the agreed TOM.
- Ensure the Programme is kept to plan and proactive decisions are made to address any risk of delay, including the review and management of progress reporting and headline RAID.
- Ensure different programme participant perspectives are appropriately represented during decision making.
- Receive escalations from lower Level Working Groups and reach consensus, ensuring the Programme progresses to plan.
- Enable Programme transparency for all impacted constituency groups and stakeholders.
- Delegate decision-making to appropriate lower Level groups.

### Membership

The PSG Membership is the SRO as Chair, a representative from each programme participant constituency and Ofgem as an observer with the Chair able to invite other attendees if relevant:

- a) SRO - Chair
- b) MHHS IM Programme Director
- c) Lead Delivery Partner (LDP) Programme Manager
- d) Lead Delivery Partner Systems Integrator (SI) Manager
- e) Lead Delivery Partner PPC Manager
- f) Other SRO and Lead Delivery Partner representatives who are relevant to agenda items
- g) Independent Programme Assurance (IPA) Manager
- h) Elexon Representative (as central systems provider)
- i) Data Communications Company (DCC) Representative (as smart meter central system provider)
- j) Retail Energy Code Company (RECCo) Representative
- k) Any other provider of a central system required for MHHS implementation (e.g. communications provider)

- l) Large Supplier Representative
- m) Medium Supplier Representative.
- n) Small Supplier Representative
- o) Industrial & Commercial (I&C) Supplier Representative.
- p) Supplier Agent Representative (Independent Supplier Agent)
- q) Supplier Agent Representative

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- r) Distribution Network Operator (DNO) Representative
- s) Independent Distribution Network Operator (iDNO) Representative
- t) National Grid Electricity System Operator (ESO)
- u) Consumer Representative
- v) Ofgem (Observer)
- w) The PMO will attend to act as meeting secretariat.

### **Purpose and Duties of MHHS Programme Steering Group**

PSG's purpose is to be the group that manages and oversees key Programme decisions and approvals, delegates work to other groups and ensures the Programme delivers to plan.

PSG is responsible for taking all high level and escalations decisions, to ensure the programme meets Level 1 timescales.

### **PSG Scope, Deliverables, Roles and Responsibilities**

- The SRO (or in exceptional circumstance someone delegated by the SRO) will chair the meetings.
- The PMO will maintain and communicate up to date meeting documentation.
- The PMO will issue a headline report within one working day of the meeting, with full minutes, actions and decisions issued within five working days of the meeting.
- The PMO will manage and report on the delivery of P1 and P2 Programme milestones.
- The PMO will maintain an up to date Programme plan, RAID log and actions log.
- The PMO will provide all meeting management services and deliver all regular and ad hoc meetings. PSG Members (or nominated alternatives) will attend every meeting.
- PSG Members will be fully meeting prepared before the meeting starts.
- PSG Members should be a mix of programme delivery and governance experts.

### **Decision-making**

Decisions above the threshold must be referred to Ofgem by the SRO or the IPA.

PSG will have authority to delegate decisions to lower level groups and sub-groups (Level 3 or Level 4) and should seek to do so where appropriate.

The PMO will ensure decisions are based on full transparency and appropriate consultation. PSG decisions will be by consensus and if consensus cannot be reached the Chair will make an informed decision.

Where consensus is not reached, the lower level workgroups should escalate the decision to the group above. If a decision cannot be reached at the decision group level, the SRO will make the decision after considering the varying views expressed, including IPA recommendations, if under the threshold or Ofgem will make the decision if above the threshold.

Where the PSG is presented with recommendations, they have the ability to:

- i) Accept the recommendation – the proposal/recommendations are aligned to the TOM and overall objectives.
- ii) Reject the recommendation – the proposal/recommendations does not align to the TOM, Programme principles or requires further work/clarity.
- iii) Refer the recommendation for additional work or analysis.
- iv) Accept the recommendation, subject to additional work being completed.
- v) Escalate to Ofgem via the IPA when the recommendation meets the threshold for Ofgem.