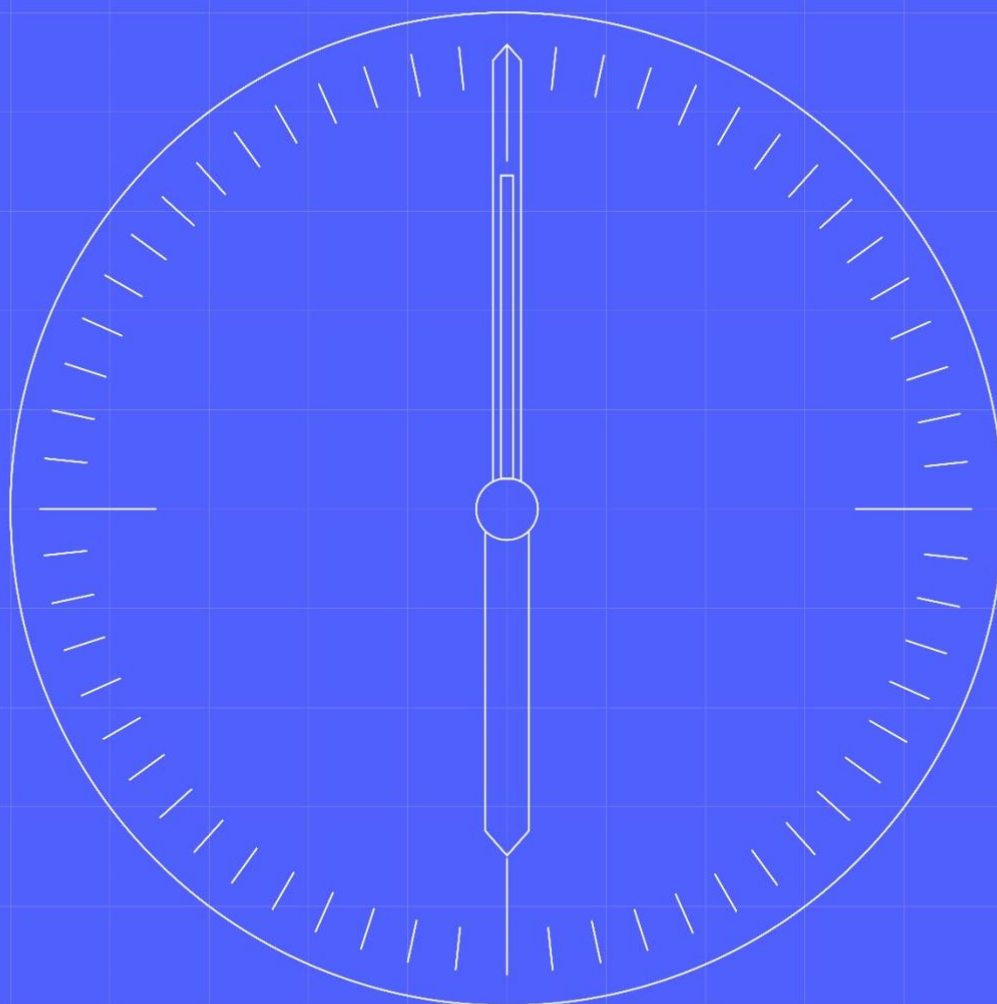


Market-wide Half-Hourly Settlement (MHHS) Programme Governance Framework



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2 Change Record

2.1 Change Record

Date	Author	Version	Change Detail
15/07/2021	Andrew Margan	0.1	Draft version for review
21/07/2021	Andrew Margan	0.2	Amended following internal review
22/07/2021	Andrew Margan	0.3	Amended internal draft
29/07/2021	Andrew Margan	1.0	Final draft
25/08/2021	Andrew Margan	1.1	Updated to better reflect Ofgem Framework
02/12/2021	Andrew Margan	2.0	Approval of ToR (PSG, DAG and CCAG)
10/01/2022	Andrew Margan	2.1	Updated footer & to reflect correct branding
12/02/2022	Jason Brogden	2.2	Updated from PSG decisions 2/2/2022
22/02/2022	Jason Brogden	2.3	Updated from SRO feedback
24/02/2022	Jason Brogden	2.4	Updated from early PSG feedback
24/05/2022	Martin Cranfield	2.5	Updated with CR004, CR005 and CR006
10/06/2022	Martin Cranfield	2.6	Updated with CR008 (RECCo representation at Level 2 and 3 groups)
09/12/2022	Martin Cranfield	3.0	Updated with CR012 (code drafting of consequential change)
08/03/2023	Amy Clayton	3.1	Updated with CR020 (updated TMAG Terms of Reference)
27/11/2023	Amy Clayton & Fraser Mathieson	3.2	Updated with CR035 (TMAG restructure and other housekeeping changes)
XX/XX/XXXX	Philip McCann	3.3	Updated with CR062 and other Post-M10 changes

2.2 Summary of updates to version 3.3.

Version 3.3 of the Governance Framework has been updated with CR062 which outlines the mobilisation of the Issue Resolution group (IRG) as well as other changes to the Governance Framework post-M10 including the closure of multiple advisory groups –CCAG and DAG.

3 Market-Wide Half-Hourly Settlement – Programme Governance

3.1 Scope and Approach

This paper sets out the MHHS Programme governance structure that can be easily understood and be further developed by MHHS Programme Participants. The paper provides greater clarity of the roles and responsibilities of each governance group, how the groups will interact with each other, and how decisions, communications and escalations will occur. This framework has been taken to PSG (Level 2) for their discussion, amendment and sign off.

3.2 Objectives and Assumptions

The programme objectives and the governance structure should:

- a) Be delivery focused;
- b) Secure trust and buy-in across all Programme Participants;
- c) Be industry-led;
- d) Be efficient and streamlined (including supporting rapid decision-making and ensuring parties have access to the necessary capacity/capabilities to fulfil their roles);
- e) Enable objectives and benefits of the MHHS programme to be delivered; and
- f) Be clear, transparent and appropriate for different requirements of the programme, e.g., licence obligations, programme management, programme management budget, and change process.

Ofgem has confirmed that Elexon will be obligated under the BSC to act as the Senior Responsible Owner (SRO) and MHHS Implementation Manager (IM). Ofgem's role is Programme Sponsor. Ofgem has consulted on its proposed Sponsor role and has set out and consulted on proposed thresholds for Ofgem intervention or decision. These include a material impact to the MHHS Target Operating Model, material impacts to Programme cost and benefits (£5m per a single decision or £20m for a cumulative decision), and/or a material impact to consumers or competition¹. Ofgem and the programme are supported by an Independent Programme Assurance (IPA) provider which will have a wide-ranging assurance remit across programme delivery. Elexon's Board will ensure MHHS Programme separation (alongside the IPA) and manage the BSCCo Business Plan (budget process), as per their obligation.

An overarching Programme governance structure has been directed by Ofgem in autumn 2021 through their Significant Code Review (SCR) powers. Ofgem's direction places programme governance arrangements through the BSC. The BSC Programme documents, including the governance arrangements, can be changed after Ofgem direction through the Programme change process. This document is subject to MHHS Programme Participant change via the Change Control Process.

3.3 Summary of High-Level Governance

An industry-led model will ensure the decision-making between the SRO, MHHS Implementation Manager (MHHS IM) and Programme Participants is appropriately balanced, to ensure that the SRO is empowered to make decisions on behalf of the industry, but is accountable to, and has engaged and consulted with the Programme Participants. The objective is that all parties will have access to the correct and relevant Programme information, and they all have an opportunity to participate and influence the Programme decision-making, without unnecessarily delaying the programme. All programme decisions need to be communicated in a clear and timely manner by the MHHS IM.

The MHHS Programme governance structure should be designed so that decisions are made at the most appropriate level with Programme Participants through consensus and well-defined thresholds and limits, as opposed to escalating all decisions to the PSG. Decisions that cannot be resolved at the lower level, can be escalated to the decision-making group above. The IPA will have a role in providing assurance that the Programme's or SRO's decision-making is in line with the agreed process.

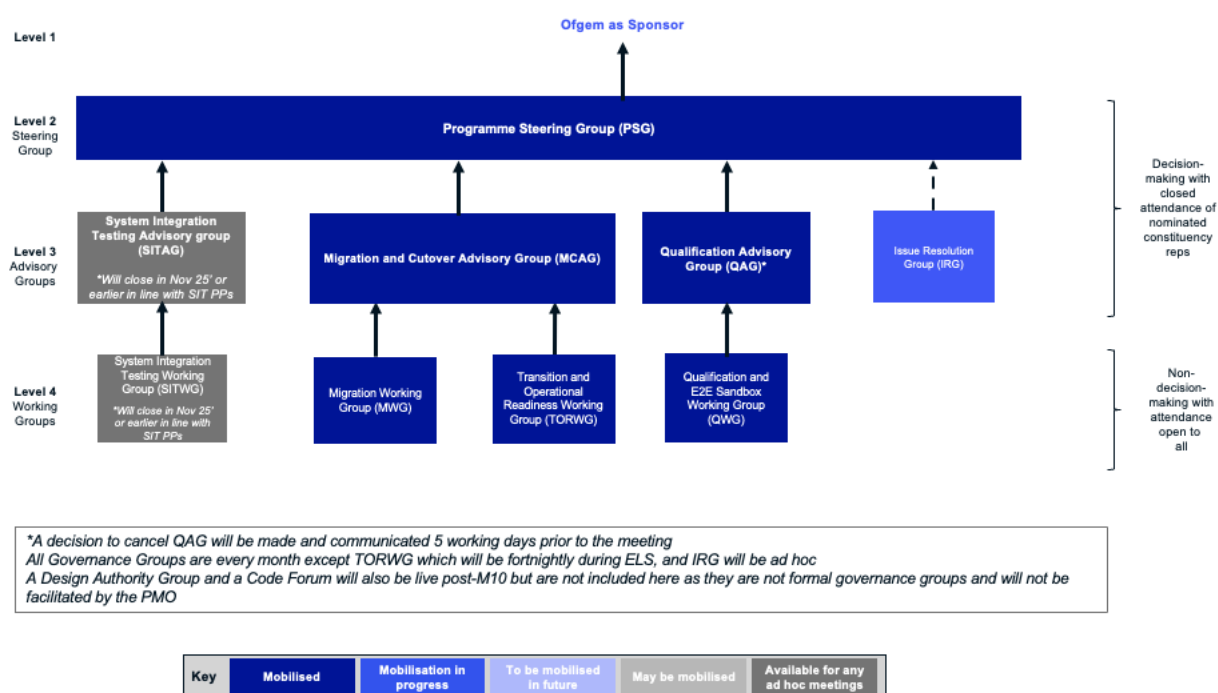
¹ BSC MHHS Obligations are set out in BSC Section C

3.4 Programme Governance

The objective of the governance framework structure is:

- a) The Programme is set up for success from the start;
- b) All Programme parties are appropriately communicated with and have an opportunity to input into the programme and the decision-making process;
- c) The Programme is empowered to make programme decisions; and
- d) Programme decisions will be made at the most appropriate level, through consensus.

3.5 Governance Structure



3.6 Programme Decision Making

The proposed governance structure has four levels of decision-making. Decision-making can be delegated from the parent group to the child group below. Responsibilities and accountabilities sit with the SRO, unless a decision meets Ofgem's threshold criteria². In the case of a decision meeting the threshold, Ofgem will direct the SRO to implement its decision. Below the Ofgem thresholds, the PSG will make Programme decisions through consensus. Where consensus cannot be reached the SRO will make the Programme decision based on the various views of the PSG and taking into account any advice from the IPA. The PSG should delegate decision-making to a Level 3 group when appropriate to do so. Advisory Group decisions will be by consensus and if consensus cannot be reached the Chair will make an informed decision based on the various views of the constituency representatives. The Level 3 groups can delegate decision-making, tasks and actions to a Level 4 group. Where consensus cannot be reached at a group, a decision can be escalated to the group above. Level 4 groups will be more detailed working groups and/or technical sub-groups.

3.7 Escalations and Appeals

² [MHHS - Governance Framework Marked Against Consultation published version 11 August 2021 \(mhhsprogramme-production-cdn.s3.eu-west-2.amazonaws.com\)](https://production-cdn.s3.eu-west-2.amazonaws.com/mhhsprogramme-governance-framework-marked-against-consultation-published-version-11-august-2021.pdf)

Lower-level groups can escalate concerns to the group above. The MHHS Implementation Manager PMO function should support this activity or parties can escalate concerns to their Programme Representative, who is a member of the relevant group or to the SRO. If the decision area is above the Ofgem thresholds, the SRO or IPA can escalate these to Ofgem. If an individual party wishes to escalate an issue to Ofgem, because they feel it meets the thresholds, they should escalate this via the IPA. Ofgem will take advice from the IPA and other parties as appropriate in reaching their escalation decision. The IPA will communicate the Ofgem escalation decision to the SRO and PSG. The SRO will instruct the PMO to communicate the escalation decision to programme participants. Further guidance on MHHS query and escalation processes can be found within *MHHS-DEL267 MHHS Governance Groups - Structure, Overviews and Schedule*³.

Where an escalation is below the Ofgem thresholds and cannot be resolved via programme governance, parties may appeal to the IPA. Parties may appeal any decision made through MHHS governance to the IPA. The IPA will consider appeals according to their *MHHS Governance Decisions – IPA Appeal Approach and Criteria*⁴ document, which sets out how the IPA will treat appeals and provides contact information for the initiation of an appeal. Decisions on appeals by the IPA are final. The SRO will enact any recommendations made by the IPA following assessment of the appeal.

3.8 Membership Principles

Level 2 and Level 3 groups will have a representative structure that ensures that all categories of MHHS Participants have a constituency representative. Members of these groups, and attendees at the meetings of these groups are nominated constituency representatives only, unless invited by the Chair. Constituency representatives are expected to attend all meetings, although they can nominate alternates if they cannot attend for exceptional circumstances (e.g., leave, illness etc). Constituency representatives are expected to consult with their constituencies in a timely manner ahead of Level 2 and Level 3 group meetings to ensure that they can represent the full range of views within their constituency.

Level 2 membership should be a mix of senior delivery and senior programme governance experts who are empowered by their constituency groups to make Programme decisions on behalf of their constituency.

Level 3 membership will depend on the group's terms of reference and the representatives should be senior experts in their field and be empowered to make Programme decisions by their constituents.

Level 4 membership will depend on the work group subject and meeting requirements, but these meetings should be open to all interested parties, unless specific terms of reference don't allow open membership. For example, Security may be a closed group. Terms of reference for all initial Level 2 and Level 3 groups are set out for consultation in this document and approved at the relevant Level 2 and Level 3 meetings. Terms of Reference and the membership for all other groups will be consulted on, ahead of the groups being established.

The constituency representative nominations and the nominations and potential elections process have been established to support the nomination process and if required, how to run an election process.

3.9 Generic Roles and Responsibilities

The Chair for all meetings will be provided by the SRO or someone delegated by the SRO from within the MHHS Implementation Manager function. Secretariat will be provided by the MHHS Implementation Manager Lead Delivery Partner PMO Function.

- a) The Secretariat will maintain and communicate up to date meeting documentation.
- b) The Secretariat will manage and report on meeting arrangements against Programme milestones.
- c) The Secretariat will maintain up to date RAID and action logs.
- d) The Secretariat will provide all meeting management services and deliver all regular and ad hoc meetings.

³ *MHHS-DEL267 MHHS Governance Groups - Structure, Overviews and Schedule* can be found on the [MHHS website](#) or a copy may be obtained by contacting PMO@mhhsprogramme.co.uk

⁴ The IPA's *MHHS Governance Decisions – IPA Appeal Approach and Guidance* can be found on the [MHHS website](#) or a copy may be obtained by contacting PMO@mhhsprogramme.co.uk

3.10 Roles and Responsibilities for Constituent Representatives

It is important for the Programme to set out the expectations for the role and responsibilities of the constituent representatives at the Level 2 and Level 3 meetings. Constituent representatives will:

- a) Provide group meeting input to deliver against the scope and objectives of the groups and the Programme
- b) Gather the view of constituency members in advance of meetings and represent these constituent member views in any meeting items, approvals and decisions, including consensus views, majority views and minority views
- c) Provide a constituent perspective to discussions in meetings
- d) Take actions from meetings and collate information from constituent members or direct constituent members to provide information directly to the Programme to support actions
- e) Facilitate engagement between constituent members and the Programme and central parties, ensuring that issues and concerns are clearly communicated.

The Programme Party Coordinator (PPC) will engage directly with Programme Parties to support the Change Management Strategy.

3.11 Generic Meeting Practices and Frequency

Each group will meet approximately every month or more frequently as required. The meeting frequency will be reviewed by the Chair.

The role of the Chair is to facilitate discussion across the group, to enable challenge and to ensure decisions and recommendations are made, or issues escalated.

Members are responsible for driving forward their own contributions to the Programme and are expected to support decision making.

The Secretariat will be provided through the PMO function. The PMO will provide agendas and meeting papers at least 5 working days in advance of each meeting and will provide a headline report as an output following the meeting. The headline report will capture context around decisions, pertinent industry viewpoints, ensure a clear audit trail, and decisions will be timestamped to enable easy reference to the meeting recordings. The headline report will be issued within two working days of each meeting and Programme Participants will be allowed to request additions they feel necessary once they have reviewed the report. A meeting recording will be made available via the MHHS Programme Collaboration Base.

Meeting attendees that would like to request amendments to headline reports, decisions, or actions should submit these to the PMO at least five working days in advance of the following month's meeting. Amendment requests will be reviewed by the Programme and updated as required, with amended headline reports issued alongside the relevant month's meeting papers.

Programme consultation timelines are likely to be set by each group at the time of issuing the consultation/information request.

3.12 -Programme Governance Group Summary Table

Group Name	Role	Level	Membership	Attendees
Programme Steering Group (PSG)	Primary programme decision making body	2	Constituency representatives	Senior level delivery & governance experts
SIT Advisory Group (SITAG)	Primary Owner for SIT testing output	3	Constituency representatives	Industry testing experts
Migration and Cutover Advisory Group (MCAG)	Primary Owner for migration and cutover outputs	3	Constituency representatives	Industry migration experts
Qualification Advisory Group (QAG)	Primary Owner for qualification outputs	3	Constituency representatives	Industry qualification experts
TORWG, MWG, QWG, SITWG	Development Workgroups and subgroups	4	All programme parties	Dependent on subject
Issue Resolution Group	Last resort for issue resolution	4	Limited to appropriate experts	Dependent on subject

Subject to approvals post-M10 the level 3 groups CCAG and DAG will be closed, and the remaining groups will be as shown in the Governance Summary table and Framework above. MHHS Programme Parties and the MHHS Programme

The following principles will apply to all MHHS Programme Parties and the MHHS Programme itself:

Delivery Focus

- Be delivery-focused in all activities and take responsibility for all relevant delivery activities
- Be familiar with the detailed MHHS Programme plan and deliver activities and outcomes on time to quality
- Act to deliver MHHS objectives collaboratively and not take action that would cause detriment to the programme as a whole
- Be open and proactive in sharing all relevant information to the delivery of the MHHS Programme, including MHHS Programme decision-making
- Follow industry good practice
- Actively participate and use the Programme Governance Framework, particularly for change
- Take reasonable steps to collaborate to resolve issues, mitigate risks and assess change
- Be mindful of programme costs and not take action that might compromise the business case
- Technical content should be accurate and unambiguous, ensuring consistency across the programme.

Relationship & Trust

- Respond promptly to reasonable requests for information from each other

- Share information and be transparent unless there are incontrovertible reasons not to do so
- Respect confidentiality and commercial sensitivity of information and introduce no Conflicts of Interest (e.g., DIP procurement)
- Be clear what each party wants from the other(s) – and why
- Promote predictability and trust – parties shall enable the building of mutual trust by consistently meeting obligations and expectations and acting reasonably.

Participation & Proactivity

- Be proportionate – collaborative working should not be overly burdensome and should be proportionate
- Proactively and promptly raise issues and risks when aware of them and provide early warning of material risks and issues and any dependencies
- Ensure appropriately skilled people are attending the appropriate meetings
- Encourage informal feedback, participate in any more formal survey or feedback loop.

Expected cooperation activities may include the following:

- Bilateral communications (e.g., conversations, email)
- Participation in meetings
- Exchange of information and data (e.g., email, information/data sharing tools, portal)

3.13 Central Parties and the MHHS Programme

The following principles will apply to Central Parties and the MHHS Programme

Central Parties and the MHHS Programme should:

- Have open, honest, transparent communication between themselves
- Respond promptly to reasonable requests for information from all MHHS Programme Parties and be transparent unless there is good reason not to share information (e.g., GDPR, commercially sensitive, confidential)
- Not give any MHHS Programme Parties preferential treatment
- Make information provided to MHHS Programme Parties in dialogue open and available to other similar MHHS Programme Parties – do not give preferential access to information
- Not provide sensitive information to MHHS Programme Parties
- Be responsive to change, being proactive in finding new technical and business features
- Prioritise value over cost, focussing on the value of outputs rather than the cost of inputs.

The MHHS Programme and Elexon as the Central Systems Provider will observe the rules of business separation at all times.

The MHHS Programme do not expect to proactively manage Central Parties' interactions with MHHS Programme Parties, but the MHHS Programme reserve the right to audit interactions between Central Parties and MHHS Programme Parties where there is reasonable evidence to suggest that the principles above have been compromised.

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

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

4.1 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.

4.2 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.
-

4.3 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)
 1. Retail Energy Code Company (RECCo) Representative
- j) Any other provider of a central system required for MHHS implementation (e.g., communications provider)
- k) Large Supplier Representative
- l) Medium Supplier Representative.
- m) Small Supplier Representative
- n) Industrial & Commercial (I&C) Supplier Representative.
- o) Supplier Agent Representative (Independent Supplier Agent)
- p) Supplier Agent Representative

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

4.4 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.

4.5 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 two working days of the meeting, and publish the meeting recording via the MHHS Programme Collaboration Base
- 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.

4.6 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 do 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.

All changes must follow the MHHS Programme change control process (Section 7).

5 Advisory Groups (Level 3)

5.1 Advisory Group Objectives, Roles & Responsibilities

The advisory groups are the primary decision-making authorities for all technical outputs, unless above Ofgem thresholds. They oversee the Programme's outputs, review and validate outputs and approve the technical artefacts,

They will ensure different programme participant perspectives are appropriately represented during decision making and allow for transparency for all impacted constituency groups and stakeholders.

They can delegate appropriate tasks and activities to Level 4 Working Groups and receive escalations from lower-level working groups and reach consensus on decisions.

5.2 Advisory Groups (Level 3) Decision-making

Level 3 advisory groups have the ability to:

- Make Level 3 decisions and Level 2 decisions when delegated from the PSG. (Level 1 decisions will be escalated to Ofgem by the SRO or IPA).
- Delegate decisions to another Level 3 group or a lower-level work group.
- Ensure that any decisions are based on full transparency with programme participants and appropriate consultation.
- Decisions will be by consensus and if consensus cannot be reached the Chair will make an informed decision.
- Where parties raise significant concerns with a decision, the concern will be resolved by the advisory group or escalated to the PSG via a constituency representative.
- Consultation will be carried out on an ongoing basis, with decisions based on information developed by the working groups.

When presented with recommendations from working groups they will have the ability to:

- i) Accept the recommendation – the proposal/recommendations are aligned to the TOM, product descriptions, acceptance criteria and overall objectives.
- ii) Reject the recommendation – the proposal/recommendations do not align to the TOM, product descriptions, acceptance criteria and overall objectives 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) Refer to the PSG when the recommendation meets the threshold for Ofgem intervention.

The PMO will provide agendas and meeting papers at least 5 working days in advance of each meeting and will provide a headline report as an output following the meeting. The headline report will capture context around decisions, pertinent industry viewpoints, ensure a clear audit trail and decisions will be timestamped to enable easy reference to the recordings. The headline report will be issued within two working days of each meeting and Programme Participants will be allowed to request additions they feel necessary once they have reviewed the report. A meeting recording will be made available via the MHHS Programme Collaboration Base.

6 SIT Advisory Group (SITAG)

6.1 SITAG Role

The SITAG role is to oversee the development, management and implementation of all SIT testing.

6.2 Membership

The SITAG Membership is the SRO (or someone delegated by the SRO from within the MHHS Implementation Manager function) as Chair, technical experts constituency representatives from each programme participant constituency and Ofgem as an observer.

- a) SRO as Chair
- b) SRO Design Manager
- c) Lead Delivery Partner (LDP) Test Architect
- d) Lead Delivery Partner (SI) System Integrator Manager
- e) Independent Programme Assurance (IPA) Manager
- f) Elexon Representative (as central systems provider)
- g) DCC Representative (as smart meter central system provider)
- h) RECCo Representative
- i) Large Supplier Representative
- j) Medium Supplier Representative
- k) Small Supplier Representative
- l) I&C Supplier Representative
- m) Supplier Agent Representative
- n) Supplier Agent (Independent) Representative
- o) DNO Representative
- p) iDNO Representative
- q) National Grid ESO
- r) Consumer Representative
- s) Ofgem (Observer, to attend as appropriate)
- t) The PMO will attend to act as meeting secretariat.

7 Migration and Cutover Advisory Group (MCAG)

7.1 MCAG Role

The MCAG role is to oversee the development, management and delivery of the Migration and Cutover strategy.

7.2 Membership

The MCAG Membership is the SRO (or someone delegated by the SRO from within the MHHS Implementation Manager function) as Chair, technical experts constituency representatives from each programme participant constituency and Ofgem as an observer.

- a) SRO as Chair
- b) SRO Migration Manager
- c) Lead Delivery Partner (LDP) Migration Manager
- d) Independent Programme Assurance (IPA) Manager
- e) Elexon Representative (Helix)
- f) DCC Representative (as smart meter central system provider)
- 3. RECCo Representative
- g) Domestic Supplier Representative
- h) Large Supplier Representative
- i) Medium Supplier Representative
- j) Small Supplier Representative
- k) I&C Supplier Representative
- l) Supplier Agent Representative
- m) Supplier Agent (Independent) Representative
- 4. iDNO Representative
- n) DNO Representative
- o) Consumer Representative
- p) Ofgem (Observer, to attend as appropriate)
- q) The PMO will attend to act as meeting secretariat.

8 Qualification Advisory Group (QAG) (Level 3)

8.1 QAG Role

The QAG role is to oversee the development, management and delivery of Qualification.

8.2 Membership

The QAG Membership is the SRO as Chair (noting that some decisions will sit with BSC and REC PABs), relevant Code Bodies, technical experts constituency representatives from parties who need to qualify (e.g., Suppliers, Agents, LDSOs) and Ofgem as an observer.

- a) SRO as Chair
- b) SRO Qualification Manager
- c) Lead Delivery Partner (LDP) Qualification Manager
- d) Independent Programme Assurance (IPA) Manager
- 5. RECCo Representative (Qualification Body)
- 6. BSCCo Representative (Qualification Body)
- e) Large Supplier Representative
- f) Medium Supplier Representative
- g) Small Supplier Representative
- h) I&C Supplier Representative
- i) Supplier Agent Representative
- j) Supplier Agent (Independent) Representative
- k) DNO Representative
- 7. IDNO Representative
- l) Consumer Representative
- m) Ofgem (Observer, to attend as appropriate)
- n) The PMO will attend to act as meeting secretariat.

9 Non-Governance Group – Issue Resolution Group (IRG)

9.1 Issue Resolution Group

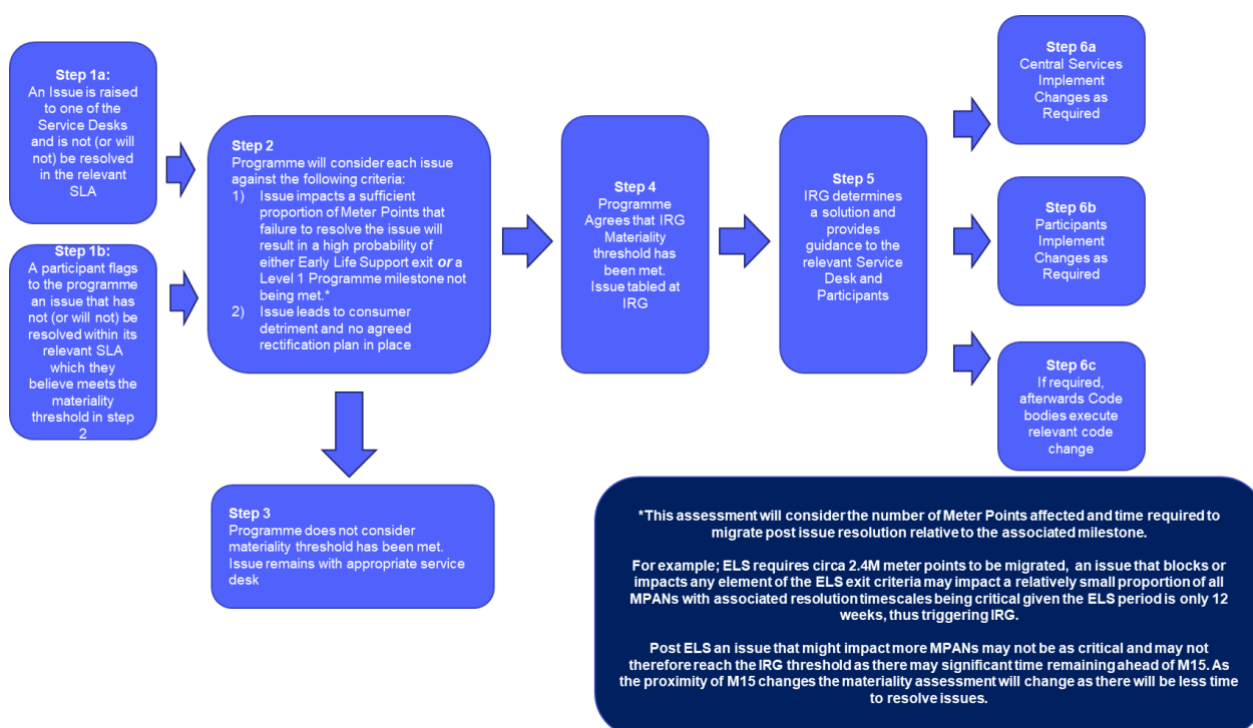
As part of CR062, an Issue Resolution Group has been approved for mobilisation to be the ‘resolver of last resort’ issues.

9.2 Roles and Responsibilities

The IRG group will be convened at short notice. The IRG responsibilities are to be the ‘resolver of last resort’ and may be invoked by the SRO to expedite the resolution of an issue that i) Has exceeded the service management resolution thresholds and is sufficiently material that a) The Exit Date for ELS is compromised or b) the migration schedule is compromised placing M15 at risk or issue leads to consumer detriment and no agreed rectification plan in place.

(Service management will be fully operational and responsible for managing all incidents. IRG is an exceptional crisis management process, to expedite the resolution of high priority issues).

9.3 Stand-Up Thresholds



9.4 Membership

The IRG membership is the SRO as Chair, empowered technical experts from each constituency who have sufficient system and design expertise, plus the IPA as an observer. Ofgem shall also have the right to attend IRG meetings as an observer. The programme will endeavour to convene IRG in working hours. There may be exceptional circumstances where out of hours IRG may need to meet. The Programme will endeavour to give as much notice as possible to ensure the require representation is available to attend that IRG instance. The IRG member representatives are responsible for ensuring suitable service providers (and related parties) are appropriately resourced at the meetings. Technical expert representatives will flex depending on the issue, ensuring empowered technical resources are available to input and develop issue resolution.

Regardless of the issue, central parties and core capability providers (LDSOs) must be represented at IRG. Depending on the issue, the central party and core capability providers will call on their relevant service providers and impacted parties to attend.

Other member representatives from other constituencies will be engaged to ensure appropriate technical attendance is present from their system service providers.

- a) SRO as Chair
- b) Ofgem (observer)
- c) SRO
- d) LDP
- e) Independent Programme Assurance (IPA) Manager (observer)
- f) Elexon Representative (as Code Manager and service manager)
- g) (BSCCo Central systems provider(s))
- h) RECCo Representative (as central party and service manager)
- i) (Smart meter central system provider)
- j) DIP Manager (as Code Manager)
- k) (DIP service provider)
- l) LDSO Representative(s) (DNO and iDNO) (as Core Capability Providers)
- m) (SMRS service provider(s))
- n) Supplier Representative
- o) (Supplier Service Providers)
- p) Supplier Agent Representative
- q) (Supplier Agent Service Providers)

The SRO can invite any other party, as they see fit.

The PMO will attend and act as meeting secretariat.

As per previous governance framework processes, a nomination and appointment process will be run to establish the IRG membership and SME contacts.

9.5 Decision-Making

As per the MHHS SCR direction, participant licence obligations and participant Code obligations⁵, where the IRG has been convened to discuss a major incident, the IRG will have authority to make decisions about the solution to the issue, and to drive those solutions at pace. All Programme participants will accept and if applicable implement the IRG decision within agreed timescales.

IRG will discuss and explore all identified solutions options. All relevant detail and information will be shared with all IRG members. This will enable members to send the appropriate SMEs and for the decision to be fully consulted. IRG will consider the matter and will consider solutions options proposed by IRG members.

IRG decisions will wherever possible be made through consensus and if consensus cannot be reached, the Chair (SRO) will make the decision after considering all views expressed.

IRG decisions will be determined against Programme objectives⁶ including consumer benefits and include cost benefit analysis of solution(s) identified.

Operating on a fix first codify later principle, IRG have authority to take decisions that parties can immediately implement, with codification being undertaken in parallel.

Where relevant, Programme artefacts will be updated by the relevant Programme team to align with IRG decision making and communicated in a timely manner. **Dual Governance (Programme and Code Governance)**

It may be that the IRG's solution requires consequential amendments to one or more industry codes. Where relevant, the IRG will identify the code changes that need to be made. In all cases, it will be for the relevant code body rep(s) of the IRG to arrange for the development of robust legal drafting (and prepare the relevant Proposal Form), which will need to endorsement at IRG.

It is intended that IRG will have powers to raise changes to the industry codes from the point at which the IRG is first convened until M15. Alternatively, the IRG may take the view that it would be preferable for Ofgem to raise the modification using its Significant Code Review powers.

⁵ [BSC Section C12](#)

⁶ [10 November 2021 PSG Meeting; Slide 7](#)

In any event, if the IRG raises a modification, the relevant code body will notify Ofgem seeking its view as to whether the IRG proposal should be exempted from the Settlement Reform SCR and granted urgent status, or whether Ofgem wishes to subsume the proposal within the Settlement Reform SCR and raise an Authority-led modification directing the timetable for progression.

9.6 Working groups and Sub-Groups

IRG will have authority to create and delegate tasks to lower-level groups and sub-groups and should seek to do so where appropriate. Lower-level workgroups can be open to all or be formed of specific skill sets. All outputs from lower-level groups, must be escalated to and approved at IRG.

9.7 IRG Timescales

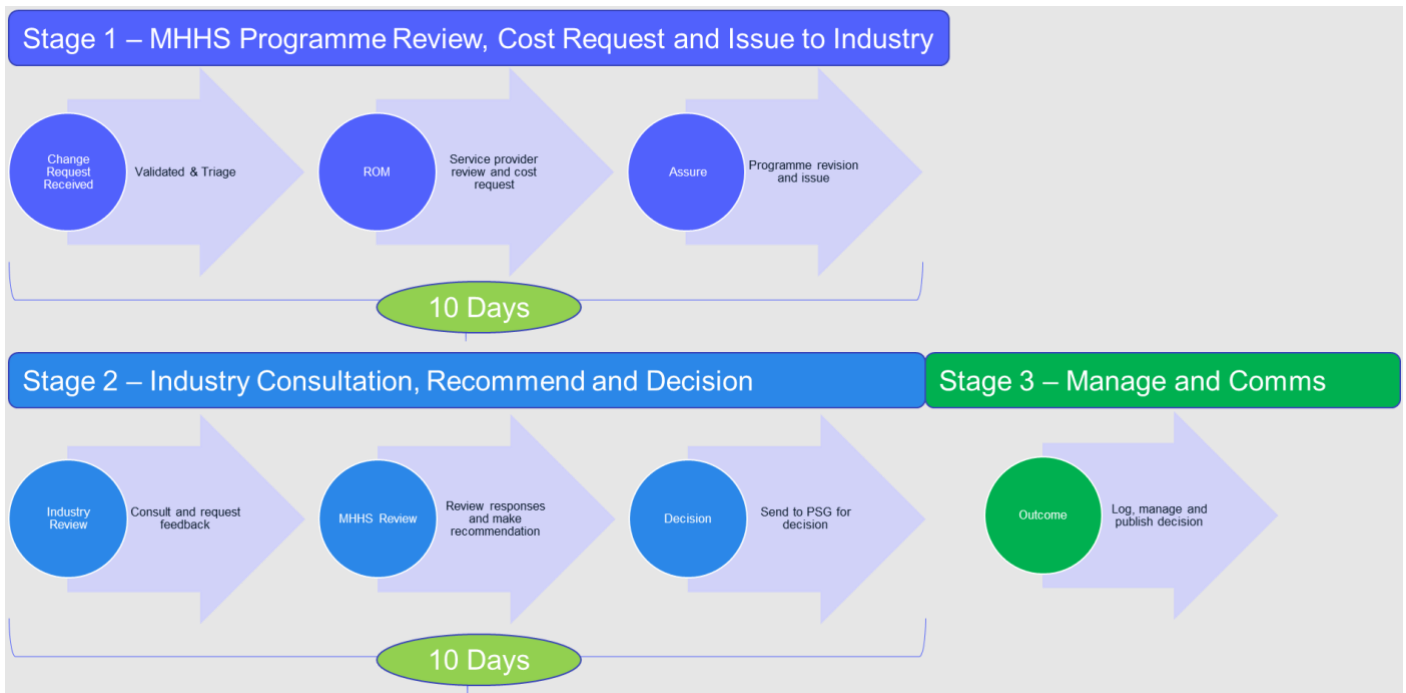
IRG will be created before M10 to ensure it is established and on standby before go-live (M10).

IRG will be able to stand up until M15.

10 Change Control High-Level Principles

All programme changes must follow a robust change control process. The change control process must be available to all programme participants. Change requests, should be actioned quickly, so programme activities are progressed to plan, but have the required detail for all parties to assess the change and provide feedback. Consultation feedback should be within the agreed timescales. Decision making should follow a robust process and be informed. All change request outcomes must be communicated and managed effectively. The detailed change process has now been published.

10.1 Change Control Process Diagram



10.2 Proposed High-Level Change Control Process

All programme participants must have access to the change control process and be able to raise a change requests. The change request process should start when the programme receives a valid change request. The MHHS Change Control Manager should validate the change request. If there are any issues with the change request received, the MHHS Change Control Manager should engage with the change raiser to resolve the issue.

A valid change request should be triaged by the MHHS Change Control Manager and the relevant impact assessments and cost estimate should be requested and created. The MHHS Change Control Manager should amend the change request to ensure the appropriate information is contained within it, for industry assessment.

The MHHS Change Control Manager should issue the change request for industry consultation through agreed communication channels. The consultation responses should be reviewed by the appropriate MHHS workstreams and stakeholders for their input and recommendation. The updated change request should be issued to PSG (or other advisory group if appropriate) for their decision and recommendation.

If the change request impact exceeds the Ofgem thresholds, the SRO should escalate the change request to Ofgem for their action and decision. If the change request is within the Ofgem thresholds, then PSG should make a recommendation. PSG's decision should be communicated, and the change request should be actioned appropriately. If the change request is within the Ofgem thresholds and PSG cannot decide or make a recommendation, the SRO can cast the deciding vote or request additional analysis to support decision making.

All change requests should be managed and logged by the MHHS Change Control Manager. All change requests decisions should be communicated within 10 working days of a decision.

Detailed change control approach and process will be reviewed by PSG and approved by Ofgem.

