Change Request Form

Change Request details

Change Request details	
Change Request Title	Proposal to change M3 (Design and Build start) for Programme Participant mobilisation
Change Request Number	CR007
Originating Advisory / Working Group	Programme Steering Group (PSG)
Risk/issue reference	Related to CR001 decision Programme Participant mobilisation has been reported to PSG as a key risk theme at recent meetings, including 10 risks and 2 issues reported to PSG in May. Action PSG07-03 is for the MHHS Programme to provide a definition of mobilisation to inform Programme Participant on expectations ahead of DBT.
Change Raiser	MHHS Programme/ Jason Brogden	Date raised:	27/05/2022

For further guidance on how to complete this document please see the supporting Change Request Form Guidance for Programme Participants. The guidance will support raising a change and responding to a change request via Impact Assessment. The Change Raiser should consider sharing the draft Change Request Form with impacted programme parties, prior to submission to PMO.

Form to be read in conjunction with:	
Title	**Link**
Change Request Form Guidance for Programme Participants	*Here*
MHHS Change Control Approach	*Here*
MHHS Governance Framework	*Here*
Ofgem's MHHS Transition Timetable	*Here*

Part A – Description of proposed change

<table>
<tr><td align="center">Part A – Description of proposed change</td></tr>
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Issue statement:
(what is the issue that needs to be resolved by the change)

The M3 milestone definition in the current MHHS Implementation Transition timetable is as follows: "The DB (Design and Build) phase will commence in August 2021 with Elexon's Central System, followed by DCC in Feb 2022 and other parties in May 2022."

Change Request CR001 updated the design baseline M5 to July 29th 2022, therefore the May 2022 date for other parties to deliver M3 is unachievable.

Description of change:
(what is the change you are proposing)

The MHHS Programme proposes to:
- move M3 to a date 2 months after the approval of M5 for parties other than Elexon's Central System and DCC in line with the IPA recommendation and as directed by Ofgem for Change Request CR001
- define the conditions required to be met for M3, as actioned on the MHHS Programme at the Programme Steering Group

All Programme Participants must be "fully mobilised" by M3. This status will vary for different Programme Participants depending on their approach and plan to implement changes for the MHHS Programme. Some Programme Participants are already fully mobilised and have begun DBT activities already (e.g. sourcing services and systems).

Below, we set out a minimum set of conditions that must be met by all Programme Participants in order for M3 to be met and approved, forming part of the entry criteria for DBT (Pre-M3):

- A Business Case in place approved by the Programme Participant's Board, or equivalent investment committee. Budget allocated from an estimate of costs.
- Six Single Points of Contact (SPOCs) shared with the Programme, as per the request shared from PPC function (Board-level MHHS Programme Sponsor, Programme Director/Delivery Lead, Design Lead, Test Lead, PMO Lead, Regulatory Lead). SPOCs should be different for each role unless there is a compelling case as to why they can't be (e.g. size of Participant).
- A high-level project plan to go-live that includes Programme Participants' own Design, Build and Test activities. This plan should be aligned to the MHHS Implementation Transition Timetable (and subsequent updates to the timetable as the Programme progresses, such the Programme re-plan).
- A defined resource plan to deliver the high-level project plan with the necessary resources in place at M3 to start post M3 activities as set out below.
- A defined sourcing strategy to support implementation (including any decisions/assumptions to source some/all systems or services in-house).
- Good understanding of the Target Operating Model and design baseline to inform the above.
- Ready to start detailed design.

The activities that must commence immediately after full mobilisation (Post-M3) will depend on the sourcing strategy defined in advance of M3. We expect that Programme Participants should be in a position to initiate these activities after the design has been baselined at M5, but we recognise that not all parties are in this position. As highlighted above, some Programme Participants have initiated or will initiate these activities before M3. The first steps will be:

- Start detailed design for internally sourced developments
- Share design artefacts with existing or new vendors, and gather quotes for work required to support DBT

Post M3, the Design Build and Test (DBT) phase will have begun for all Programme Participants.

This Change Request CR007 is focused on the change to M3 required from the Ofgem decision on CR001. Later milestones are subject to review as part of the Programme replanning exercise currently underway. In considering the Impact Assessment of this change, Programme Parties should focus on the change to M3 and provide their input on later milestones through the replanning process and industry consultations.

Justification for change:

(please attach any evidence to support your justification)

Ofgem's decision on CR001 stipulated that the MHHS Programme should implement the IPA recommendations on CR001. This included 'Recommendation 2' to include *"a milestone following M5 and the subsequent design playback activity in September at which point all Programme Participants would be expected to be fully mobilised for DBT"*.

This Change Request implements that recommendation to move M3 to a date 2 months after the approval of M5 in line with the IPA recommendation and as directed by Ofgem.

At completion of M5 (Physical Baseline Delivered), Programme Participants are expected to start their DB activities and therefore some Programme Parties will start the post-M3 activities identified above at that point. The Programme recognises that not all Programme Participants will be able to do this and will need more time. M3 is a checkpoint to ensure Programme Participants unable to commence DB immediately after M5 have been able to mobilise in order to commence their detailed DBT by a date 2 months after the approval of M5 at the latest.

Action PSG07-03 from PSG is for the MHHS Programme to provide a definition of mobilisation to inform Programme Participants on expectations ahead of DBT. This detail is provided above and takes on board feedback from Programme Participants on the challenges in delivering M3 against current Programme timelines.

Consequences of no change:

(what is the consequence of no change)

If this change is not made:

- the MHHS Programme will not be compliant with the Ofgem decision on CR001, as set out above

- Some Programme Participants will be unable to achieve M3

- With no clear definition of 'fully mobilised', Programme Participants will be mobilised to varying standards and, in some cases, may not be ready to commence DB after M3

Alternative options:

(What alternative options or mitigations that have been considered)

The alternative approach of fixing a date for M5 at September 2022 date as set in the CR001 recommendations was considered by the Programme Steering Group, but it was agreed that setting a date for M3 conditional on M5 would give the MHHS Programme more flexibility and avoid the need to raise further Change Requests if M5 approval moved.

Risks associated with potential change:

(what risks related to implementation of the proposed change have been identified)

1. Time taken to approve this Change Request may mean the change is implemented at the same time as Programme re-plan consultations are undertaken. This may create confusion for some Programme Participants due to the changing nature of milestones in the plan.

2. Some Programme Participants who have already mobilised or are on target to mobilise before a date 2 months after the approval of M5 may delay their mobilisation or delay commencing their DB to this later date.

Stakeholders consulted on the potential change:

- *(Please document the stakeholders, or stakeholder groups that have been consulted to date on this change.*

M3 date and definition has been discussed in detail via the PSG and with individual Programme Participants, including through the CR001 and CR002 Change Request Process. Current M3 delivery and associated challenges have been tracked through the PSG Milestone Status dashboard

PSG members were consulted in June's PSG on the content of this Change Request before it was raised to industry Impact Assessment. PSG members will then be consulted on the outputs of Impact Assessment at July PSG for a recommendation to share with Ofgem for a decision.

| **Target date by which a decision is required:** | 15 July 2022 (one week after July PSG) |

Part B – Initial Impact of proposed change

Guidance – *This section should be completed by the Change Raiser before being submitted to the MHHS PMO.*

Please document the benefits of the change and to delivery of the programme objectives

What benefits does the change bring
(list the benefits of the change and how this improves the business case)   - The MHHS Programme will be compliant with the Ofgem decision on CR001.   - With clear guidance on criteria for mobilisation, Programme Participants will be better prepared for their DB and more likely to deliver their DB activities within the timeframe and to the standard required   - Programme Participants are more likely to engage and engage better with the Programme as they have better understanding of mobilisation requirements and timeframes

Programme Objective	Benefit to delivery of the programme objective
To deliver the Design Working Group's Target Operating Model (TOM) covering the 'Meter to Bank' process for all Supplier Volume Allocation Settlement meters	More likely to be delivered and to a higher standard by Programme Participants
To deliver services to support the revised Settlement Timetable in line with the Design Working Group's recommendation	More likely to be delivered and to a higher standard by Programme Participants
To implement all related Code changes identified under Ofgem's Significant Code Review (SCR)	More likely to be delivered and to a higher standard by Programme Participants
To implement MHHS in accordance with the MHHS Implementation Timetable	No impact on overall Programme timetable
To deliver programme capabilities and outcomes to enable the realisation of benefits in compliance with Ofgem's Full Business Case	More likely to be delivered and to a higher standard by Programme Participants
To prove and provide a model for future such industry-led change programmes	Standard definition of mobilisation is provided to all Programme Participants that can be adopted for future industry-led change

Guidance – *Please document the known programme parties and programme deliverables that may be impacted by the proposed change*

Impacted areas	Impacted items
Impacted Parties	All Programme parties other than Elexon's Central System and DCC
Impacted Deliverables	Programme re-plan
Impacted Milestones	**Milestone M3:** 'DB start' - The DB (Design and Build) phase will commence in August 2021 with Elexon's Central System, followed by DCC in Feb 2022 and other parties in May 2022)

Note *– Please refer to MHHS DEL174 Change Request Guidance for Programme Participants for information on how to score the initial assessment.*

Initial assessment			
Necessity of change	1 - Critical Change	Expected lead time	1 - <5 working days
Rationale of change	Programme	Expected implementation window	1 - Imminent
Expected change impact	Very Low		

Part C.1 – Summary of Impact Assessment

CR007 Impact Assessment Report & Recommendations was presented to PSG in June 2022. The report can be here.

Note – *This section will be completed initially by the Change Raiser and then by Programme Participants as part of the full Impact Assessment.*

All Impact Assessment responses will be considered public and non-confidential unless otherwise marked. If there are any specific elements of the response (e.g. costs) that are confidential, please mark the specific sections as confidential rather than the response as a whole. The MHHS Programme will publish all Impact Assessment responses and redact any confidential information as noted.

Guidance – **Programme Participants are required to:**

A. **Respond with 'Agree', 'Disagree' or 'Abstain', deleting as appropriate. If the respondent agrees, they can provide additional evidence to further support the assessment. If the respondent disagrees or abstains, they should provide a detailed rationale as to why.**

B. **Add any additional effects that have not already been identified. In doing so, they should provide as much detail as possible to allow a robust assessment to be made.**

C. **Proceed to Part C.2 for Impact Assessment Recommendation response once completed.**

Part C.1 – Summary of Impact Assessment (complete as appropriate)
Effect on benefits   *Change Raiser to provide initial impact assessment.*   Benefits likely to be delivered to a higher standard as Programme Participants and the Programme are better prepared for Design and Build. Setting firm targets for mobilisation gives the Programme an increased chance of timely delivery, reducing the risk of the late delivery of consumer benefits.
<Delete as appropriate>: **Agree   Disagree   Abstain**
Impact Assessment respondents to add supporting commentary to support their selection. Where possible, Impact Assessment respondents to identify and describe any further impacts.   *Impact Assessment respondents should consider and provide detail of any additional effect e.g. whether there will be an impact on when a benefit will be realised; who will realise the benefit; the extent to which the benefit will be realised.*   *Where possible, contextual information should be included e.g. the benefit will be delayed by X weeks; the change means Y population will also realise the benefit.*
Effect on consumers   *Change Raiser to provide initial impact assessment.*   Consumer benefits likely be delivered to a higher standard as Programme Participants and the Programme are better prepared for Design and Build. Setting firm targets for mobilisation gives the Programme an increased chance of timely delivery, reducing the risk of the late delivery of consumer benefits.
<Delete as appropriate>: **Agree   Disagree   Abstain**
Impact Assessment respondents to add supporting commentary to support their selection. Where possible, Impact Assessment respondents to identify and describe any further impacts.   *Impact Assessment respondents should consider and provide detail of any additional effect e.g. whether there will be an impact on service delivery to consumers; will there be a cost impact to consumers; will there be a choice impact to consumers?*   *Where possible, contextual information should be included e.g. what is the scale of the effect? Will the effect be permanent?*

Effect on schedule

Change Raiser to provide initial impact assessment.

This Change Request proposes a move to milestone M3. For Programme Participants that are already in the process of mobilising for M5, this change should not impact their schedule. For Programme Participants that are yet to mobilise, this Change Request should aid and improve their mobilisation planning.

No impact on end date is anticipated. The detail provided in this Change Request should improve capability to deliver later milestones in the plan. Impact assessors should note the upcoming Programme re-plan is independent of this Change Request and may include proposals related to later milestones in the plan.

This Change Request CR007 is focused on the change to M3 required from the Ofgem decision on CR001. In considering the Impact Assessment of this change, Programme Parties should focus on the change to M3 and provide their input on later milestones through the replanning process and industry consultations.

<Delete as appropriate>: **Agree   Disagree   Abstain**

Impact Assessment respondents to add supporting commentary to support their selection. Where possible, Impact Assessment respondents to identify and describe any further impacts.

Impact Assessment respondents should consider and provide detail of any additional effect e.g. will the schedule/milestones be directly impacted; will the schedule/milestones be indirectly impacted.

Where possible, contextual information should be included e.g. the change will delay the project by X days; the change will require additional resource to complete (though detail resource in resource section); the delay can/cannot be recovered by condensing Y activity.

Effect on costs

Change Raiser to provide initial impact assessment.

We do not expect this to impact costs for Programme Participants as they should already be mobilising for Design and Build with associated costs factored in. Therefore, this change is just formalising a backstop date and clear criteria to achieve M3.

Impact assessors should identify any of their own costs.

<Delete as appropriate>: **Agree   Disagree   Abstain**

Impact Assessment respondents to add supporting commentary to support their selection. Where possible, Impact Assessment respondents to identify and describe any further impacts.

Impact Assessment respondents should consider and provide detail of any additional effect e.g. will the change cause a loss of income; will the change cause additional cost; will the change cause a reprofiling of cost?

Where possible, contextual information should be included e.g. whether it is capital or operating expenditure that will be affected; what period costs will be affected in; what the rough order of magnitude of the cost impact will be and if organisation will be able to absorb it?

Effect on resources

Change Raiser to provide initial impact assessment.

We do not expect this to impact costs for Programme Participants as they should already be mobilising for Design and Build with associated resource factored in. Therefore, this change is just formalising a backstop date and clear criteria to achieve M3.

Impact assessors should identify any of their own resource impacts.

<Delete as appropriate>: **Agree   Disagree   Abstain**

Impact Assessment respondents to add supporting commentary to support their selection. Where possible, Impact Assessment respondents to identify and describe any further impacts.

Impact Assessment respondents should consider and provide detail of any additional effect e.g. will there be an impact on tools or equipment; will there be an impact on staff capacity; will there be an impact on staff skills or capability?

Where possible, contextual information should be included e.g. the change will require X additional staff for Y period of time; the change requires Z training or support.

Effect on contract
Change Raiser to provide initial impact assessment.
We do not expect this to impact costs for Programme Participants as they should already be mobilising for Design and Build with associated contract requirements factored in. Therefore, this change is just formalising a backstop date and clear criteria to achieve M3.
Impact assessors should identify any of their own contract impacts.

<Delete as appropriate>: **Agree   Disagree   Abstain**

Impact Assessment respondents to add supporting commentary to support their selection. Where possible, Impact Assessment respondents to identify and describe any further impacts.
Impact Assessment respondents should consider and provide detail of any additional effect e.g. whether there will be an impact on contracts with sub-contractors; whether there will be an impact on contracts with vendors; whether there will be an impact on contracts with regulators/ESO.
Where possible, contextual information should be included e.g. the changes will require new contracts to be created; the changes will variations to existing contracts; the changes will affect ability to meet contract requirements.

Risks
Change Raiser to provide initial impact assessment.
Please see section in Part A above titled 'Risks associated with the potential change'
If this change is not made:
• the MHHS Programme will be non-compliant with the Ofgem decision on CR001.
• Programme Participants will not be able to achieve M3.

<Delete as appropriate>: **Agree   Disagree   Abstain**

Impact Assessment respondents to add supporting commentary to support their selection. Where possible, Impact Assessment respondents to identify and describe any further impacts.
Impact Assessment respondents should consider and provide detail of any additional effect e.g. will existing risks be affected; will new risks be created?
Where possible, contextual information should be included e.g. the change will affect the likelihood of a risk occurring, the change will affect the impact the risk would have, the change will require additional controls and mitigation.

Part C.2 – Impact Assessment Recommendation

Note – *This section must be completed initially by the Change Raiser and then by Programme Participants as part of the full Impact Assessment.*

Guidance – The primary reporting metric of the Impact Assessment is the recommendation response. The consolidated response will be presented to the relevant governance group(s) and decision maker(s) with the totals for 'Agree', 'Disagree' or 'Abstain'. As such, please ensure this section is completed before the form is returned to MHHS PMO. Provide detailed rationale and evidence in the commentary field.

Part C.2 – Impact Assessment Recommendation (mandatory)
Recommendation
Change Raiser to provide initial recommendation.
It is recommended by the Change Raiser the change is approved.
<Delete as appropriate>: **Agree   Disagree   Abstain**
Impact Assessment respondents to add supporting commentary to support their selection.

Impact assessment done by: <Name>

Guidance: *If you are a third party responding on behalf of another Programme Participant, please state this in your response.*

Impact assessment completed on behalf of: <Name>

Part D – Change approval and decision

Guidance: The approvals section will be completed by the MHHS PMO once the Impact Assessment has been reviewed.

Part D - Approvals
Decision authority level:
Programme Steering Group to review Impact Assessment and agree next steps.

Guidance *- **This section will be completed by the MHHS PMO and Change Owner following the review of the impact assessment and decision reached by the SRO.***

Part D – Change decision				
Decision:	Rescinded		Date	06/07/22
Approvers:	N/a			
Change Owner:	N/a			
Action:	N/a			
Changed Items	**Pre-change version**		**Revised version**	
N/a	N/a		N/a	

Part E – Implementation completion

Guidance *- This section will be completed by the MHHS PMO at the end of the post-implementation process.*

Part E – Implementation completion			
Comment	N/a	Date	N/a

Guidance *– The Closure Checklist in MHHS DEL175 Change Log must also be completed by MHHS PMO at this stage.*

Checklist Completed	Completed by
Yes	Alex Whiteman

Guidance *– This section will be completed by the MHHS PMO at the end of the post-implementation process and should be* **used to add any appropriate references of the change once it has been completed.**

References		
Ref	**Document number**	**Description**
N/a	N/a	N/a