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# Programme Steering Group #1

## 10 November 2021

## Health & safety

### In case of an emergency

An alarm will sound to alert you.  
The alarm is tested for fifteen seconds every  
Wednesday at 9.20am.

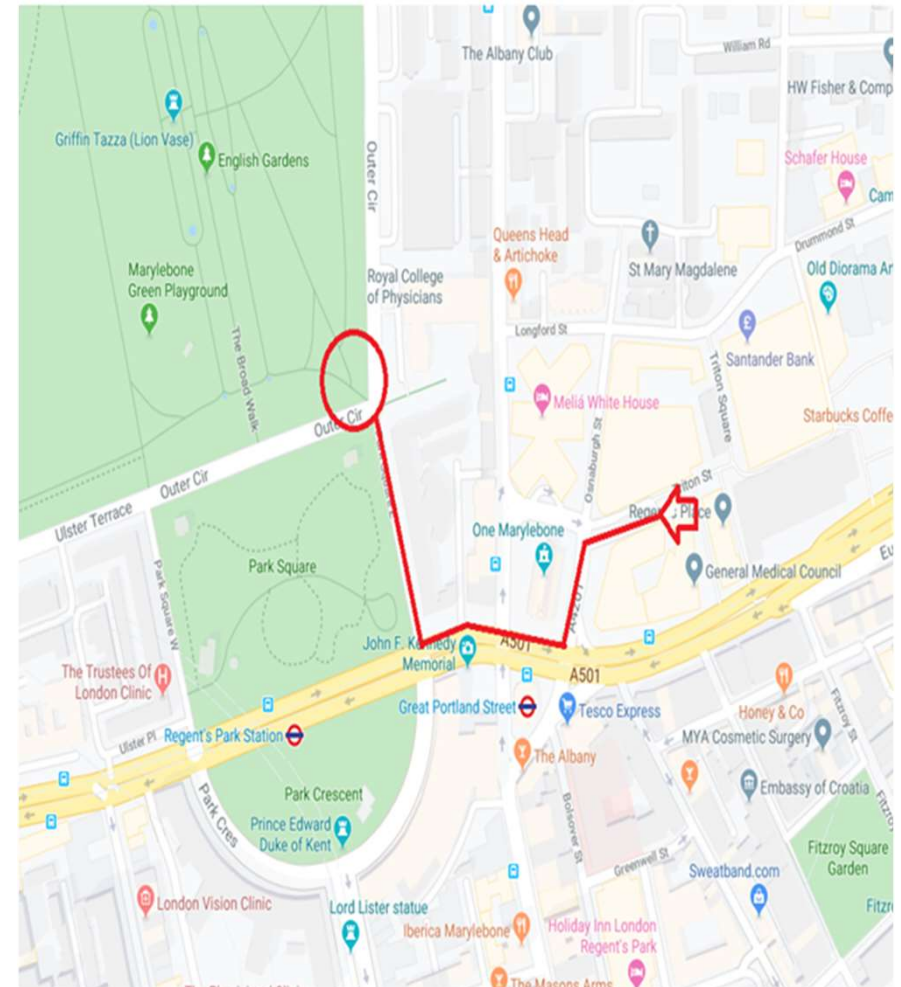
### Evacuating 350 Euston Road

- If you discover a fire, operate one of
- the fire alarms next to the four emergency exits.
- Please do not tackle a fire yourself.
- If you heard the alarm, please leave the building immediately.
- Evacuate by the nearest signposted fire exit and walk to assembly point.
- Please remain with a member of Elexon staff and await further instruction from a fire warden.
- For visitors unable to use stairs, a fire warden will guide you to a refuge point and let the fire brigade know where you are.

### When evacuating please remember

- Do not use the lifts.
- Do not re-enter the building until
- the all clear has been given by the fire warden or ground floor security.

**Our team on reception is here to help you, if you have any questions, please do ask them.**



## Agenda

**1. Welcome and Introductions**

**2. Progress Made**

**3. Plan Updates**

**4. PSG Terms of Reference**

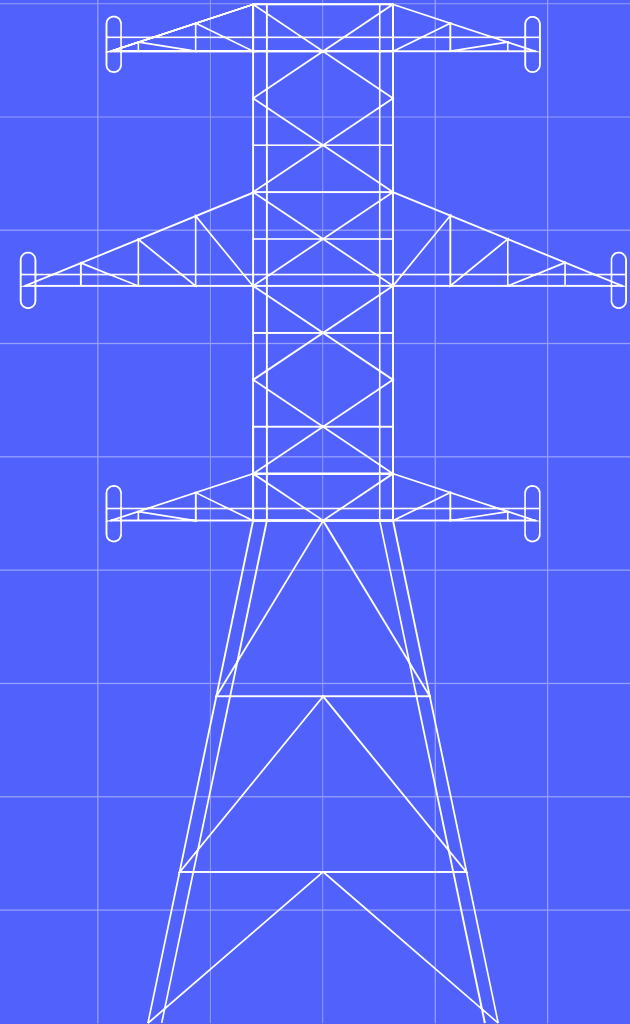
**5. Level 3 Governance Groups**

**6. Next Steps**

**7. Appendices**

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# Welcome & Introductions










### MHHS Programme Objective

To develop and then implement an enduring process for MHHS that delivers benefits for consumers by maximising the opportunities provided by smart metering in enabling an intelligent, flexible energy system by October 2025



## MHHS Mobilisation Stage – Programme Principles

-  Delivery-focused
-  Design-led, not code-led
-  Minimise dependencies
-  Utilise resources with appropriate expertise
-  Efficient decision-making to drive outcomes
-  Not move at the pace of the slowest
-  Collaborative working

## MHHS IM Objectives



Ensure the Programme delivers industry and customer benefits



Operate openly and transparently for all Programme participants



Deliver the new Target Operating Model to quality, cost and on time



Bring in expertise and delivery partners to support Programme delivery

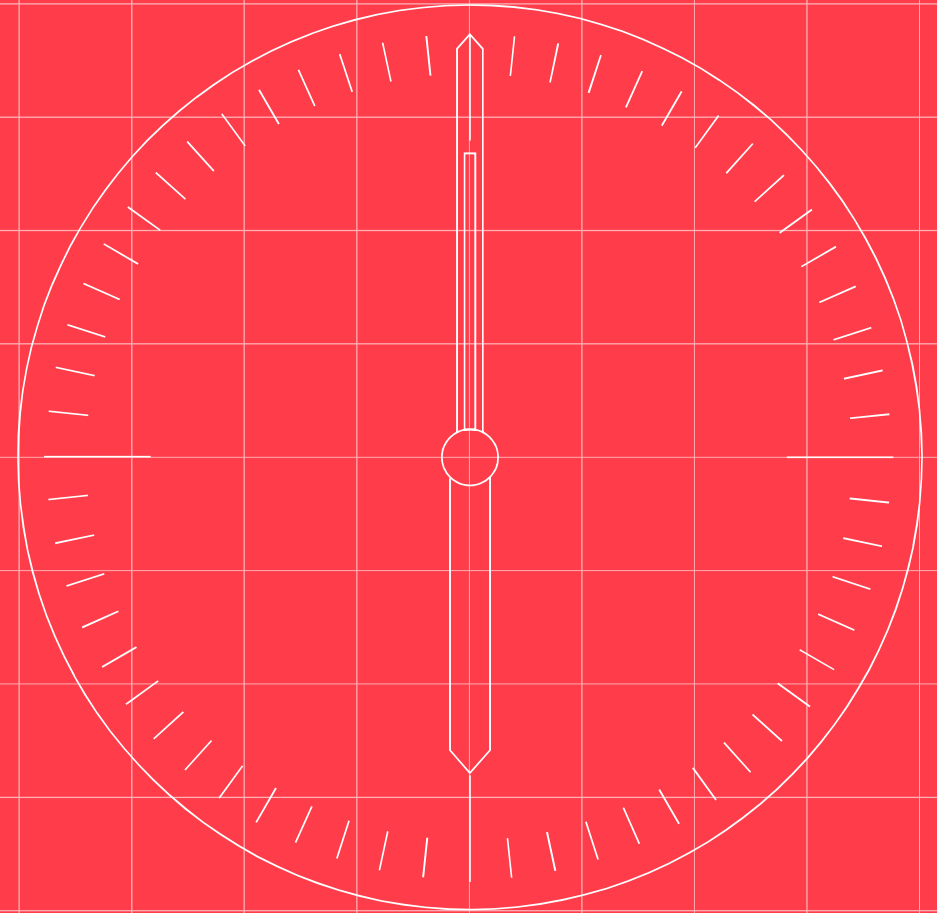


Support the pathway to net-zero, settlement and wider smart meter benefits



Provide a blueprint for future large industry programmes

# Progress Made - What we have achieved so far





## What we have achieved so far

### 1 Programme Structure

We have defined the Central Programme structure

### 2 LDP Procurement

We are in the final stages of procuring a Lead Delivery Partner (LDP)

### 3 Design

We have consolidated existing design groups into a new Design workstream

### 4 Communications

Our communications strategy is in place

### 5 Separation

We have listened to participants and defined a solution for implementation

### 6 Governance

We have consulted on the Programme Governance Framework and completed the nominations & appointment process

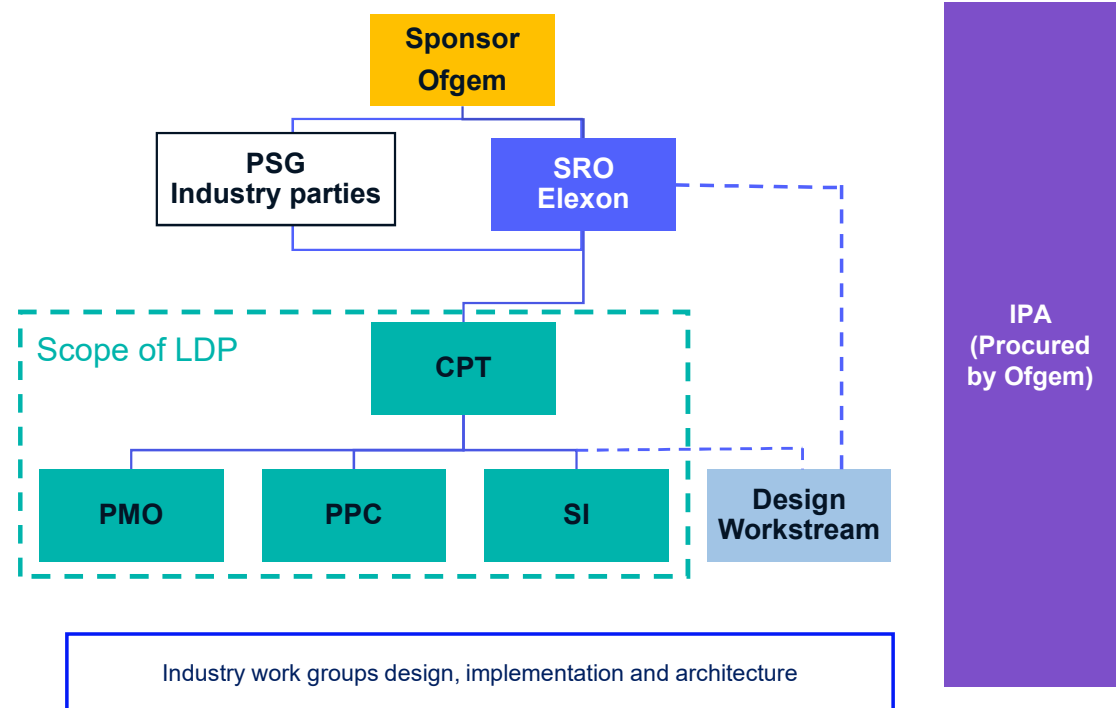
## Programme Structure Definition

**Lead Delivery Partner (LDP)** required to deliver four key service roles:

- I. Central Programme Team (CPT);
- II. Programme Management Office (PMO);
- III. Programme Party Coordinator (PPC); and
- IV. Systems Integrator (SI)

### Independent Programme Assurance (IPA)

Providing independent oversight appointed by Ofgem



## **Ofgem's role as Programme Sponsor**

- New way of implementing industry change programmes.
- Ofgem remains accountable for securing the outcomes that we have set out in our decision, and the overall costs, benefits and timelines, but industry is responsible for delivery.
- Thresholds established where Ofgem decision is required:
  - adherence to the TOM
  - delivery of benefits and costs
  - timeliness of delivery
  - impact on competition or market stability; and
  - consumer impact?
- Will be present in the programme to ensure we are well placed to take decisions that meet those thresholds on a well informed basis and with minimal delay.
- Will not generally be making statements on programme matters that fall below those thresholds.
- Expect only limited number of decisions to meet the thresholds for intervention.
- Ofgem retains role in approval of code mods or use of SCR or SMA powers.
- Will be supported in role as Sponsor by the Independent Programme Assurance provider.

## **Role of the IPA**

- The IPA will provide independent assurance across the programme, reporting to the SRO, PSG and to Ofgem as Programme Sponsor.
- Ofgem is procuring the IPA and will be contracting with them. MHHSP will be responsible for paying the bills and we will work with MHHSP on a balanced approach to management of the IPA, in particular in relation to programme milestone assurance.
- The IPA can be asked to do work by PSG as well as the SRO or Ofgem. We expect the IPA to provide confidence to all programme participants on programme progress, reporting and information.
- The IPA will advise Ofgem on where thresholds for intervention are met, and make recommendations for action where decisions come to Ofgem.
- The IPA will carry out assurance of programme participant readiness for milestones via sampling.
- The IPA also has role in ensuring any conflicts of interest between Elexon roles are well managed.
- The procurement process is currently underway and we hope to have a provider in place by the end of the year.

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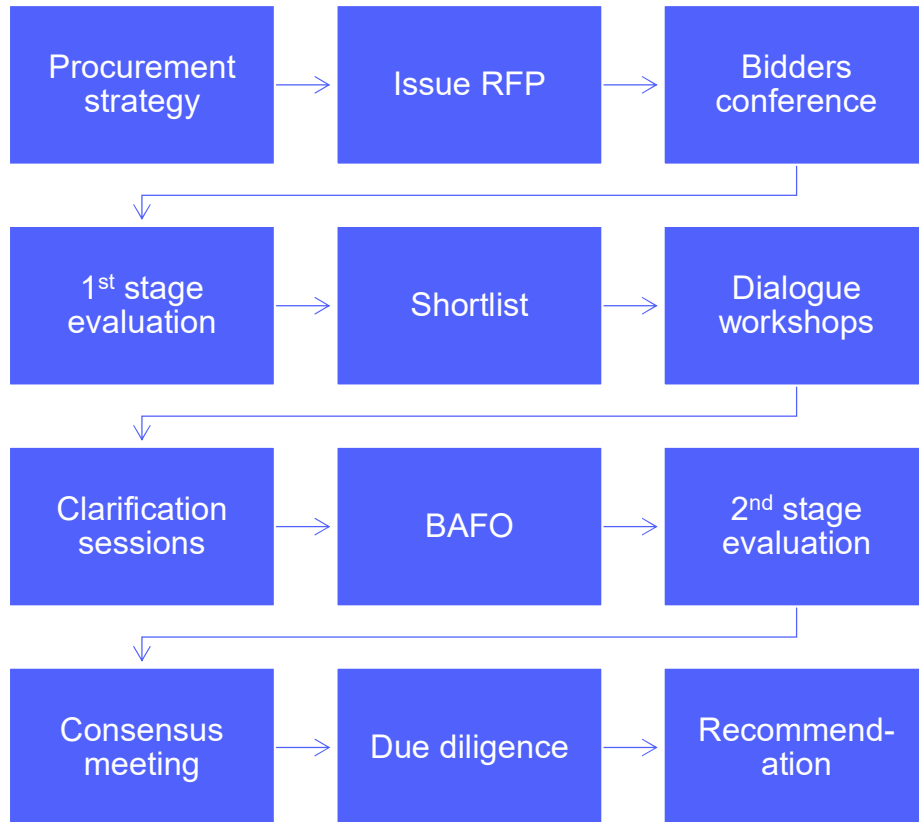
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## LDP Procurement Process



- BAFOs received from 3 shortlisted bidders
- Recommendation report issued to Elexon Board
- Decision expected imminently
- Contract award expected November
- LDP onboard December
- LDP fully mobilised January 2022

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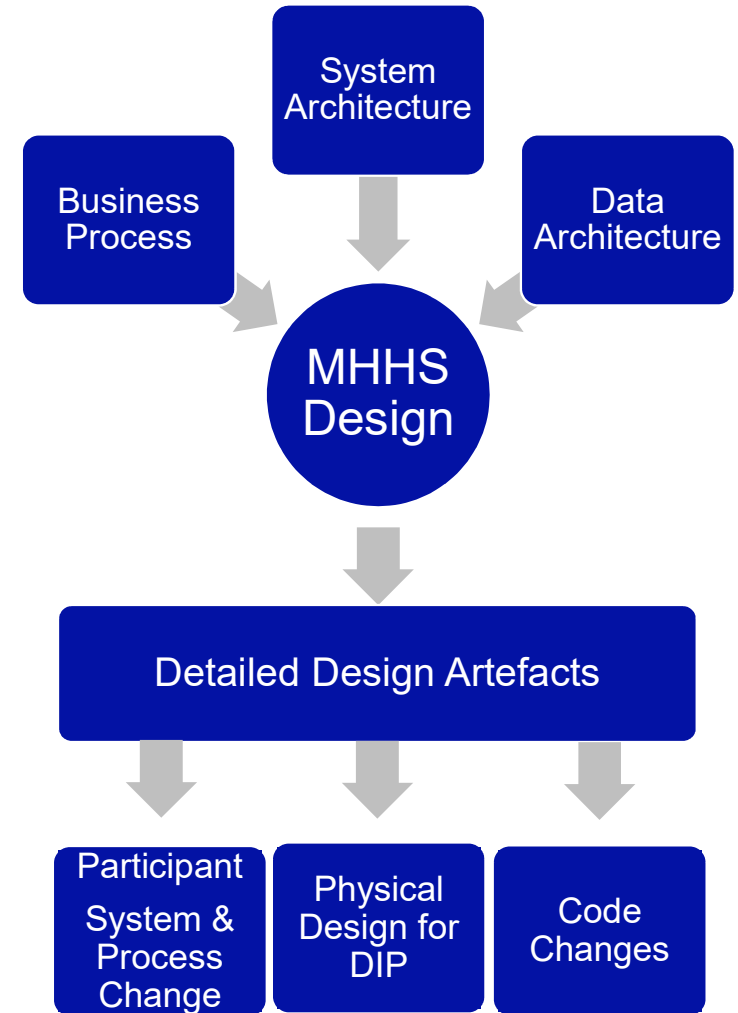
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## MHHS Programme Design Delivery - Objective

The objective of the MHHS Design is to develop a complete set of design artefacts that enable the following:

- Provide clarity around the business processes, system, and data architecture to deliver a detailed system design that enables all market participants to design, build and test their individual system and business changes.
- Define requirements and connection patterns to enable procurement and subsequent detailed physical design for the Data Integration Platform.

The approach will be a design-led exercise rather than code-led due to the breadth of change across industry parties and challenging timescales. As such the design will feed into the code changes.





## MHHS Programme Design Delivery - Background

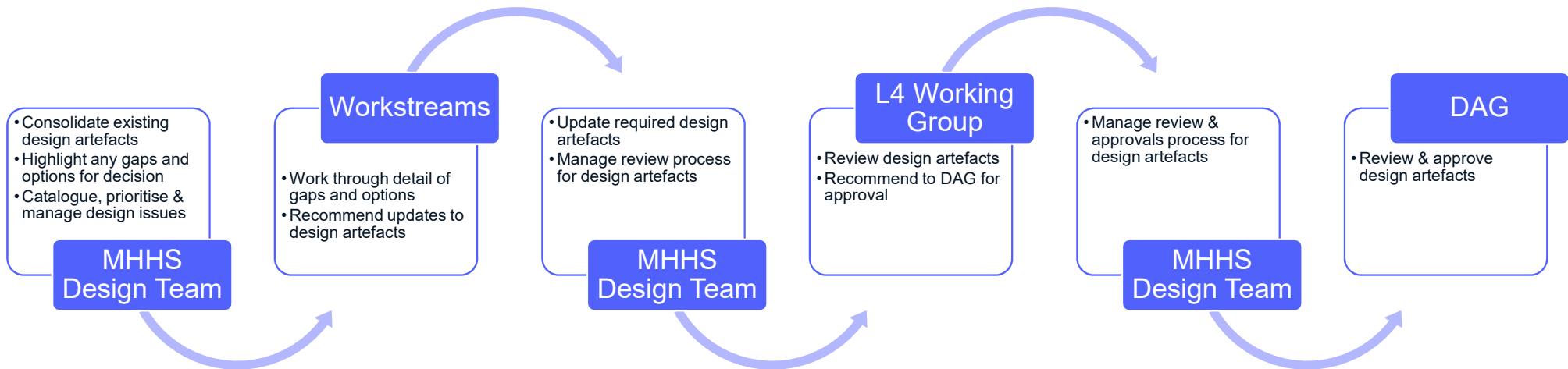
Prior to the mobilisation stage of the MHHS Programme, an initial set of working documents were created by the existing industry working groups.



It is acknowledged that, whilst an initial high level design was agreed, the existing design material does not comprise an integrated cross referenced set of design artefacts that are fit for purpose to enable industry parties to commence their system and business process design.

## MHHS Programme Design Delivery - Approach

- We appreciate that the constraint within the design process will be availability of industry expertise, therefore, the approach proposed looks to make the best use of this time by not placing any administrative burden on industry resource that can be managed within the MHHS programme.
- On this basis we intend to follow the below process for each of the areas comprising the solution.
- The MHHS Design team will be responsible for producing and maintaining all design artefacts, capture, prioritisation and resolution of all design issues, and management of the review and approval processes.
- L4 Working Group members will be responsible for working through design gaps and issues and reviewing design artefacts
  - First two working groups established and meetings held w/c 1/11/21; Business Process & Requirements and Technical Design
  - 60+ programme participants involved in Design Working Groups
  - We will not be issuing the final design for Industry consultation. Industry needs to be involved throughout the process.



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# Communications Strategy

There are four co-ordinated communications pillars -

MHHS Website	MHHS Newsletter	Industry Roadshows	Participant Webinars
<p>Website went live end September with baseline content and structure</p> <p>Website developed &amp; content updated ongoing to support the Programme</p>	<p>Named: 'The Clock'</p> <p>Weekly issue on Wednesdays via email</p> <p>Sign up option on MHHS website</p>	<p>SRO roadshow to build awareness of participant roles &amp; actions</p>	<p>Webinar series for Q4 for industry participants to build awareness of participant roles &amp; actions</p>

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## Separation Solution

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- To enable Elexon to fulfil its obligation, it is critical to avoid a conflict of interest and to be able to demonstrate to Ofgem and the industry that this has been managed effectively
- A Business Separation Plan has been agreed in principle between Elexon and Ofgem, formal approval due imminently
- Key COI controls
  - The Elexon Executive committee is excluded from MHHS IM information and decision-making
  - The Elexon Board has delegated its MHHS IM oversight responsibilities to Angela Love. Angela is not involved with decision making on Project Helix
  - All information shared with Angela and the Elexon Board, and decisions taken, will be shared with the IPA
  - The PMO, PPC and SI roles are being outsourced to a Lead Delivery Partner
  - The Programme has a separate office space, email, website and a data directory
  - A communications and online training programme plan will raise the awareness of the potential conflict of interest to all Elexon and MHHS IM resources and educate them on how to managing the risk with audited training
  - The IPA will monitor compliance with the Business Separation Plan and report to the PSG and Ofgem accordingly

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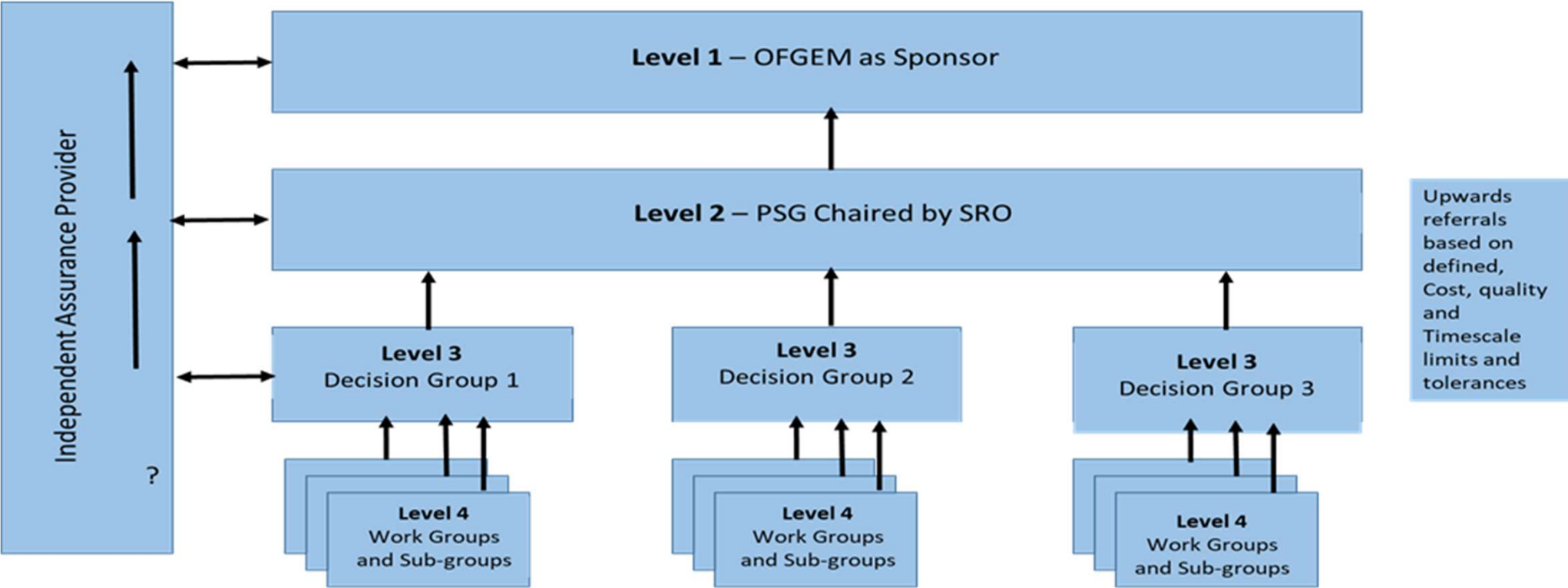
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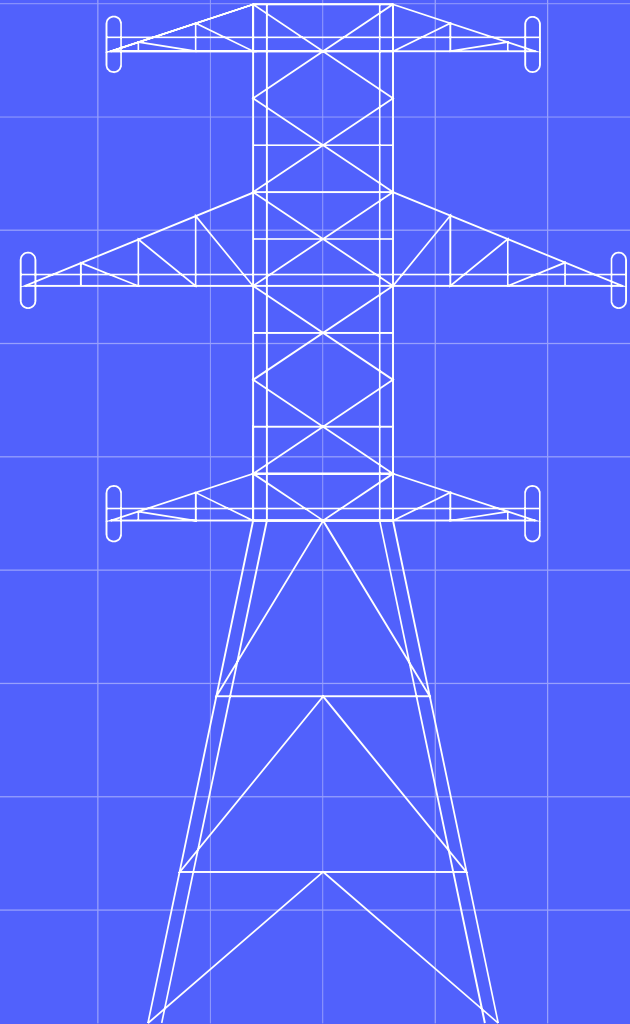
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# Governance Framework





# Plan Updates



## Milestone & Activities Changes – For Info

Milestone	Milestone type	Milestone Name	Ofgem Plan Date	Description	Proposed revised baseline date from MHHS Mobilisation Activities	Reasoning
M4	Programme Milestone not a Level 1	PMO/PPC/SI/IPA fully functioning	Oct-21	PMO/SI/PPC/IPA have stood up their team and are fully operational with all programme management processes and governance forums established.	Jan-22	The LDP Procurement activity is approaching completion with the appointment due to be announced imminently (mid Nov latest) and LDP due to be on the ground end Nov/beginning Dec. Therefore will be fully functional by January 2022. The IPA Procurement (by Ofgem) issued their RFP 23/9/21 with a bid deadline of 28/10/21 and contract award scheduled for 20/12/21 therefore IPA expected to be fully functional in January 2022. <b>For Information</b>
PM2	Programme activity	Programme rebaseline	Oct-Nov '21	PMO-led process to review programme plan and rebaseline (and take ownership of new plan).	May 22 – July 22	Ofgem Decision Document: Implementation Arrangements for Market-Wide Half-Hourly Settlement issued 11 August 2021 stated: "We consulted on the basis that the transition plan would be reviewed in October 2021. We have now agreed with MHHS Programme that it would be preferable to run a single plan review exercise in the spring of 2022 when the detailed design has been settled." Section 6.10 Some respondents said it would be sensible to have a full plan review in spring 2022 when the full design is scheduled to be approved. We have discussed this with MHHS Programme, who agree that a plan review after finalisation of the design would be appropriate. We agree. We also consider that there would be little value in carrying out a full plan review in October 2021 if another is planned for the spring of 2022. We are therefore of the view that it would be preferable to run a single plan review in the spring of 2022. We are not making a change to the baselined plan in respect of this, but we do recommend to MHHS Programme that it might want to consider proposing such a change through programme governance. We note that the plan review is not a level 1 milestone. As such, moving it by 3 months or more would not require Ofgem approval." <b>For Information</b>
M6	Level 1	Code change and detailed design recommendations delivered	Apr-22	The CCDG will deliver the recommendations aimed at addressing any outstanding areas of the DWG's TOM design, and will deliver the recommendations for the changes to the Industry Codes and subsidiary documents necessary to enable the TOM.	TBC	The Programme will be design-led not code-led therefore the code change milestone will come at a later date. This will not impact the impact critical path. <b>For Information</b>

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## What we need from programme participants.....a Programme request for action

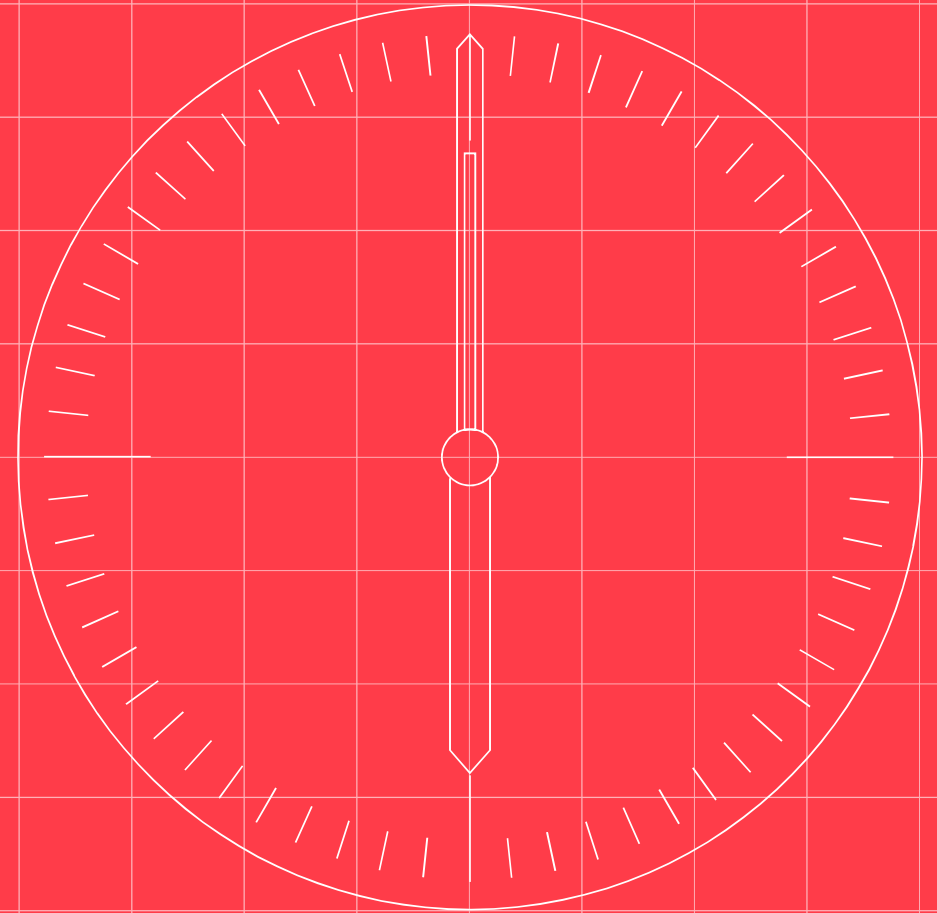
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- Active engagement early is key
- Engage with the Programme to deliver the new settlement arrangements
- Start intracompany consequential impacts of your settlement and wider systems/business process impacts
- For example design and build - is 12 months enough?
- Support Level 3 and 4 Governance Groups with SMEs
- Constituency feedback required by the next meeting

## PSG Constituents Actions

Milestone	Milestone type	Milestone Name	Ofgem Plan Date	Description	Action required by PSG Constituents	Due Date
M5	Level 1	Physical baseline delivered	Apr-22	In order for the other parties to commence the DBT phase a complete Physical Baseline, aligning both technical and regulatory designs, will be delivered.	<ul style="list-style-type: none"> <li>In order to deliver the physical baseline in April 2022, we would like your inputs now with the right SME's involved with the Level 4 Work groups from now until completion of design.</li> <li>The programme will not be consulting at the end of the design.</li> </ul>	Next PSG
M9	Level 1	System Integration Testing Start	Aug-23	System Integration Testing (SIT) will commence in August 2023. This test phase involves the central parties (Elexon, DCC, comms network providers and the registration system providers) along with a small number of agents and suppliers.	<ul style="list-style-type: none"> <li>Can you check with your constituents and get an early view on whether the timeline is sufficient between M5 and M9.</li> </ul>	Next PSG

# PSG Terms of Reference and Ways of Working



## Approval required

PSG are requested to approve MHHS Governance Framework and PSG Terms of Reference:

- Role
- Objectives
- Membership
- Scope, deliverables, roles and responsibilities
- Decision making

[MHHS Programme Governance Framework \(mhhsprogramme-production-cdn.s3.eu-west-2.amazonaws.com\)](https://mhhsprogramme-production-cdn.s3.eu-west-2.amazonaws.com)



### Approval required

Constituency representatives must:

- Engage and consult their constituency members including constituency delivery experts in a timely manner
- Be representative of all constituency members and mediate differing positions
- Be empowered to make decisions on behalf of their constituency
- Attend standing and ad hoc meetings or send alternate (constituency approval for alternates is required)
- Support SRO and Programme decision making
- Be meeting ready

PSG Members should be a mix of programme delivery and governance experts

## Approval required

Future meeting dates need to be agreed

- Propose PSG is a monthly forum and if ad hoc meeting is required it will be scheduled

**Question:** Is a separate PSG and Implementation Advisory Group (IAG) required?

- 1) PSG manages implementation
- 2) A separate IAG is stood up when appropriate

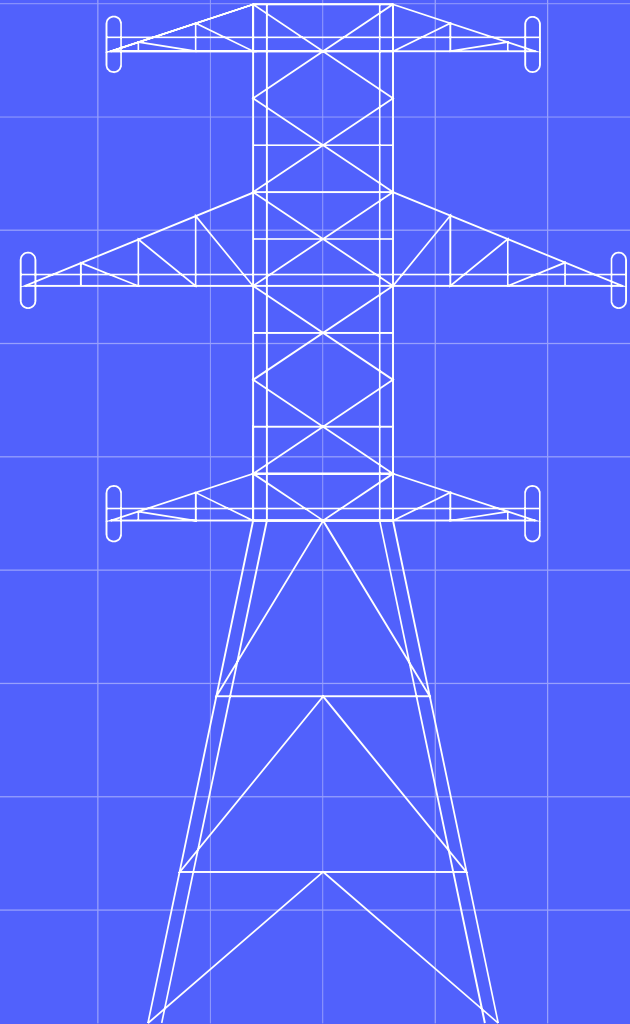
2022 - Enduring dates				
	Week 1	Week 2	Week 3	Week 4
PSG	X			
DAG		X		
CCAG				X

\*Meetings hosted on Wednesday



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# Level 3 Governance Groups



## Approval required

PSG ratification of established Level 3 decision groups

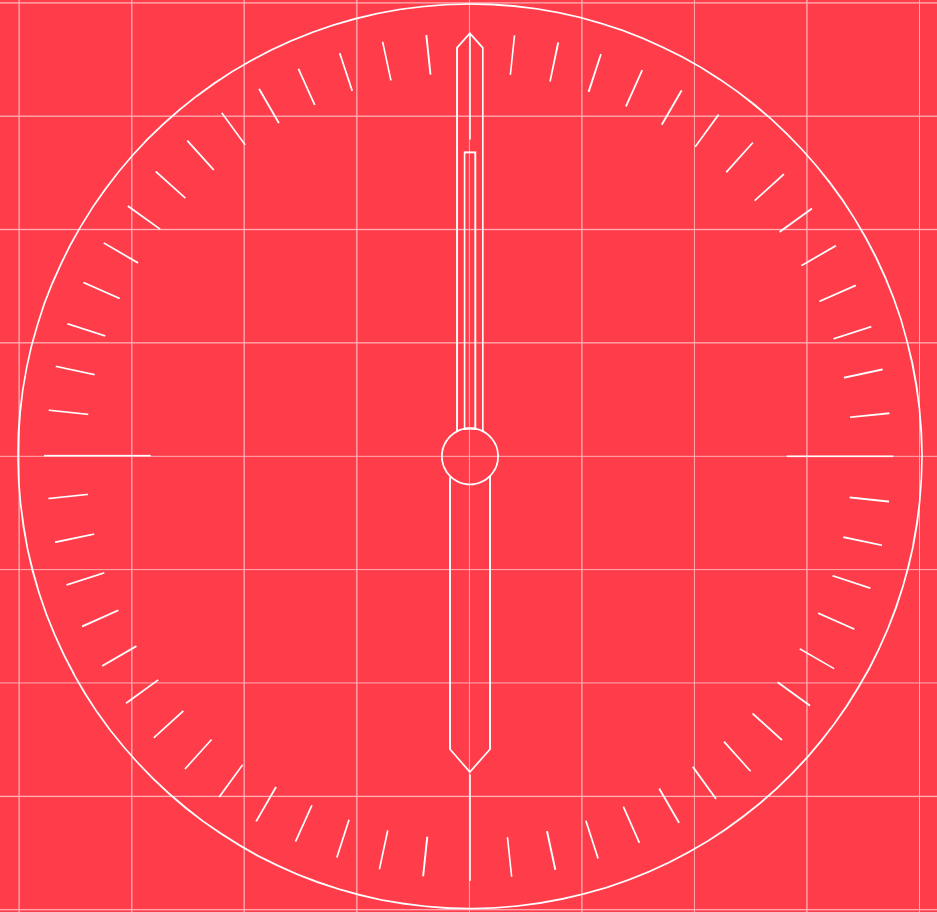
- Design Advisory Group (DAG) – recommended
- Cross Code Advisory Group (CCAG) – recommended

We do not currently recommend establishment of the Implementation Advisory Group (IAG) – subject to ongoing review

Note: A Level 3 Testing Advisory Group (TAG) may require establishment in the future.



# Next Steps



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## Next Steps

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### Meeting Actions

- Confirm actions

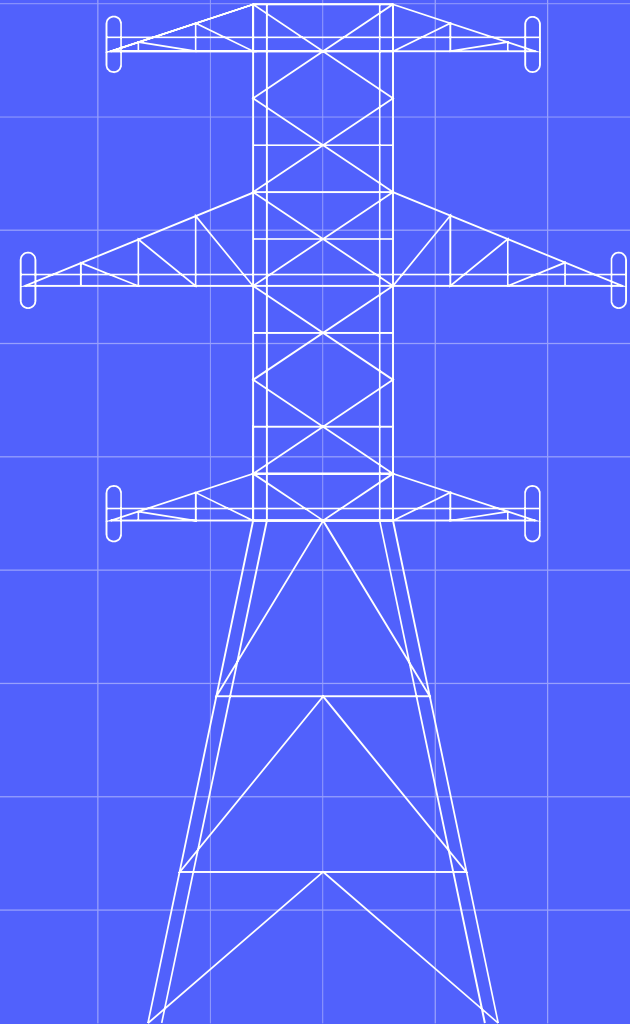
### Constituency Reps

- Consult your constituencies to assess plan baseline timetable
- Encourage participation in Level 4 working groups

### Next meeting

- Introduce Lead Delivery Partner (LDP)
- Budget

# Appendices

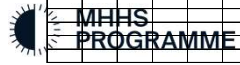


MHHS  
PROGRAMME

Industry-led, Elexon facilitated

# Appendix 1: Ofgem Transition Plan

2021					2022					2023					2024					2025																									
Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>Programme Milestones</b>																																													
M1: BC Decision																																													
M2: AWG recommendation delivered																																													
M3: DB Start																																													
M4: PMO/SL/PCC/PA fully functioning																																													
M5: Physical baseline delivered																																													
M6: Code change and detailed design recommendations delivered																																													
M7: Smart Meters Act powers enabled																																													
M8: Code changes delivered																																													
M9: System integration testing start																																													
M10: Central systems ready for migrating MPANs																																													
M11: Start of 1 year migration for UMS/Advanced																																													
M12: Start of 1 year migration period for Smart/Non-Smart																																													
M13: Load Shaping Service switched on																																													
M14: All suppliers need to be able to accept MPANs under the new TOM (one way go)																																													
M15: Full transition complete																																													
M16: Cut over to new settlement timetable																																													
<b>Switching Programme Key Phases / Milestones</b>																																													
REC v3 consultation Ofgem directs REC v2 change REC v3 to Code P Ofgem directs REC v3 go-live																																													
UEPT and E2E Testing Transition Testing Go-live																																													
<b>Programme Mobilisation</b>																																													
PM1: procurement/mobilisation of PMO/SL																																													
PM2: Program																																													
PM3: Ofgem Handover																																													
<b>Industry / Ofgem Work</b>																																													
ID1: AWG																																													
ID2: Ofgem																																													
ID3: Set-up																																													
ID4: Comms technology																																													
ID5: E2E Design (PMO)																																													
ID6.a: CCDG - Transition/migration																																													
ID6.b: CCDG redlining code changes																																													
ID7: BEIS activate Smart Meter Act																																													
ID8: Code and licence changes imp																																													
<b>Design and build</b>																																													
DB1: Elexon central system design and build																																													
DB2a: DCC/SEC process to confirm costs and changes need DB2b: DCC Design and Build																																													
DB3: Registration system changes design and build																																													
DB4: Communication network changes / development																																													
DB5: DNO/IDNO system changes design and build																																													
DB6: Supplier Agent - Advanced Segment design and build																																													
DB7: Supplier Agent - Unmetered Supplies Segment design and build																																													
DB8: Supplier Agent - Smart / Non Smart Segment design and build																																													
DB9: Supplier System design and build																																													
DB10: Supplier business readiness period																																													
DB11: Late mover supplier design and build																																													
DB12: Late mover supplier business readiness period																																													
<b>Testing</b>																																													
TE1: Pre-Integration Testing																																													
TE2: System Integration Testing																																													
TE3: System Proving																																													
TE4: Elexon Central System Pre-Int																																													
TE5: Registration																																													
TE6: DCC SIT																																													
TE7: DCC UI																																													
TE8a: Go-live governance																																													
TE8b: DCC system go live																																													
TE9: Comms netw																																													
TE10: DNO/IDNO																																													
TE11: SIT Partic																																													
TE12: Secur																																													
TE13: Conn																																													
TE14: Basic Message exchan																																													
TE15: E2E Testing																																													
TE16: Operational Testin																																													
TE17: Non-functio																																													
TE18: Secur																																													
TE19: E2E Testing Sandbox																																													
<b>Migration / Transition</b>																																													
MT1: Design TOM performance assurance																																													
MT2: suppliers collect customer data sharing preferences under new MHHS data sharing framework																																													
MT3: Smart Data Service accede to the SEC and complete DCC entry (S																																													
MT4a: Supplier Agent Advanced Segment Pre-Qual																																													
MT4b: Supplier Agent Advanced Segment Qual																																													
MT5a: Supplier Agent UMS Segment Pre-Qual																																													
MT5b: Supplier Agent UMS Segment Qualificat																																													
MT6a: Supplier Agent Smart / Non Smart Segment Pre-Qual																																													
MT6b: Supplier Agent Smart / Non Smart Segment Qualification																																													
MT7a: Supplier Pre-Qual																																													
MT7b: Supplier Qualification																																													
MT8: Supplier / Agent migration planning																																													
MT9: UMS/Advanced Migration Period																																													
MT10: Smart/Non Smart Migration Period																																													
MT11: Populate LSS with meter data																																													



## Appendix 2: PSG Terms of Reference (extracted from MHHS-DEL031 MHHS Programme Governance Framework v1.1)

### 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 an senior-level group, where key issues, challenges and Level 1 milestone Programme planning are presented and steering group members make strategic decision which efficiently drives the MHHS Programme forward, delivers the new TOM and ensures the Programme keeps to plan.

#### PSG Objectives

- To be the overarching Programme decision making authority for Market-wide Half Hourly Settlement, 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.
- Ensure different programme participant perspectives are appropriately represented during decision making.
- Receive escalations from lower level workgroups and reach consensus, ensuring the Programme progresses to plan.
- Enables Programme transparency for all impacted constituency groups and stakeholders.
- Delegate decision making to appropriate lower level groups.

The PSG Membership is the SRO as Chair, a representatives from each programme participant constituency and Ofgem as an observer –

- SRO - Chair
- MHHS IM Programme Director
- Lead Delivery Partner (LDP) Programme Manager
- Lead Delivery Partner SI Manager
- Lead Delivery Partner PPC Manager
- Independent Programme Assurance (IPA) Manager
- Elexon Representative (as central systems provider)
- DCC Representative (as smart meter central system provider)
- Any other provider of a central system required for MHHS implementation (e.g. communications provider)
- Large Supplier Representative
- Medium Supplier Representative (Subject to Ofgem MHHS BSC Governance Framework decision).
- Small Supplier Representative
- I&C Supplier Representative (Subject to Ofgem MHHS BSC Governance Framework decision).
- Supplier Agent Representative (Independent Supplier Agent)
- Supplier Agent Representative
- DNO Representative
- iDNO Representative
- National Grid ESO
- Consumer Representative
- Ofgem (Observer)
- The PMO will attend to act as meeting secretariat.

## Appendix 2: PSG Terms of Reference (extracted from MHHS-DEL031 MHHS Programme Governance Framework v1.1)

### Purpose and Duties of MHHS programme Steering Group

- PSG's purpose is to be the group that manages and oversees key Programme decisions, 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 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.
- 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 will have the ability to:
  - Accept the recommendation – the proposal/recommendations are aligned to the TOM and overall objectives.
  - Reject the recommendation – the proposal/recommendations does not align to the TOM, programme principles or requires further work/clarity.
  - Refer the recommendation for additional work or analysis.
  - Accept the recommendation, subject to additional work being completed.
  - Escalate to Ofgem via the IPA when the recommendation meets the threshold for Ofgem.
- All changes must follow the MHHS Programme change control process



## Appendix 3: Governance areas to be actioned – following consultation responses

### Information only

PSG future approval requests - these items will be brought to a subsequent PSG for approval:

1. Change control process
2. Delegation and escalation criteria
3. Decision making criteria (linked to milestones)
4. Meeting SLAs (5 days)
5. Consultation SLAs (flexible vs fixed timescale)
6. Objective measurement



# Thank you