1 Design Advisory Group (DAG) Terms of Reference (Level 3)

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

1.1 DAG Role

The DAG's role is to oversee, review, consult and advise on changes[1] to the MHHS Design. The MHHS Design describes the end-to-end business processes, system and data architecture that delivers the detailed system design that enables all programme participants to design, build and test their individual system and business changes. The DAG approval of any MHHS Design changes is subject to delegated authority granted to DAG Chair by the SRO under the MHHS Programme Change Request process (DEL-171) and in accordance with the MHHS Programme Governance objectives set out in section 3.2.

DAG decisions are made by the DAG chair with authority delegated to them by the SRO.

The DAG's role changes following baseline design. Up to this point it has had an important role in ensuring the completeness of design and that participant's concerns with the design have been appropriately discussed. Following baseline design, the focus should be on ensuring that changes to the design protect or improve the baseline design and that any adverse consequences of a proposed change to the baseline are appropriately discussed. Decisions need to be delivery focused, i.e. balancing any costs/impacts of a decision and the impact on overall programme timelines.

1.2 DAG Objectives

- To be the experts advising the DAG chair on decision for changes to the system and solution design, in accordance with MHHS Programme Change Request process (DEL-171).

- To review any design matters referred to the DAG that may require change to the MHHS Design

- To oversee the Programme design outputs, review and validate the output contents against design principles, objectives and expectations, send the deliverables for consultation and approve the design artefacts. For example, this may include Migration and Transition design artefacts

- Ensure different programme participant perspectives are appropriately represented during decision making.

- Enable Design transparency for all impacted constituency groups and stakeholders.

- Delegate appropriate tasks and activities to Level 4 Working Groups.

- Receive escalations from lower level workgroups and reach consensus on decisions, so the Programme progresses to plan.

- Provide detailed advice to the SRO, PSG and other groups if required.

1.3 Membership

The DAG Membership is the SRO as Chair, technical expert representatives from each programme participant constituency and Ofgem as an observer.

a) SRO - Chair

b) MHHS Client Delivery Programme Manager

c) SI Design Lead

d) Lead Delivery Partner (SI) System Integrator Manager

e) Independent Programme Assurance (IPA) Manager

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3. Changes to the MHHS Design may originate from the Fast Track design process (see https://www.mhhsprogramme.co.uk/design/design-review-process) or MHHS Programme Change Request process (DEL-171).

f) Elexon Representative (as central systems provider)

g) DCC Representative (as smart meter central system provider)

h) RECCo Representative

i) Any other provider of a central system required for MHHS implementation (e.g. communications provider)

j) Large Supplier Representative

k) Medium Supplier Representative

l) Small Supplier Representative

m) I&C Supplier Representative

n) Supplier Agent Representative (Independent Supplier Agent)

o) Supplier Agent Representative

p) DNO Representative

q) iDNO Representative

r) National Grid ESO

s) Consumer Representative

t) Ofgem (Observer, to attend as appropriate)

u) Independent Programme Assurance provider representative (Observer, to attend as appropriate)

v) The PMO will attend to act as meeting secretariat.

The DAG Chair can invite other technical design experts from the Programme and industry, whom the DAG Chair considers relevant to the matter being considered by the DAG.

1.4 Purpose and Duties of MHHS Design Advisory Group

DAG's primary role is to be responsible for the MHHS Design baseline. It's purpose is to be the mechanism that oversees, reviews and advises the DAG Chair on approval of changes to the end-to-end business processes, system and data architecture deliverables that produce the detailed system designs that enables all programme parties to design, build and test their individual system and business changes. The DAG approval of any MHHS Design changes is subject to delegated authority granted to DAG by the MHHS Programme Change Request process (DEL-712).

DAG is responsible for reviewing changes to the MHHS Design that are escalated from the Fast track Design process and relevant MHHS Programme Change Requests that impact on the MHHS design.

The DAG's role on Change Requests is set out in DEL-712 including:

- advising the SRO or Chair on whether the Change Request is approved or rejected

- reviewing the Change Request and confirming it is suitable to be issued to industry for Impact Assessment (IA)

- have explicit authority to make amendments to a change request with the agreement of the change raiser, before sending the request out for IA. It will also be tasked with reviewing the IA responses and advising the SRO/DAG Chair on confirming or rejecting the change for implementation

- If implementation timelines within the Change Request exceed the governance thresholds articulated in the MHHS Governance Framework, this decision will be escalated to PSG, and ultimately Ofgem.

- If an Advisory Group cannot reach an agreement on how to advise the Chair on the Change Request, this may be escalated to PSG for decision. The SRO and meeting Chair has decision making authority.

- When a change is approved, the Advisory Group is responsible for guiding the SRO or Chair in setting a timeline for the implementation of the change. They and the Programme will identify a responsible individual who will be accountable for overseeing the implementation of the change.

- When rejecting a change, the Advisory Group Chair must provide rationale to support their decision. This rationale should be shared with the PMO, who can inform the Change Raiser. When this rationale is shared, the Change Raiser can accept the rejection, or appeal the rejection via the IPA.

If a change request is submitted to the Change Board with multiple options, the Change Board will advise the raiser (of the change) to ask the DAG to undertake the necessary solution options analysis before then re-submitting the change request.

1.5   DAG Scope, Deliverables, Roles and Responsibilities

- DAG's scope is Design changes that impact any system and process Design Artefacts
- The SRO (or someone delegated by the SRO from within the MHHS Implementation Manager function) will chair the meetings.
- The PMO will maintain and communicate up to date meeting documentation.
- The PMO will issue a headline report within one working day of the meeting, with full minutes, actions and decisions issued within five working days of the meeting.
- The PMO will maintain an up to date Programme plan, RAID log and actions log relating to Design Artefacts.
- The PMO will provide all meeting management services and deliver all regular and ad hoc meetings.
- DAG Members (or nominated alternatives) will attend every meeting.
- DAG Members will be fully meeting prepared before the meeting starts.
- DAG Members should be a mix of business, system, data, design, security and solution technical experts.

1.6   Decision-making

The DAG Chair will make Level 3 decisions and Level 2 decisions when delegated by the SRO. (Level 1 decisions will be escalated to Ofgem by the SRO or IPA).

The DAG Chair can delegate decisions to another Level 3 group or a lower level work group, such as the Design Authority Chair.

The DAG will ensure that any decisions are based on full transparency with programme participants and appropriate consultation. DAG Chair 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 DAG Chair decision, the concern will be resolved by DAG or escalated to the PSG via a constituency representative. If a party raises a significant concern they must provide supporting information, e.g. the reason for the concern / dissensus, the options that were considered, the pros and cons that were debated, and the arguments for and against a decision – so that the DAG has the information to make a decision.

Consultation will be carried out on an ongoing basis, with the DAG taking decisions based on information developed by its lower level Design Working Groups and/or provided by the MHHS Programme.

Where the DAG is presented with recommendations from Design Working Groups they will have the ability to:

i) Accept the recommendation – the proposal/recommendations are aligned to the TOM, overall objectives and design principles.

ii) Reject the recommendation – the proposal/recommendations does not align to the TOM, programme and design 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) Refer to the PSG when the recommendation meets the threshold for Ofgem intervention

It should be noted that the design principles should be adhered to wherever possible. However, this does not rule out instances where DAG may deviate from these, where sufficient justification exists to deliver the core elements of the design solution.

Decisions and outputs of the DAG will be published within five working days of the meeting.

1.7   Design Working Groups (Level 4)

The DAG Chair will convene Design Working Groups which the DAG Chair believes are necessary to fulfill its functions, e.g. enduring change management and Transition Design.

Design Working Groups will report to DAG who will agree and define the scope of each group on its creation. Work from the Design Working Groups will be subject to review by DAG.

The DAG will stand up E2E working groups as needed and will have the responsibility of approving a clear Terms of Reference and Deliverables for each group it establishes.

Groups will be convened at the appropriate point and may not be required to remain active throughout the Programme delivery.

The below groups are currently in place as Design Working Groups:

a) Design Resolution Group

b) Technical Design Working Group (TDWG)

c) Security Design Working Group (SDWG)

d) Migration and Transition Design Working Group (MTDWG)

The purpose, specific deliverables and membership of each group will be determined by the DAG when each Design Working Group is created.

All Design Working Groups will report their output to the DAG for approval. This will occur on an ongoing basis and may require engagement with wider industry.

Where a Design Working Group in unable to reach a consensus on a decision delegated to them by DAG the matter will be escalated to the DAG. If a Design Working Group raises a significant concern they must provide supporting information, e.g. the reason for the concern / dissensus, the options that were considered, the pros and cons that were debated, and the arguments for and against a decision – so that the DAG has the information to make a decision

All Design Working Groups will be attended and chaired by the SRO or someone delegated by the SRO. Meeting attendance should be open to all, unless otherwise determined.

Design Working Group members will be expected to actively contribute to the task delegated to them, e.g. Design Change, this is likely to include completing tasks and actions outside of the Design Working Group.