




**MHHS  
PROGRAMME**  
Industry-led, Elexon facilitated

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# Market-wide Half-Hourly Settlement: Programme Management & Elexon Business Separation

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MHHS Webinar  
26 May 2022

<p><b>Welcome &amp; introduction to the PMO</b></p> <p><i>Lewis Hall</i> 5 minutes</p>	<p><b>Deep Dive: Bringing RAID to life</b></p> <p><i>Daniaal Choudhury &amp; Noah Thorne</i> 10 minutes</p>	<p><b>MHHS Programme Governance</b></p> <p><i>Fraser Mathieson</i> 5 minutes</p>
<p><b>MHHS Elexon Business Separation</b></p> <p><i>Warren Fulton</i> 10 minutes</p>	<p><b>Q&amp;A</b></p> <p><i>Smitha Pichrikat</i> 15 minutes</p>	



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**Please ask questions by joining at:**

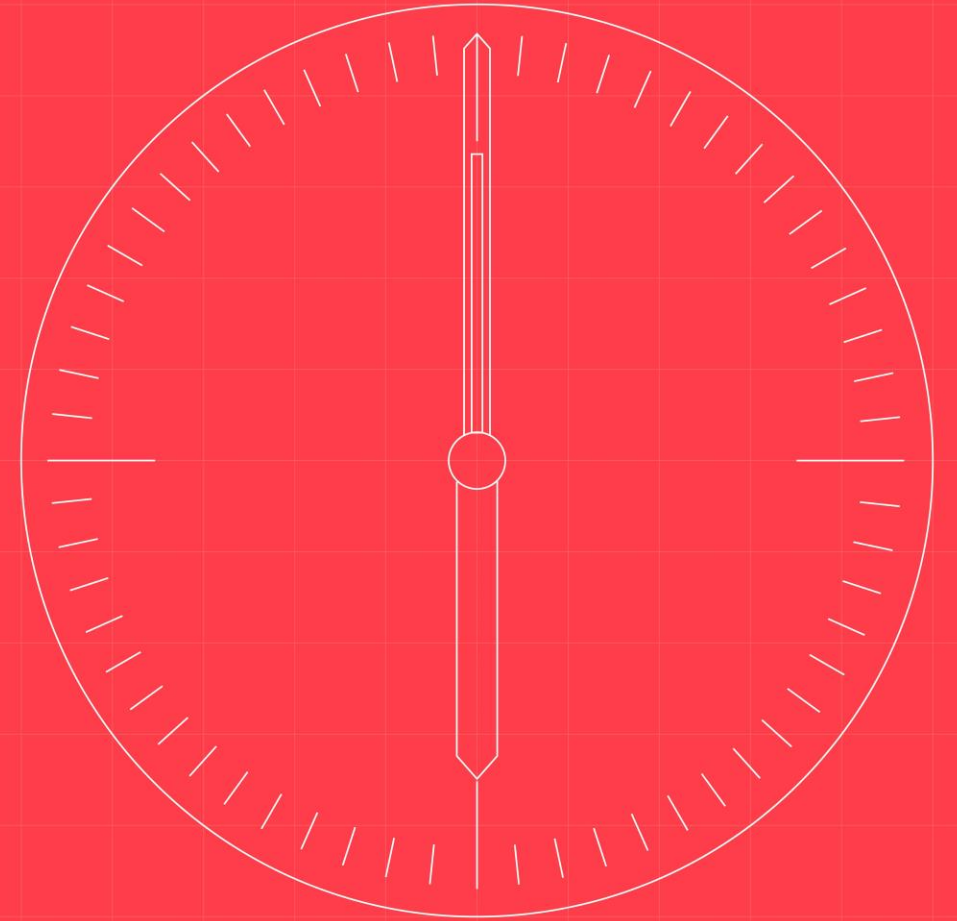
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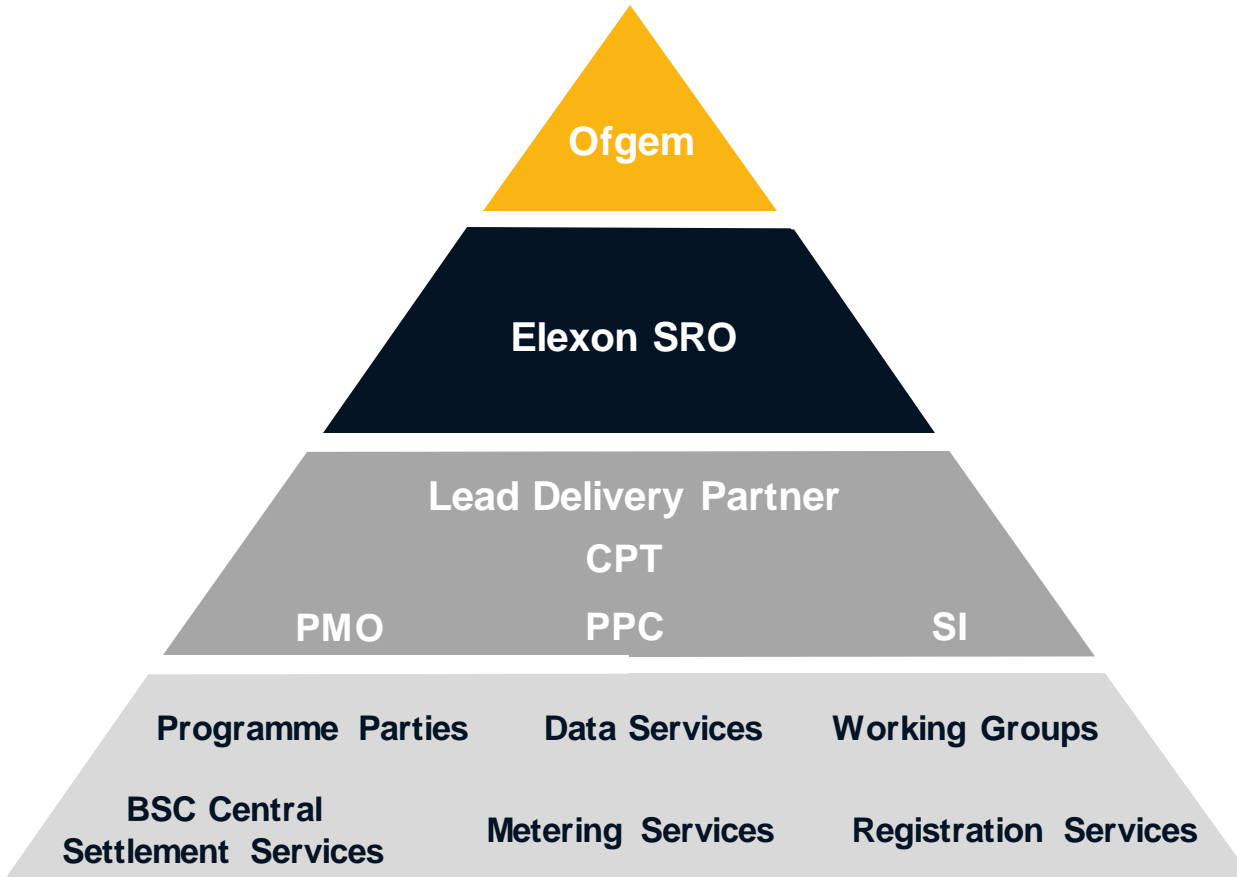
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# Welcome and introduction to the PMO

*Lewis Hall*  
*5 minutes*





- 1 Central Programme Team (CPT)**  
Manages day-to-day delivery of the MHHS Programme and provides Elexon with advice and support. Advises on issues and risks. Takes action to ensure the Programme can deliver effectively.
- 2 Programme Management Office (PMO)**  
Supports the efficient and effective delivery of the Programme. Provides framework for managing the day-to-day activities, ensuring programme standards, tools and templates are being adhered to. Coordinates Programme Assurance activities.
- 3 Programme Party Coordinator (PPC)**  
Ensures that Programme Parties are ready to proceed into each phase. Works with Programme Parties, challenges where appropriate, and escalate any party readiness concerns. Provide an industry coordination service.
- 4 Systems Integration (SI)**  
Assures the Design, overall integration & test plans, manages & coordinates plans, resources to ensure testing and integration is successful. Works with PPC team and Programme Parties to ensure parties can meet Programme milestones.

Programme Approach	Programme Principles	Methods to drive Programme Delivery
<b>Delivery-focused</b>	<ul style="list-style-type: none"> <li>• Focus on delivery, founded on best practice</li> <li>• Design-led, not Code-led</li> <li>• Active participation of all Programme Parties</li> </ul>	<ul style="list-style-type: none"> <li>• Decisions made through industry governance groups</li> <li>• Deliver by continuous collaboration with Programme Participants and their SMEs</li> <li>• Set the path from design, through build, test and migration – supported by enabling Code changes</li> </ul>
<b>Data-driven</b>	<ul style="list-style-type: none"> <li>• Guide through analytics and insight</li> <li>• Focus on root causes, themes, patterns, trends – addressing underlying challenges not just visible symptoms</li> <li>• Ensure ‘one version of truth’ for all data and artefacts</li> </ul>	<ul style="list-style-type: none"> <li>• Better decisions informed by relevant and timely MI</li> </ul>
<b>Technology-enabled</b>	<ul style="list-style-type: none"> <li>• Use digital tools via Programme Portal</li> <li>• Rely on Portal to ease access and dialogue</li> </ul>	<ul style="list-style-type: none"> <li>• Create Portal as ‘window into the programme’ for equitable access for all participants</li> </ul>
<b>Relentlessly proactive</b>	<ul style="list-style-type: none"> <li>• Lead by example, set the tone and pace</li> <li>• Deal with complexities early</li> <li>• Provide consistent line of sight</li> </ul>	<ul style="list-style-type: none"> <li>• Engagement at all levels &amp; with industry to flush out RAID</li> <li>• Resourced with the right expertise to resolve complexity</li> </ul>
<b>LEAN and agile</b>	<ul style="list-style-type: none"> <li>• Efficient use of resources by elimination of wasteful activities</li> <li>• Effective and responsive delivery</li> </ul>	<ul style="list-style-type: none"> <li>• ‘Waterfall’ programme delivery to milestones with agile philosophy on a continuous basis</li> <li>• Self-organised Level 4 governance</li> </ul>
<b>Quality-driven</b>	<ul style="list-style-type: none"> <li>• Quality in decision-making via transparency and information-based insight</li> <li>• Evidence-based</li> </ul>	<ul style="list-style-type: none"> <li>• Dedicated Quality Manager</li> <li>• Robust and agreed Quality Management Framework</li> <li>• ‘Open book’ to IPA</li> </ul>

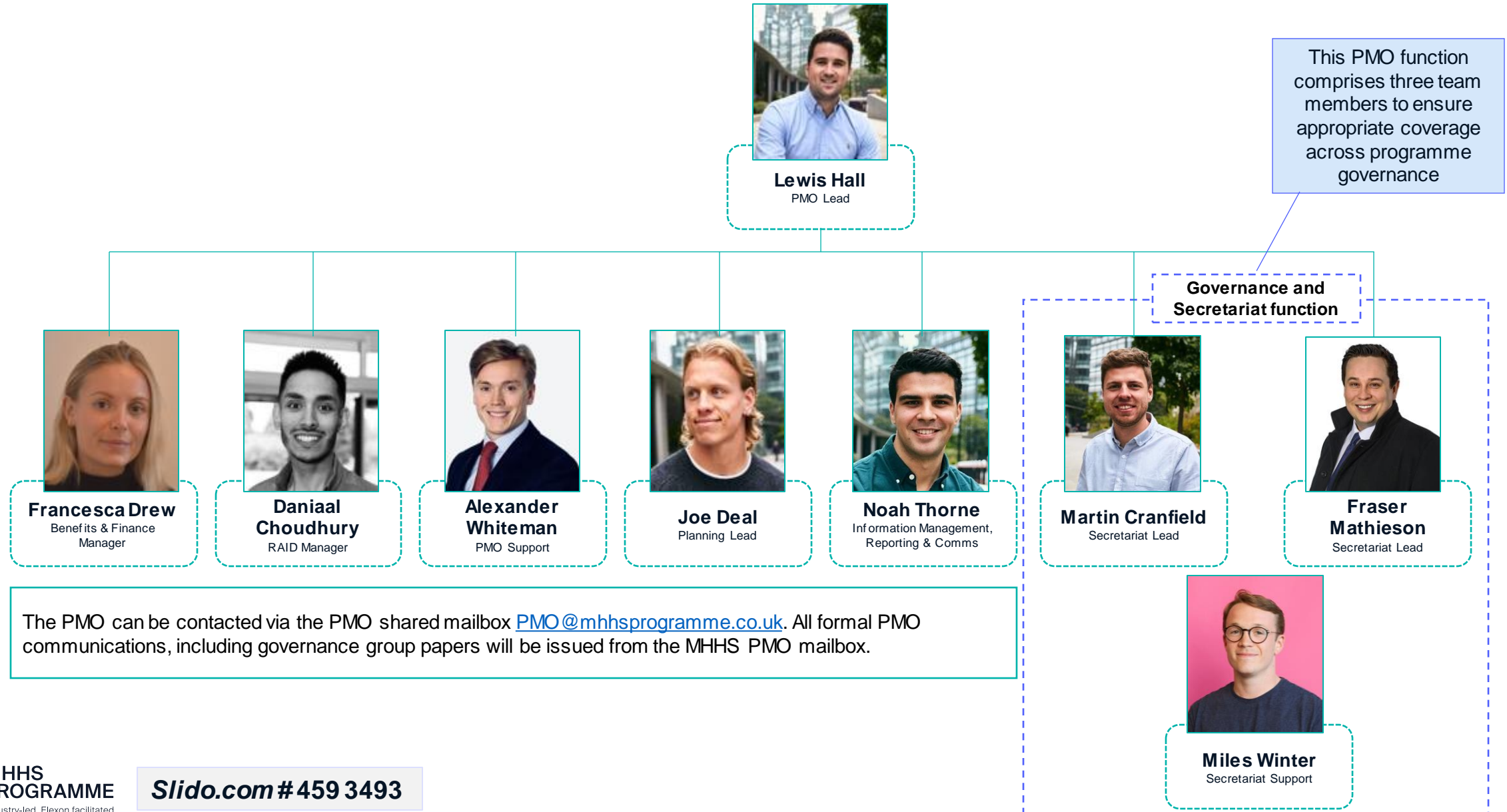
**The MHHS Programme is following a deliberate Design-led approach to delivery.**

The design of the system, in line with the Target Operating Model (TOM), will be completed first, with code changes being developed based on the design.

Benefits include:

- **Saving time** – the Programme can move at speed to obtain decisions and reach a baselined design
- **Reduced cost** – moving at greater speed can save cost by delivering on the programme outcomes quicker
- **Early delivery of benefits** – by delivering sooner, industry and consumers can reap the benefits of Half-Hourly Settlement sooner
- **Greater clarity and accuracy of design** – by driving delivery through the design, the Programme and Participants can develop systems designed with greater accuracy, closer alignment to ways of working, and more control over the solution and delivery of benefits in the TOM

# PMO team structure



The PMO can be contacted via the PMO shared mailbox [PMO@mhhsprogramme.co.uk](mailto:PMO@mhhsprogramme.co.uk). All formal PMO communications, including governance group papers will be issued from the MHHS PMO mailbox.



The MHHS PMO team's responsibility is split across the below functional areas

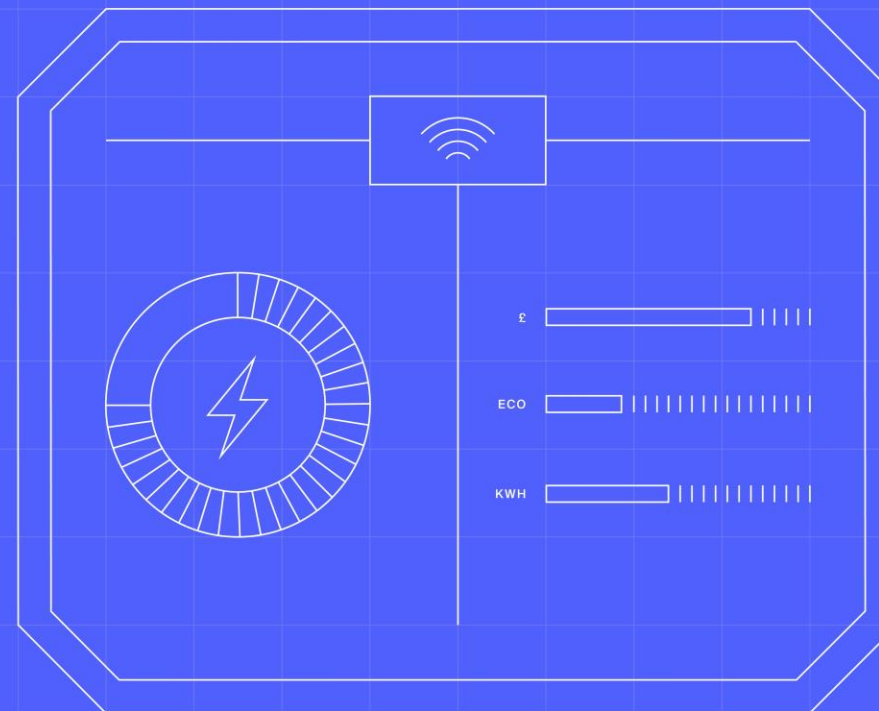
RAID Management	Programme Governance	Forecasting and Finances
Change Control	<b>MHHS PMO</b>	Resourcing, onboarding and offboarding
Programme Planning	Document and Information Management and Standards	Outcomes and KPI tracking

# Deep Dive

Bring RAID to life

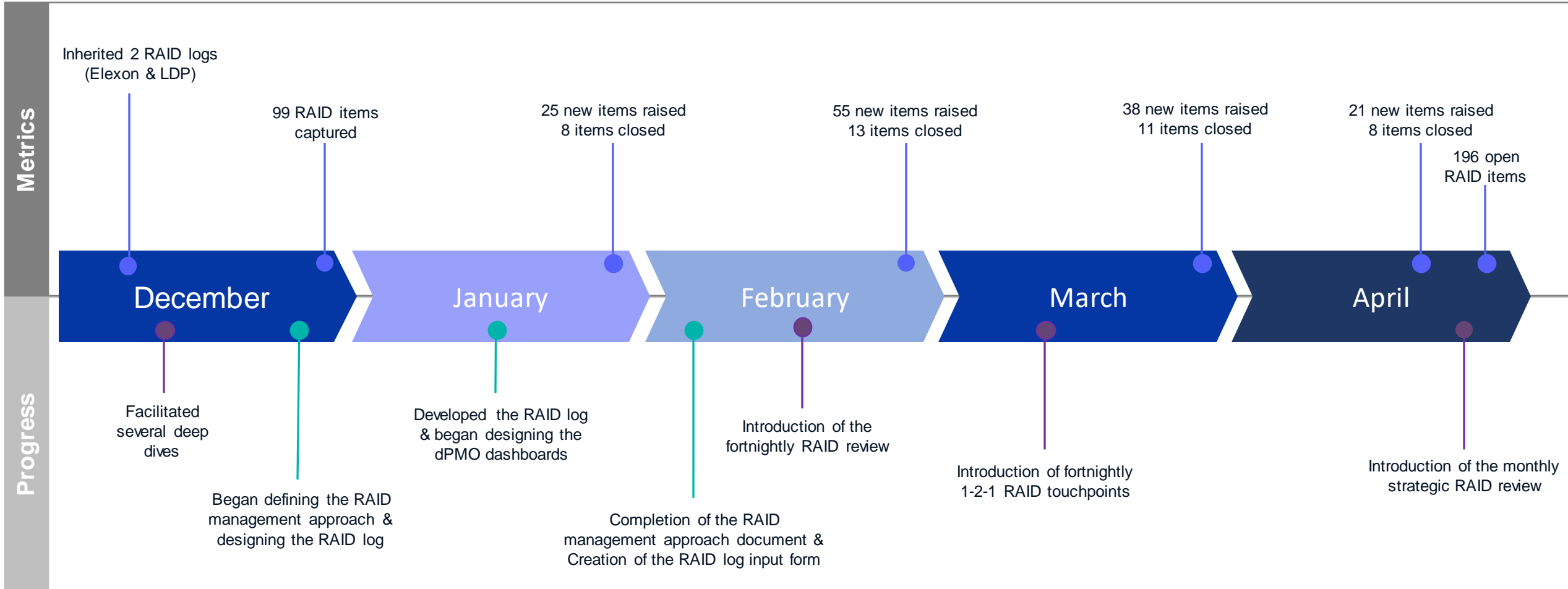
*Daniaal Choudhury & Noah Thorne*

*10 minutes*



# What we've done so far

Over the last few months there has been a strong drive to develop and implement an effective RAID management approach



Key:

Pin points	Description
●	Development of the RAID log content
●	Development of the governance process
●	Development of the tools & templates

## Raising RAID items and how they are governed

MHHS Programme RAID Log Input Form

Welcome to the MHHS Programmes RAID Log Input Form! This form is the entry point for RAID items in the centralised log. Once a request has been submitted, MHHS PMO will review and validate the details before registering the request, should there be any queries, a member of the team will be in touch.

1. Select an Option

Raise a new item

Update an item

Close an item

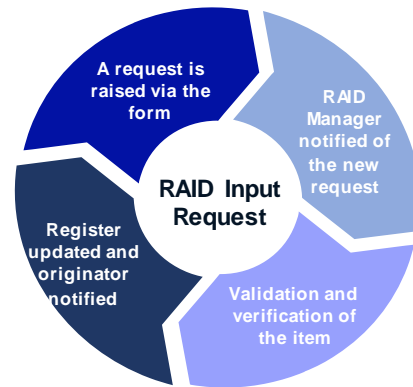
Next

To control the flow of information input to the RAID log by participants, we have developed a RAID log input form

### Purpose

The [RAID Log Input Form](#) is the single point of entry for participants to raise, update and close RAID items in the centralised log

### Process



1. A request is raised via the input form by a programme participant (PP)
2. A notification is sent to the RAID Manager containing the new items and details captured
3. The RAID Manager will verify and validate the request, liaising with members of the team and/or the originator should further clarifications be required
4. Once the details are validated, the RAID Log will be updated, and the originator is notified

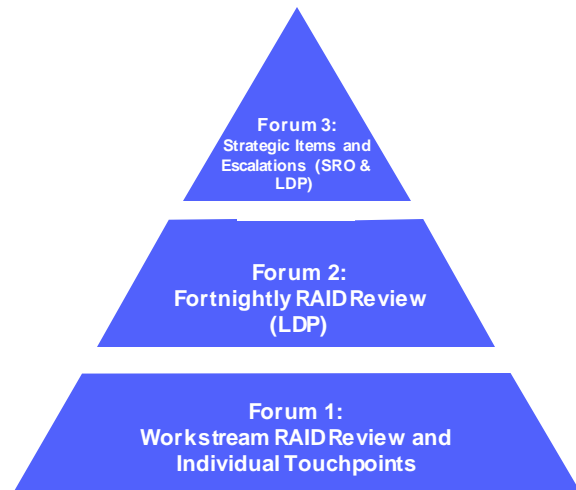
A robust governance process has been developed to ensure regular opportunities are in place to discuss the RAID

### Objective

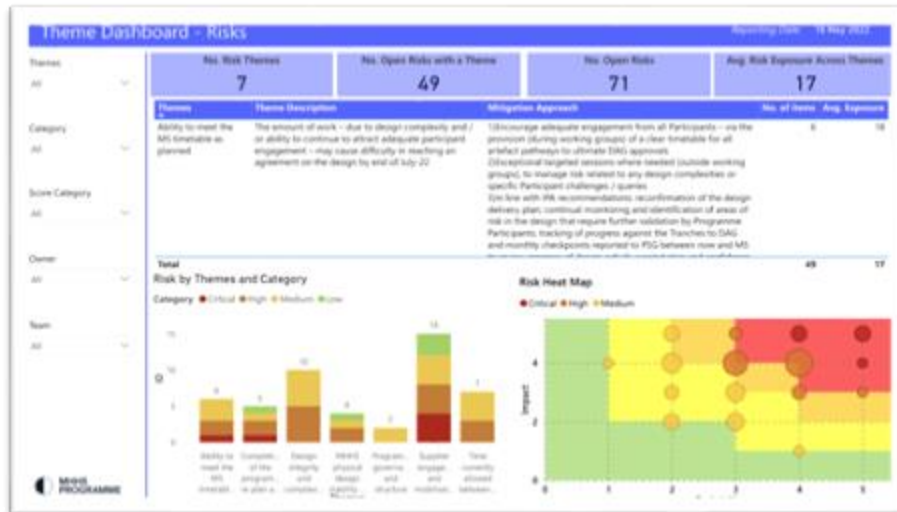
- Review RAID profile, discuss the top priority items, highlight where support or input is required
- Assign actions to unblock significant workstream items
- Agree any items that may need further escalation or awareness at Programme Governance

### Output

- Alignment on the significant RAID items for the MHHS programme
- Agreement on any escalation to the relevant internal forum, Programme Steering Group or Ofgem as required
- Clear actions to mitigate or unblock significant RAID items – cascaded downward by PMO



RAID reporting will be a key enabler for the Programme, and we aim to make this as engaging and interactive as possible



### Overview

User-friendly dashboards have been developed to provide tailored insights for various programme reviews, forums and reports

### Benefits

**Insights & Analytics**  
Transforms a text heavy RAID Log into meaningful and actionable insight

**Reporting & Decision Making**  
Offers customisable views and reporting to fulfill the needs of different review and governance forums



**Interactive**  
Provides an engaging approach to RAID governance

**Visibility**  
Increases the visibility of the RAID both internally and externally

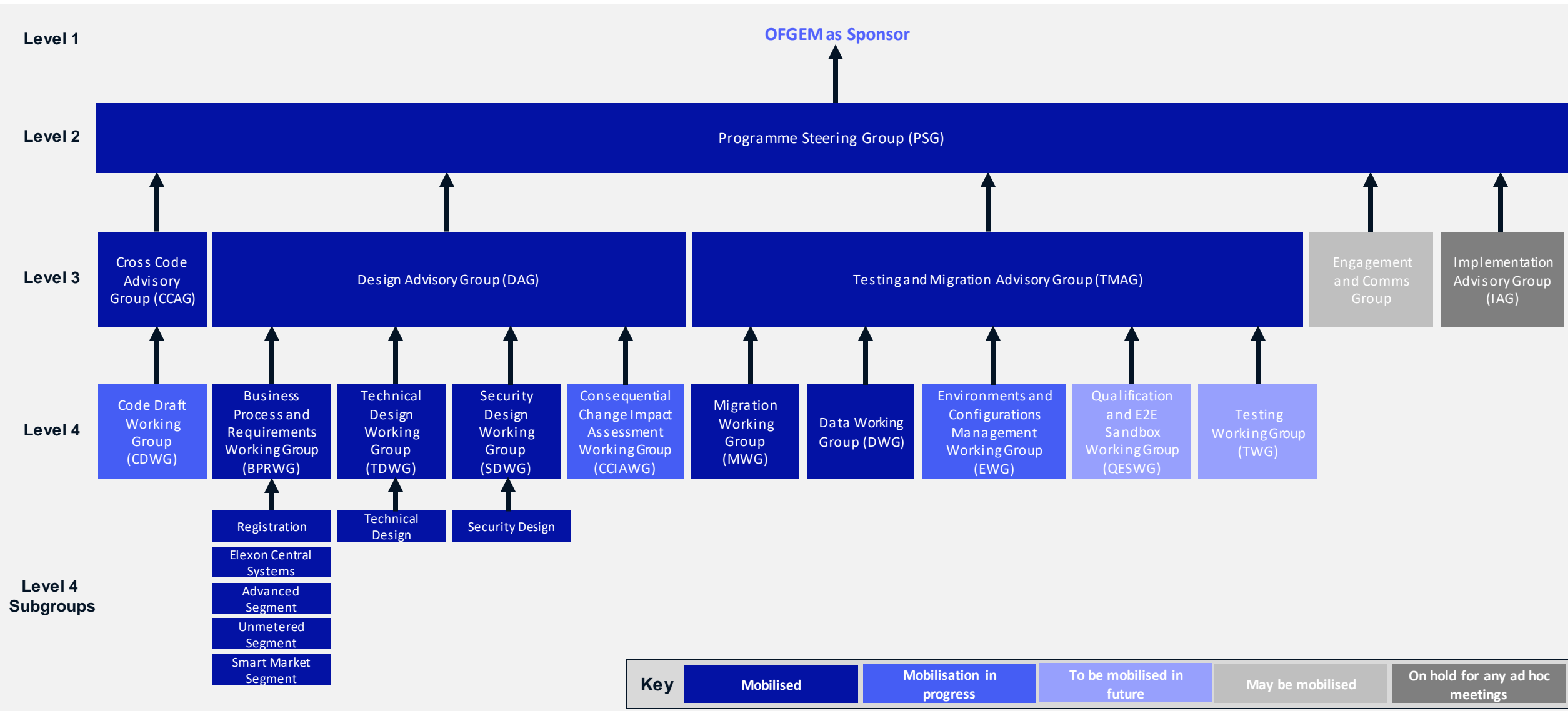
# Programme Governance

Decision making and flow of information

*Fraser Mathieson*

*5 minutes*

# MHHS Governance and decision making

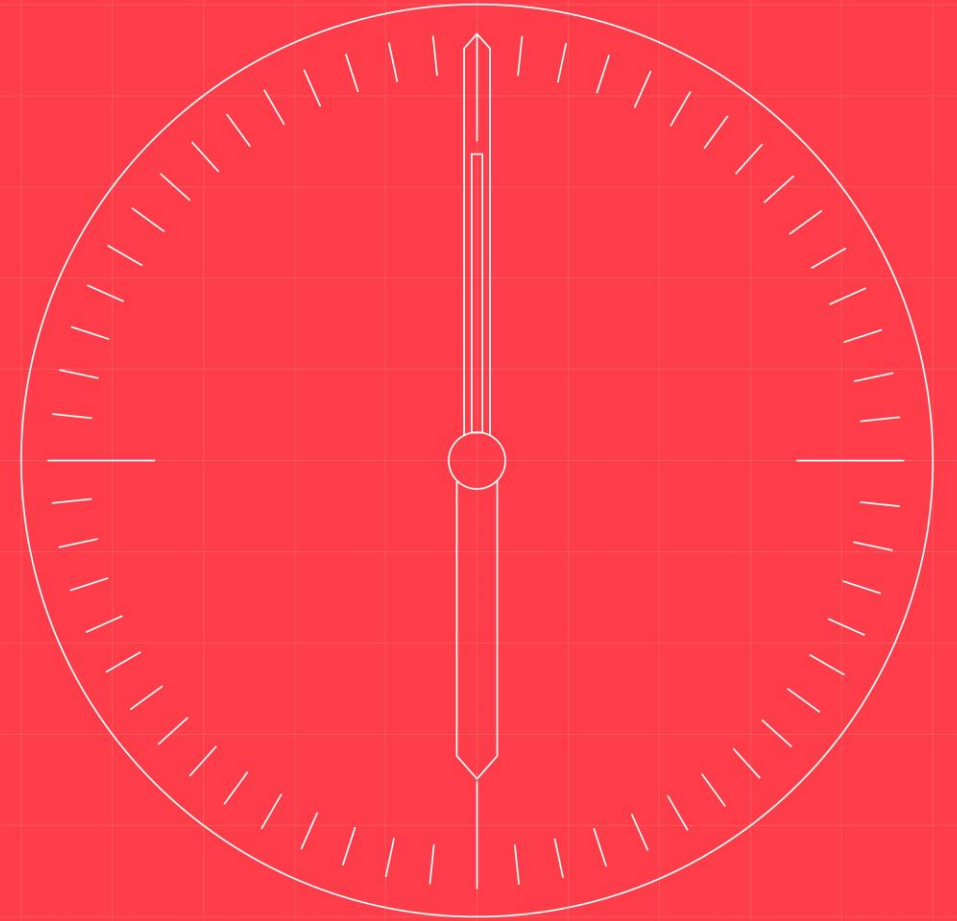


# MHHS Elexon Business Separation

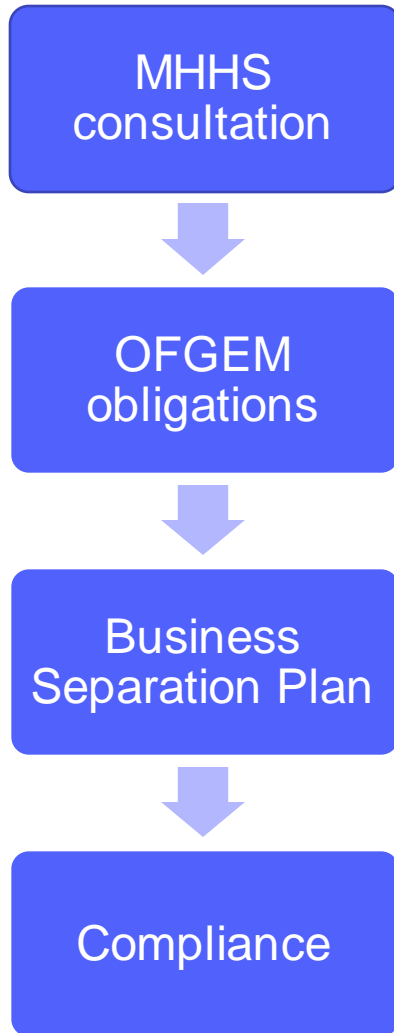
What are we doing and why it's important

*Warren Fulton*

*10 minutes*







Industry raised a concern about the potential conflict of interest risk of Elexon as the Implementation Manager (IM) and as an MHHS Participant

Ofgem applied obligations on Elexon in the BSC and MHHS Governance Framework

- Physical separation
- Organisational separation
- Cultural separation

Elexon and Ofgem collaborated to design and agree a Business Separation Plan

The Elexon Board is accountable for implementing and managing the Separation and monitoring any conflict of interest

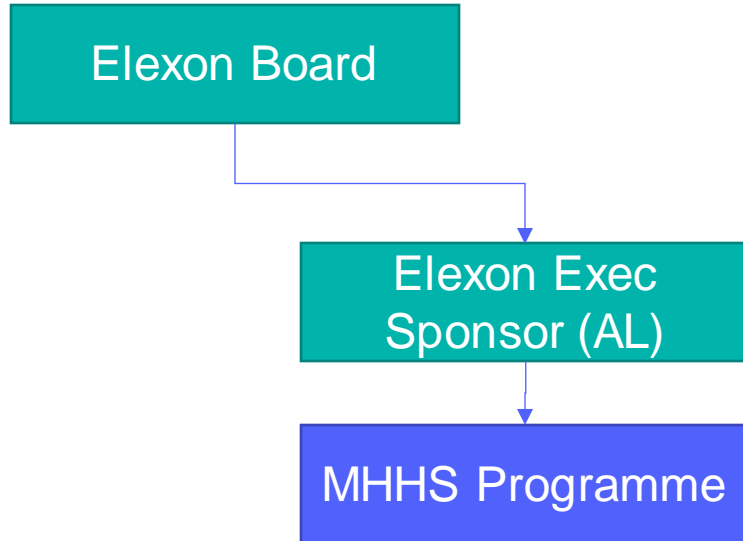
- It is the responsibility of every Elexon employee, SRO team member and the LDP employee to ensure the conflict of interest risk is managed
- The Independent Programme Assurance provider (IPA) will monitor and provide assurance

# 1. Physical Separation



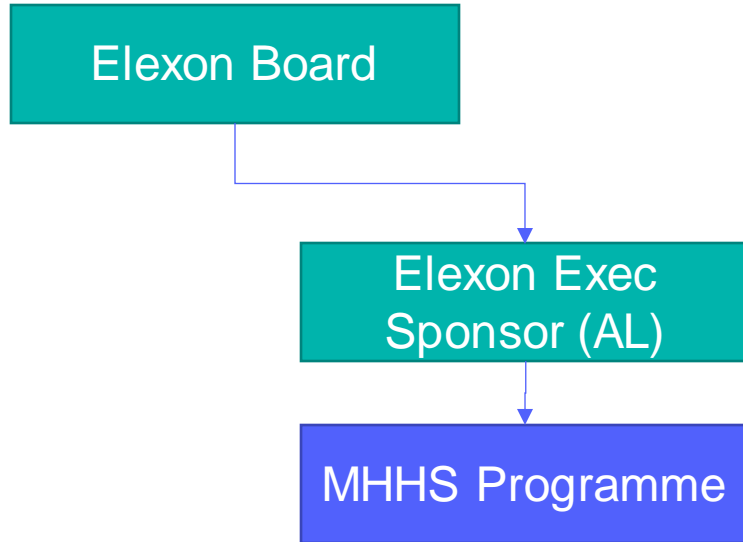
- The MHHS Programme must have **physical autonomy**
- This has been achieved by creating the MHHS Programme **brand, email addresses and website**
- The MHHS Programme has its own office in the Elexon building, and the **programme delivery data is stored by Expleo**, the Lead Delivery Partner

## 2. Organisational Separation



- The Elexon Board consists of non-exec directors and the CEO
- The Elexon Board has **oversight responsibilities** (see next slide)
- These responsibilities have been **delegated to Angela Love** (Elexon MHHS Executive Sponsor)
- Angela Love has no involvement in Elexon's Project Helix

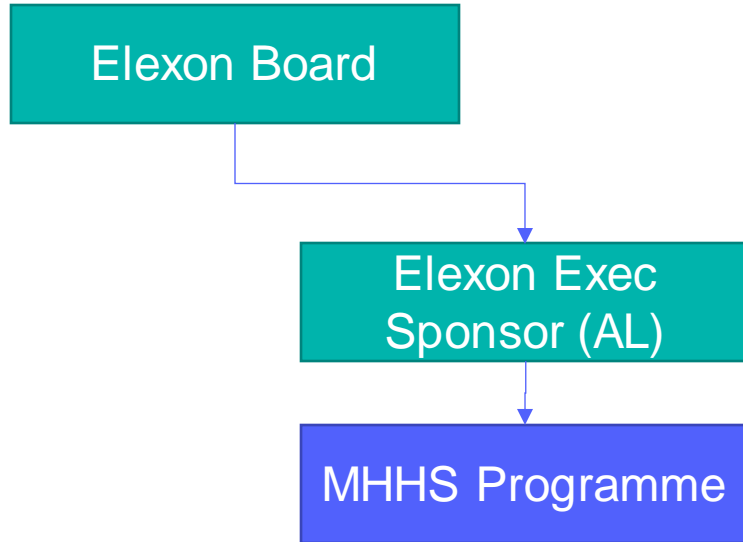
## 2. Organisational Separation



### IM oversight responsibilities:

- Ensure the Programme has appropriate **resources**, service providers, infrastructure, technology and support services
- Ensure the **conflict of interest** risk is managed
- Manage the **performance** of the roles (SRO, PMO, PPC, SI, DA). Importantly, this does not mean managing Programme delivery, that is the SRO's responsibility
- Ensure the Programme is **economical and efficient**, and has appropriate financial controls and reporting

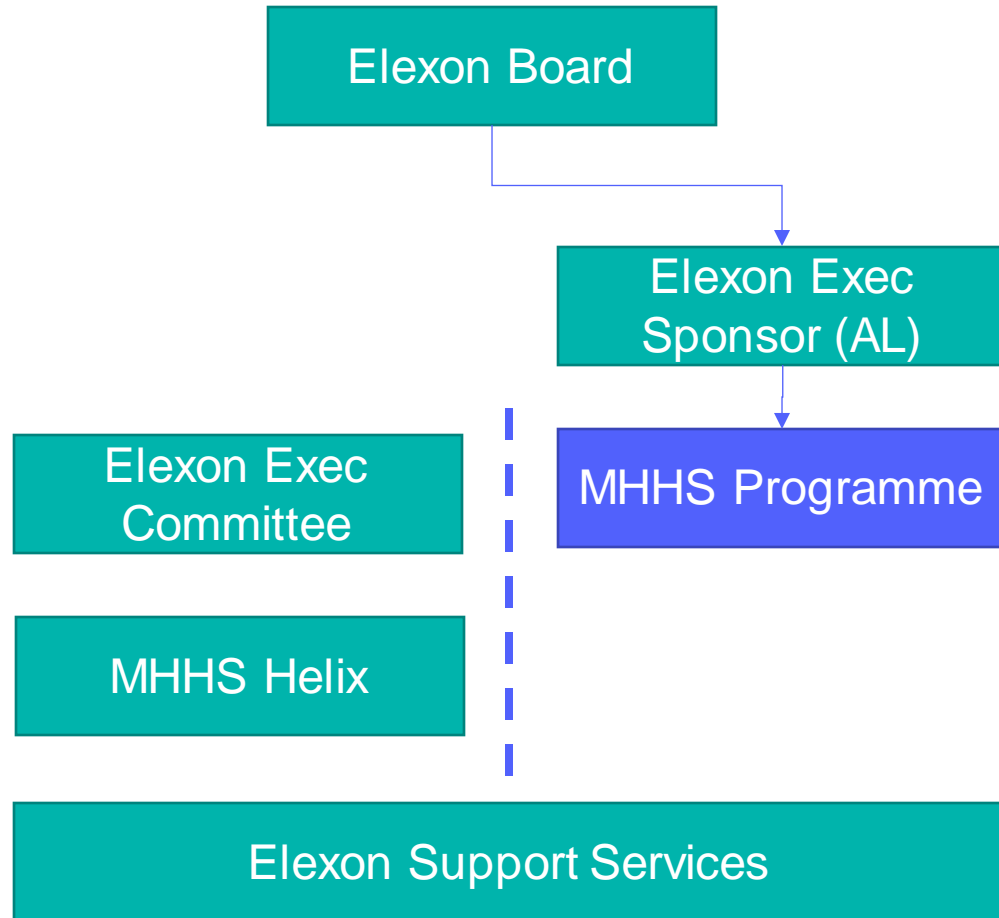
## 2. Organisational Separation



### Information and decisions:

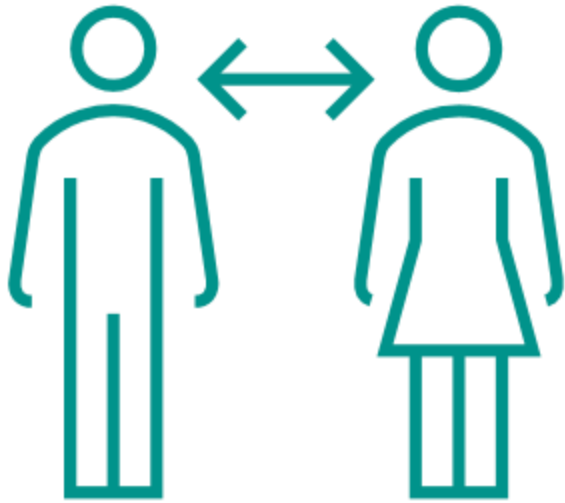
- The Board, and the Exec Sponsor, are permitted access to information and to make decisions related to **IM oversight responsibilities**
- All information shared and decisions taken must be shared with IPA
- All other Programme information must be obtained via formal channels
- Participation in all other Programme decisions must be via formal forums

## 2. Organisational Separation



- The Elexon Executive committee, Helix Programme, and the rest of Elexon, are excluded from MHHS IM oversight information and decisions
- The SRO/LDP must treat Elexon no better / no worse than other Participants
- Elexon Support Services (HR, IT, Legal, SCM) can access information and make decisions relevant to their function

### 3. Cultural Separation



- The expectation is that people working as part of the MHHS IM function must have the Programme's best interests in mind
- The focus is not on Separation, but on **managing the conflict of interest risk**
- Elexon and MHHS Programme members can still maintain friendships, meet for coffee and socialise
- Everyone must take ownership and responsibility

- **Separation obligations** in the BSC and MHHS Governance Framework
- **Business Separation plan** agreed by Elexon and Ofgem
- **Elexon Board** is accountable for managing compliance
- **Elexon MHHS Executive Sponsor** is responsible for managing compliance
- **The Independent Programme Assurance provider (IPA)** will assure compliance – **Field work has commenced, findings due in July 2022**

# ELEXON BUSINESS SEPARATION PLAN

**MHHS PROGRAMME**  
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Ensuring the MHHS Programme acts independently and serves all industry participants equally.



Document owner	Document number	Version	Status:	Date
Angela Love	MHHS-DEL031	1.0	Approved	10 November 2021

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### **The Clock**

The Clock newsletter provides participants with weekly updates and key information to support delivery of the Market-wide Half-Hourly Settlement Programme. The Clock will signpost you to events, plans, reports and documents to assist in planning, design, development, testing and delivery. Sign up at <https://www.mhhsprogramme.co.uk/contact-us/>.



### **The PPC team**

The Programme Party Coordinator (PPC) team is in place to support your mobilisation through the Programme. For any general queries, or updates on the Programme, please email [PPC@mhhsprogramme.co.uk](mailto:PPC@mhhsprogramme.co.uk)



### **The PMO team**

The Programme Management Office (PMO) is in place to support any queries relating to the Programme process, including meetings and meeting papers, documentation and deliverables. Please email [PMO@mhhsprogramme.co.uk](mailto:PMO@mhhsprogramme.co.uk).

## Contact details

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# Thank you