Change Control Approach

Contents

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Version Control

Overview and scope

Summary	
Document Background	Independent Programme Assurer (IPA) review The IPA raised no major issues with the draft change control process or accompanying documents in March 2022. The IPA raised several minor changes, both for the benefit of Programme Participants, and to ensure a clearer line of accountability throughout the process. The MHHS PMO amended the documents in light of the review, which was confirmed by the IPA. The IPA recommends that, as the programme progresses, the change control process be revisited periodically to identify any further enhancements that might emerge through more regular use, and once the planned move to the portal is completed. Ofgem review and decision The MHHS PMO submitted the Change Control Approach and supporting documents to Ofgem on 01 April 2022 for review and approval. Ofgem reviewed the documents and made minor comments. The MHHS PMO considered Ofgem's comments and resubmitted the documents on 29 April 2022. Pursuant to section C 12.3.1 of the BSC, Ofgem formally designated the initial Change Control Process for MHHS Implementation on 05 May 2022. Ofgem expect that the IPA will from time to time review its operation and make any recommendations with a view to ensuring that it remains fit for purpose.
Audience	The Change Control Approach will be a key reference point for all stakeholders, programme team members, participants and IPA All programme roles are expected to be familiar with this document and to align to framework set out within

Document Control

Document Owner	Document Number	Version
Lewis Hall	MHHS-DEL-171	1.5

Status	Date	Classification
Published	05 May 2022	Public

Change Record

Date	Author	Version	Change Detail
05 May 2022	Lewis Hall	1.0	Ofgem approved and published
01 February 2023	Alex Whiteman	1.1	Incorporate post-M5 Design Change Management process
10 May 2023	Lewis Hall	1.2	Process updates and clarifications of role of Advisory Groups & Change Board
14 December 2023	Immy Syms	1.3	Update Change Board authority to reject Change Requests which are not critical to go-live
19 April 2024	Immy Syms	1.4	Updates to Change Control process according to CR050
14 May 2024	Immy Syms	1.5	Clarifications head of CR050 Impact Assessment

To be read in conjunction with:

Doc Ref	Document Title	Version
MHHS-DEL-162	MHHS Programme PID	v1.0
MHHS-DEL-030	MHHS Programme Governance Framework	v2.1
MHHS-DEL-166	PMO Approach Document	v1.0
MHHS-DEL-163	MHHS Quality Management Framework	v1.0
MHHS-DEL744	Design Change Management Procedure	v1.0

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Document Classification: Public

Background	This document will set out the approach for how change requests are managed on the MHHS Programme The MHHS PMO has implemented this procedure to help embed a culture where everyone involved takes responsibility for undertaking change in a controlled manner. Methods to conduct this include: • Briefing Programme Participants on the process to ensure they are aware of their responsibilities • Ensuring 'change' is a standing agenda item on appropriate governance meetings. • Briefing key governance forums and decision makers ensuring they are aware of their responsibilities and relative importance of addressing change requests.
Purpose	This document outlines the change control approach, principles and processes for the MHHS Programme This document will serve as a guide for all Programme Participants.
Owner	This document is owned by MHHS PMO. The team will be responsible for the overall the Programme Change Control process.

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There are three major sources of change in the MHHS Programme that could require the need for a formal Change Request to be raised. These include:

- **A change to a programme success factor (time, cost, quality, scope)**

- **A change to a baselined programme artefact***

- **A change raised via the design issues process**

Changes will typically manifest from several different places across the programme. These could be driven by external industry factors, through the Sponsor (Ofgem), through the Implementation Manager or via Programme Participants.

The change process can be initiated by any party on the MHHS Programme and will require an individual owner (known as the 'Change Raiser') to work with the MHHS PMO in raising the Change Request.

The scope of the Change Control process covers from when a need for change is identified, through to when a change has been rejected or implemented.

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To ensure the Change Control process on the MHHS Programme is fit for purpose we have defined several key guiding principles to be adhered to. The MHHS PMO will ensure these principles are maintained throughout the duration of the programme.

The Change Control process should:

- Be clear, simple to understand and followed by all

- Ensure changes are identified, reviewed and authorised quickly and efficiently and outcomes effectively communicated across the programme

- Ensure the appropriate control is applied to each stage of the Change Control process to allow informed decisions to be made on time and without delay

- Provide a mechanism for capturing the cumulative cost of change to the MHHS Programme and wider industry.

- Clearly articulate the impact of each change request on the programme's outcomes

- Clearly articulate how the priority of each change request is assessed, including the risk to the programme if the change request is rejected, or approved and implemented

- Ensure a clear line of accountability and responsibility for approving change is defined

- Explain how approved changes will be incorporated into programme scope and implemented as part of the MHHS Programme.

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There is a single Change Control process for the MHHS Programme. Clear decision points have been inserted into the process that may allow a change to either be expedited, escalated or passed through as a "housekeeping" change.

These decision points will help to ensure a measured and appropriate level of governance is applied to the Change Control process at all times.

A decision to escalate or expedite a change will be taken by the SRO (or delegated individual) at the recommendation of the Change Board.

1. An **expedited change** can be enacted when a CR is raised but requires swifter action that the pre-defined SLAs require. These CRs will be managed by exception and fast tracked upon receipt by the MHHS PMO for decision.

2. An **escalated change** may be required if it appears that a CR may exceed the thresholds defined in the MHHS Governance Framework.

3. A **"Housekeeping" change (no impact)** covers administrative changes that have no impact on the programme, such as minor updates to baselined artefacts that have no wider impact on programme outcomes or its deliverables, e.g. wording changes. These changes will be logged with the MHHS PMO and noted at the Change Board for information rather than for decision.

In the case of an expedition or escalation an ad hoc Change Board, Advisory Group and/or Working Group may need to be convened to review the CR and provide a recommendation to ensure there is no delay to timelines.

Fast Track Design Update Process and Design Issue Notifications (DINs)

The Fast Track Design Update Process consolidates open items in the DIN Log into a single monthly release of updated design documentation. Items that follow this process do not require a Change Request to be raised, as per the documented process.

Some open items in the DIN Log may be of sufficient complexity that they require further discussion at the Design Review Group (DRG). An output of this session may be to raise a Change Request for Impact Assessment, or to undertake the necessary options analysis via the PPIR process before raising a CR once the chosen solution is agreed.

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In line with the guiding principles for Change Control, the Programme has established guidelines on when a Change Request should, or should not, be raised. Change raisers should follow the 'Pre-Change Raising Process' detailed on slide 18.

A Change Request **should**:

- Be discussed at Working Group and Advisory Group level before they are submitted to the MHHS PMO. Any potential change should be raised and discussed with the stakeholder groups closest to their detail to validate that a CR is necessary.

- Include a single option for Impact Assessment. If there are multiple solution options to be assessed, this should happen before the Change Request is raised to MHHS PMO. The best way for this to be done is via the Programme Participant Information Request (PPIR) process.

- The PPIR process seeks quantitative evidence to support a decision on agreeing the most appropriate solution.

- Be critical to the ability of the Programme or a Programme Participant to achieve 'go-live' (M10) on schedule or fix a defect in the MHHS Design.

A Change Request **should not**:

- Include multiple options to be impact assessed. To seek industry's view on multiple solution options the PPIR process should be enacted.

- Be submitted without warning and without prior discussion at the appropriate Governance Group.

- Introduce a 'nice-to-have' change for a Participant(s).

Please note: Change Requests that are raised without prior discussion at the necessary Governance Group run the risk of being rejected by the Change Board and delaying the process.

If a change request is submitted to the Change Board with multiple options, the Change Board will review the change and may commission the appropriate Advisory Group to undertake the necessary solution options analysis in the form of a PPIR. The Change Board may also refer the Change Request back to the change raiser to allow the raiser to re-submit the change with a single solution.

If a Change Request is raised which is either not critical to go-live, or fixes a defect in the Design, the Change Request will be deferred until after go-live, or in some cases, until after Migration completion.

Application of the Change Control Process

Scenario 1: Operational Choreography (CR017 / CR018)	Scenario 2: Programme Replan (CR022)	Scenario 3: Interim Plan updates to reflect replan deferment (CR020)
• CR017 and 18 were CRs raised into Change Control process to review the proposed operational choreography routines needed to manage DIP registration messages. • CR017 contained two solution options, while CR018 contained a further option for consideration. • These changes were discussed extensively at DAG without agreement. • The Change Control process was used to gather feedback and to identify a preferred option, rather than assess the impact of the chosen option. • The Impact Assessment findings were then presented to DAG for decision on the agreed option. • This process caused confusion within DAG on their role in approving the options.	• The Programme Replan went through 3 rounds of industry consultation before CR022 was raised for industry impact assessment. • This was because there were multiple options and variations to the plan that needed further investigation before programme participants could accurately undertake the impact assessment. • While not strictly following the PPIR process, this is an example of where consultation on options was undertaken before the Change Request was raised. • Following the 3rd round of consultation and with a more stable set of planning artefacts, the Change Request was raised. • At this point, the proposed solution was mature enough to accurately impact assessed by industry.	• It was agreed at PSG that the approval process for the programme replan would be extended by 1-month. • As the interim plan was a baselined artefact, this required a Change Request to baseline the changes. • As the change itself was purely a cosmetic update to a document, a housekeeping change was raised. • There were no wider implications on the programme and therefore an Impact Assessment was not required. • The housekeeping change was submitted to the Change Board and ratified at that meeting. • This was then communicated in The Clock and the updated document published onto the website and Collaboration Base.

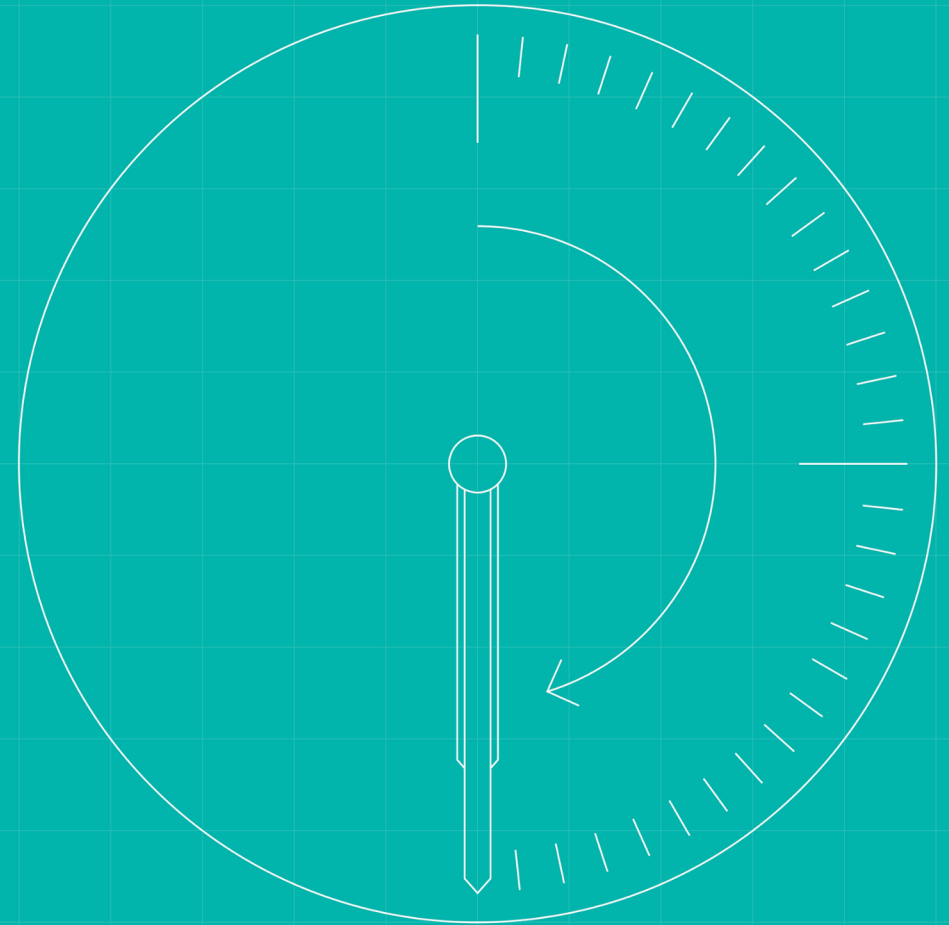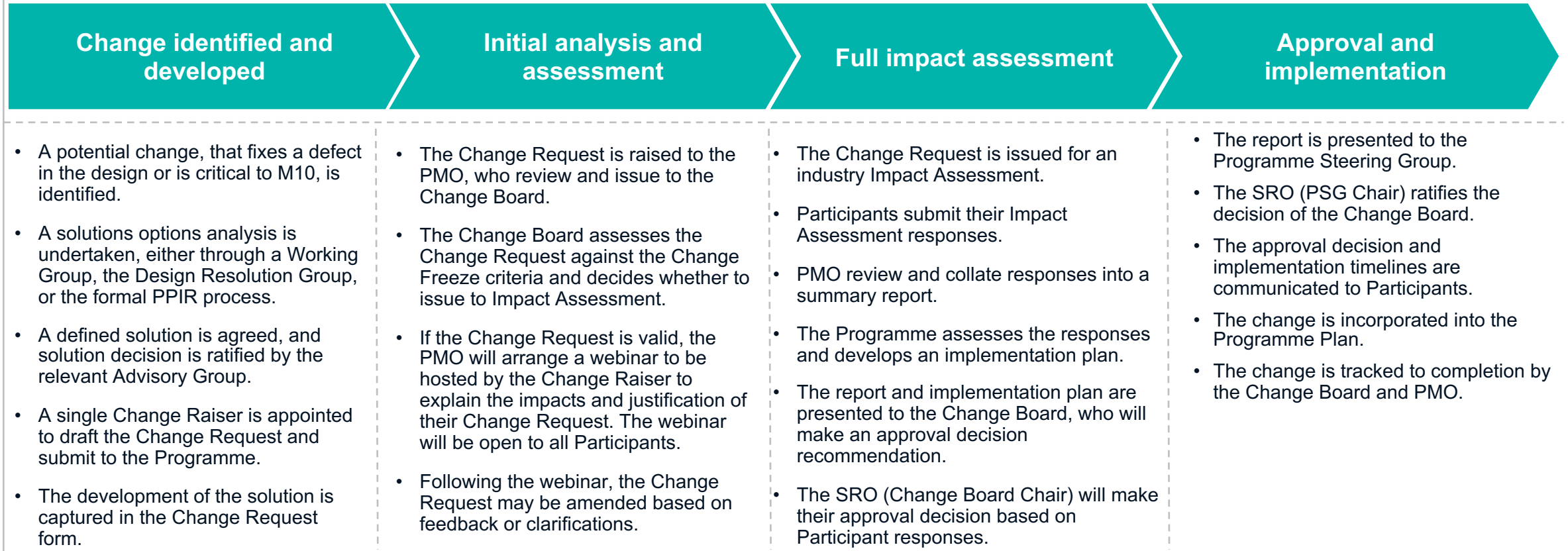|		
✗ This was not the appropriate use of the Change Control process. ✗ The solution options analysis (refer to the 'Pre-Change Raising Process' on slide 18) should have been undertaken before the Change Request is raised via the PPIR process. ✗ Once the agreed solution was identified, it should have been raised as a Change Request and the industry impact assessment carried out against that.	This was the correct use of the process, with industry consultation being used to identify a chosen 'solution'. With the replan in a position to be impact assessed by industry, the Change Request was raised. This ensured the impact assessment was focused and targeted. The IA period was extended as the volume of information to review was high. Where the change is less complex the IA period can be reduced to expedite the process.	This was the correct application of the Change Control process. The change was not material and did not warrant an impact assessment The housekeeping process ensures the change is recognized and a clear audit trail in place, while ensuring the appropriate rigor is applied.

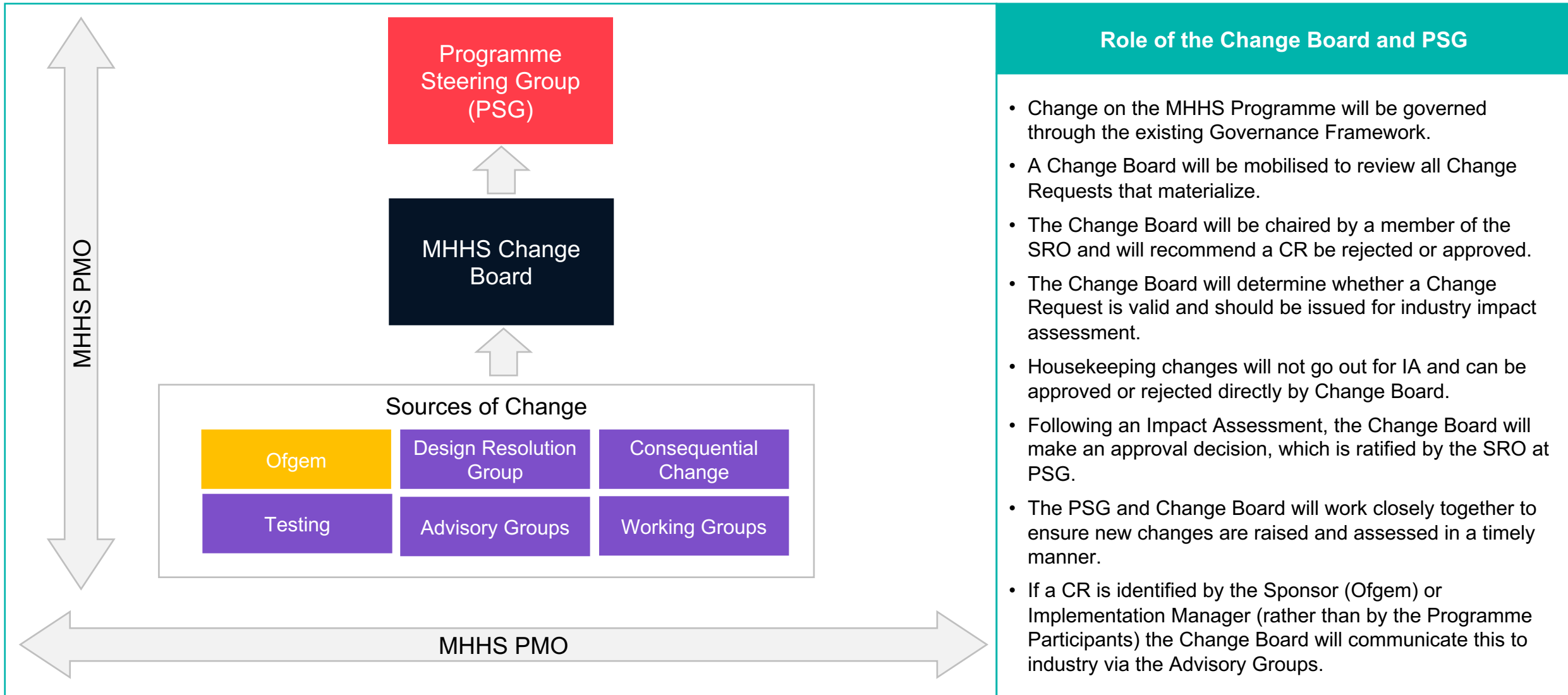MHHS PROGRAMME
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Approach

Phases of the Change Control process

There are four key phases to the Change Control process. These, along with the associated activities, are highlighted in the diagram below:

Change identified and developed	Initial analysis and assessment	Full impact assessment	Approval and implementation

Change identified and developed
- A potential change, that fixes a defect in the design or is critical to M10, is identified.
- A solutions options analysis is undertaken, either through a Working Group, the Design Resolution Group, or the formal PPIR process.
- A defined solution is agreed, and solution decision is ratified by the relevant Advisory Group.
- A single Change Raiser is appointed to draft the Change Request and submit to the Programme.
- The development of the solution is captured in the Change Request form.

Initial analysis and assessment
- The Change Request is raised to the PMO, who review and issue to the Change Board.
- The Change Board assesses the Change Request against the Change Freeze criteria and decides whether to issue to Impact Assessment.
- If the Change Request is valid, the PMO will arrange a webinar to be hosted by the Change Raiser to explain the impacts and justification of their Change Request. The webinar will be open to all Participants.
- Following the webinar, the Change Request may be amended based on feedback or clarifications.

Full impact assessment
- The Change Request is issued for an industry Impact Assessment.
- Participants submit their Impact Assessment responses.
- PMO review and collate responses into a summary report.
- The Programme assesses the responses and develops an implementation plan.
- The report and implementation plan are presented to the Change Board, who will make an approval decision recommendation.
- The SRO (Change Board Chair) will make their approval decision based on Participant responses.

Approval and implementation
- The report is presented to the Programme Steering Group.
- The SRO (PSG Chair) ratifies the decision of the Change Board.
- The approval decision and implementation timelines are communicated to Participants.
- The change is incorporated into the Programme Plan.
- The change is tracked to completion by the Change Board and PMO.

Note: *The Independent Programme Assurer (IPA) attend the Change Board in an observational capacity to monitor effective operation of the process. A separate decision appeal process has been established within the MHHS governance framework, which can be utilised for appeals against change decisions.*

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Programme Steering Group (PSG)

MHHS Change Board

Sources of Change

Ofgem	Design Resolution Group	Consequential Change
Testing	Advisory Groups	Working Groups

MHHS PMO

MHHS PMO

Role of the Change Board and PSG

- Change on the MHHS Programme will be governed through the existing Governance Framework.

- A Change Board will be mobilised to review all Change Requests that materialize.

- The Change Board will be chaired by a member of the SRO and will recommend a CR be rejected or approved.

- The Change Board will determine whether a Change Request is valid and should be issued for industry impact assessment.

- Housekeeping changes will not go out for IA and can be approved or rejected directly by Change Board.

- Following an Impact Assessment, the Change Board will make an approval decision, which is ratified by the SRO at PSG.

- The PSG and Change Board will work closely together to ensure new changes are raised and assessed in a timely manner.

- If a CR is identified by the Sponsor (Ofgem) or Implementation Manager (rather than by the Programme Participants) the Change Board will communicate this to industry via the Advisory Groups.

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To support the understanding of the relative impact of Change Requests upon both the Programme and Programme Participants, a risk assessment scoring is being introduced as part of the Impact Assessment process. The risk assessment is included within the Change Request form, for responding Participants to complete.

All criteria will be summed up in the impact assessment report, and an overall change rating will be derived. The overall rating will help to determine whether the change should be accepted, rejected, or escalated.

Impact Scoring	Assessment Criteria						
	Benefits	Consumers	Schedule	Costs	Resources	Contract	Overall
1. Minor impact	Delay to Programme benefits by less than a month or no delay. All benefits still realised.	Delay to delivering consumer benefits by less than a month or no delay. All benefits still realised.	No milestones moved or minor movement to a small number of T3 milestones.	Implementing the change will incur a cost of <£50k.	No additional resource required, or resource requirements can be absorbed.	No impact on contracts.	Overall, implementing the change will have a negligible impact on Programme activities.
2. Medium impact	Delay to realisation of Programme benefits by 1-3 months, or benefits realised reduced marginally.	Delay to delivering consumer benefits by 1-3 months, or consumer benefits reduced marginally.	The change will move a T2 milestone or more than five T3 milestone.	Implementing the change will incur a cost of £50-250k.	10-40 additional working days of resource required.	Manageable impact on contracts.	Overall, implementing the change will have a medium impact on Programme activities.
3. Significant impact	Delay to realisation of Programme benefits by more than 3 months, or benefits realised reduced significantly.	Delay to delivering consumer benefits by more than 3 months, or consumer benefits reduced significantly.	The change will delay a T1 milestone.	Implementing the change will incur a cost of >£250k.	More than 40 additional working days of resource required.	New contractual arrangements required which will cause a delay.	Overall, implementing the change will have a significant impact on Programme activities.

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Detailed process map
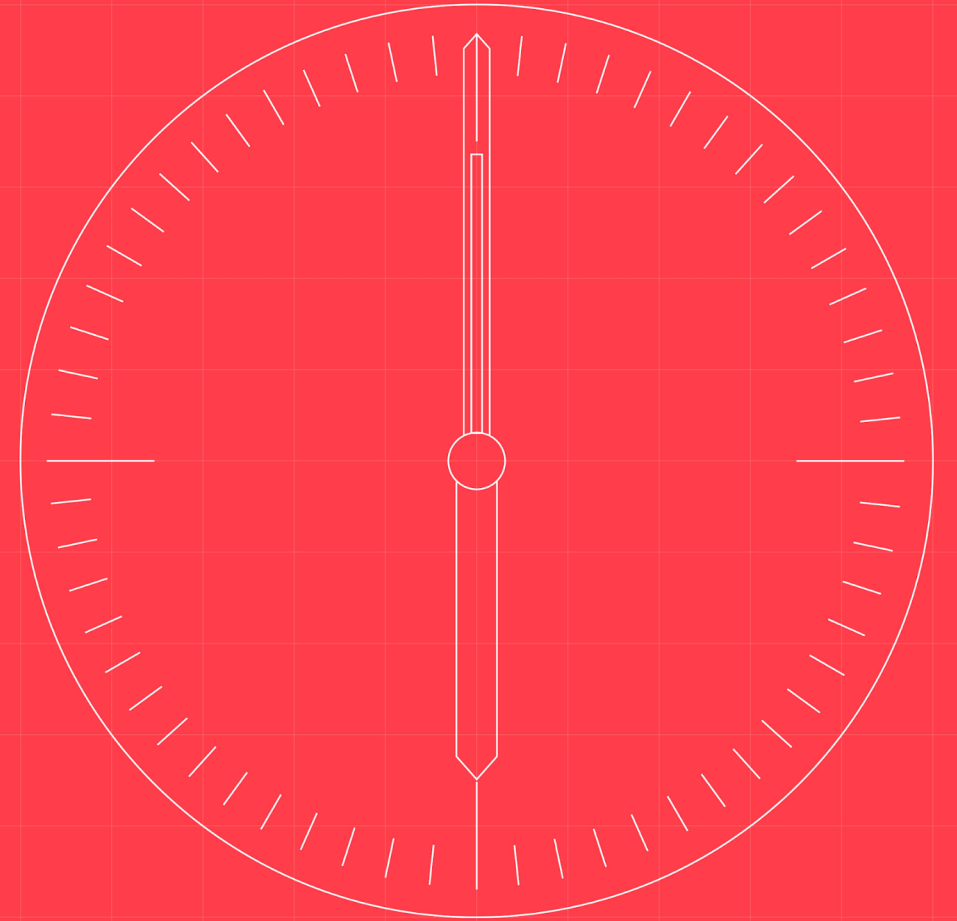
Change Control process map

- A detailed process map for the full Change Control process has been developed

- This can be found on the MHHS website here.

- This single process covers escalations, expeditions and "housekeeping" changes

- It spans from when a Change Request is raised to when the agreed change has been implemented or, alternatively, been rejected.

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MHHS PMO

Does change meet Change Freeze criteria?

No → End

Yes

PMO review CR and circulate to Change Board

Change Request issued to Impact Assessment

Move into Change Implementation Process

Ad. Group, Wrk. Group, DRG

Process start

Potential change is identified, owner assigned, and flagged to PMO, change is added to Change Log

Is there a clearly defined solution?

No → Single solution and proposed implementation timeline is developed through PPIR, options analysis or Working Group discussions

PMO will provide guidance on where an options analysis is required

Single solution for inclusion in the CR is agreed

This could be done at a Working Group, DRG, or through a PPIR. If required, the appropriate Advisory Group(s) may be engaged

No

Change Raiser

Is the change a housekeeping change?

Yes → CR is submitted directly to PMO, who confirm change is housekeeping

Move into Change Implementation Process

Change Raiser is nominated to draft Change Request and submit to PMO

Yes

Change Request is presented to the Change Board, alongside a summary of the solution development

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Change Implementation – Process Map

MHHS PMO

Process start

Impact Assessments received from PPs

Consolidated IA created

LDP & SRO colleagues across Prog. Mgmt., PMO, Design, Test workstreams review consolidated IA and validate impact on plan. Implementation timeline for change is agreed and provisional release assigned

Communication of implementation timelines to PPs issued

Programme Plan updated and re-published with new activities

Ensure any relevant baselined artefacts are updated

End

Change implemented and Change Log updated

Implementation Manager (SRO / LDP)

Review consolidated IA

Propose implementation plan based on IA responses (incl. release schedule) to Change Board and PSG

Review rationale for challenge

Address feedback

Development effort / PP action required?

New functionality released *(as per Release Mgmt. process)*

No

PSG

Implementation plan and CR ratified

No

Yes

Change Board

Review and recommend approval of implementation plan

Is the implementation plan approved?

Yes

Programme Participants

Progress is tracked by the PMO in line with agreed Release date.

Change is actioned as per documentation and implementation plan

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Horizon Scanning and Managing External Change

Code Bodies

Process start (●)

External industry change is identified that may impact MHHSP

Change is logged on the Horizon Scanning Log and template sent to PMO

Change is presented and discussed at CCAG

- There will be circumstances where external industry changes outside of the MHHS Programme are raised and could have an impact on key programme decisions, artefacts and scope.
- The horizon scanning process picks up these changes and ensures they are appropriately triaged and responded to by Programme SMEs.
- PMO will work closely with the MHHS Governance Lead, Code Bodies and workstream leads to facilitate this process.

Code Body actions change

MHHS Governance Lead

MHHS position is presented and discussed at CCAG

End (●)

No

MHHS PMO

PMO review the horizon scanning log

Horizon Scanning Log is updated and republished on Collaboration Base

No

New change and periodic review is issued to Workstream Leads

Change template is added to CCAG slide pack

Is further action needed? **Yes** → Is the action with the Programme?

Workstream Leads

Workstream Leads review change in line with 10-day SLA

Assess impact of change on workstream

Submit Impact Assessment on behalf of workstream

Yes

Action executed

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SLAs and response times

Service Level Agreements and response times

To ensure the Change Control process is quick, efficient and sufficiently flexible, without reducing the necessary control, several SLAs are embedded within the process.

#	SLA	SLA time	Owner
1	Acknowledgement of a new Change Request	1 working day	MHHS PMO
2	Change Board review of Change Request	10 working days	MHHS PMO
2	Impact Assessment (standard process)	10 working days	Impacted parties
3	Impact Assessment (expedited process)	5 working days	Impacted parties
4	Impact Assessment (Issue Release Changes)	5 working days	Impacted parties
5	Ofgem review of Impact Assessment (escalated process)	5 working days	Ofgem (MHHS PMO to coordinate)
6	Change Request – initial review decision	1 working day after Change Board	Change Board
7	Impact Assessment Review (standard process)	1 working day after Change Board	Change Board
8	Impact Assessment Review (expedited process)	2 working days from receipt of impact assessment	Change Board

Expedited change

- A Change Raiser can request a new change be expedited if a decision on the Change Request is needed sooner than the standard SLA windows allow.
- The rationale for this expedition should be detailed in the Change Request Form and communicated to the MHHS PMO upon submission.
- At this point, the MHHS PMO will issue the Change Request to Change Board proceed to Impact Assessment, or propose an extraordinary Change Board if further discussion is required.
- It is assumed that when a Change needs to be expedited, in many cases, this will have already been discussed with appropriate programme stakeholders. Therefore an extraordinary Change Board may not always be needed to allow a CR to go to the Impact Assessment stage and this decision can be made 'ex-committee'.

Roles, responsibilities and documentation
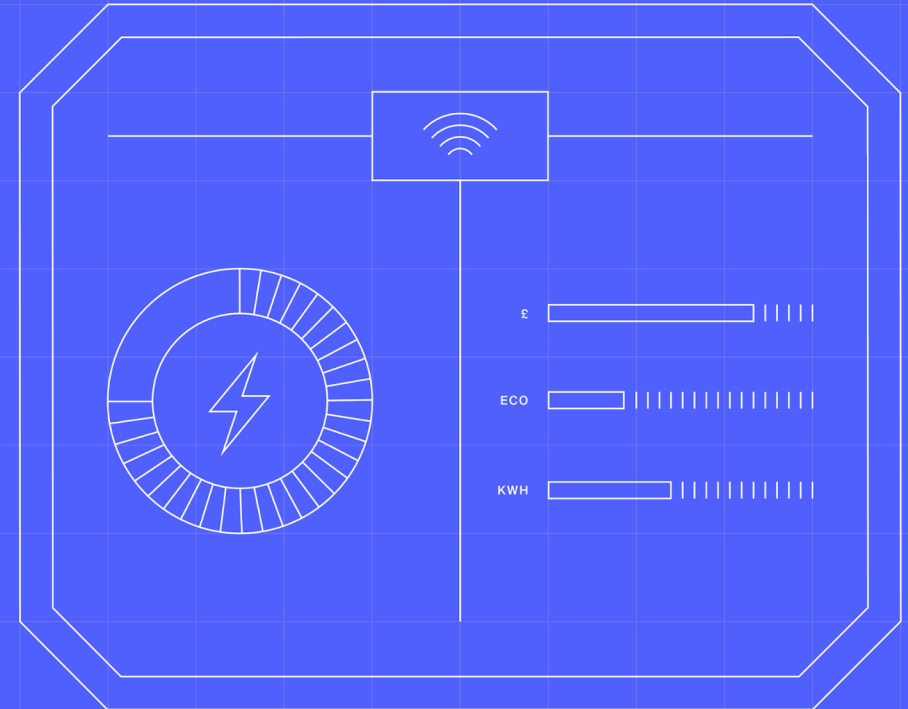
Roles and Responsibilities - MHHS

Role	Responsibility	Who Are they?
Change Raiser	• Once a potential need for a change has been identified the Change Raiser is responsible for drafting and submitting the CR • The Change Raiser will typically be one of 3 groups: Programme Participant, the Implementation Manager, or the Programme Sponsor (Ofgem). • The Change Raiser will raise the CR and engage with MHHS PMO as required. The Change Raiser will also present the CR to Change Board and at an industry webinar. • Once raised, the Change Raiser may assign a 'Change Owner' to manage the Change Request through the full Change Control process.	• Any Programme Participant
Change Owner	• The Change Owner will be responsible for managing the CR through the Change Control and will be supported by MHHS PMO. • This could include coordinating with the MHHS PMO to provide further supporting documentation, updates and presenting to the Change Board and other forums. • In many instances the Change Owner may be the same as the Change Raiser.	• Any Programme Participant
MHHS PMO	• MHHS PMO are responsible for facilitating and policing the Change Control process.	• MHHS PMO are part of the LDP
Change Board	• This Group is responsible for assessing, prioritising and proactively driving forward the management of CRs, as well as approving or rejecting CRs during the Implementation Process (further details on Change Board can be found in the Appendix) • The Change Board will review all new CRs that are raised, deciding whether they should be issued for Impact Assessment.	• See the Change Board ToR for membership
Senior Responsible Owner (SRO)	• The SRO (Change Board Chair) will sit on the Change Board and review all new and impact assessed change. • The SRO will ultimately approve or reject any new Change Requests taking into consideration the views of the Programme Participants and Change Board. • The SRO will have ultimate decision on whether a CR should be escalated or expedited.	• SRO
PSG	• At the Programme Steering Group, the SRO will ratify approvals or rejections of CRs made by the Change Board, confirming that they are comfortable that due process has been followed and that a clear rationale has been set out for the approval decision.	• PSG
Programme participants	• Industry participants will be engaged in the Change Control process through the advisory groups in which they are represented. • Industry participants will be invited to respond to all IAs issued by the MHHS programme.	• Constituent reps in the Advisory Groups
Programme Sponsor	• Ofgem, as the programme sponsor, may be required to engage with the Change Control process if a Change Request breaches one of the thresholds set out in the MHHS Governance Framework • Equally Ofgem may be the source of change, should there be external factors, such as policy change, that impact the programme.	• Ofgem MHHS sponsorship team
Independent Programme Assurer (IPA)	• All decisions on Change Requests will be be shared with the IPA to ensure an independent verification of decision making. • The IPA attends the Change Board in an observational capacity to monitor effective operation of the process. This includes reviewing Change Request document and rationale for change decisions. The IPA will provide challenge and independent feedback on the Change Controls process, as needed.	• IPA team

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Change Board

Seek to understand the background of a Change Request, confirming it has been discussed at the relevant Working or Advisory Group, before allowing it to process through the Change Control process.

Ensure that the Change Request is critical to go-live, and is not a 'nice to have'. The latter can be raised with the relevant code body with an implementation date post M10 or M15 as applicable.

Ensure the Change Request is clearly articulated and easy to understand, allowing for Programme Participants to provide accurate impact assessments.

Review the severity and urgency of the proposed change to understand if it needs to be expedited or escalated, and seek to understand implications of the proposed change on the programme timeline and deliverability of outcomes.

Confirm there is a single solution option to choose from in the Change Request. If there are multiple options, an options analysis should be carried out via the PPIR process.

Make a decision as to whether a Change Request is a Housekeeping change, if it should be issued to Impact Assessment, or if it should be rejected.

Following an Impact Assessment, they will be responsible for advising the SRO on whether the change is approved or rejected, whereby the SRO will ratify this decision at PSG. When a change is approved, they are responsible for guiding the SRO in setting a timeline for the implementation of the change.

Monitor progress of approved Change Requests through to implementation and closure.

To ensure a holistic view from all workstreams and areas of the Programme is given in the approval of a Change Request, the Programme Steering Group will be responsible for ratifying all approval decisions made by the Change Board.

Please note: The change raiser should share the steps taken leading up to the development of the Change Request with the Change Board.

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Each Change will require a Change Request Form. This should be submitted to the MHHS PMO and will be presented to the Change Board for decision. Below provides high level instructions of how the form should be completed. A detailed guidance document is also available via the Portal.

Sections A and B are completed by the Change Raiser when the CR is raised.

The PMO will give the Change a unique ID.

Section D is completed by the PMO once a decision on the change has been made.

Section C is completed by the Impact Assessor when requested by the Programme.

Section E is completed by the PMO once the implementation of the change has been completed.

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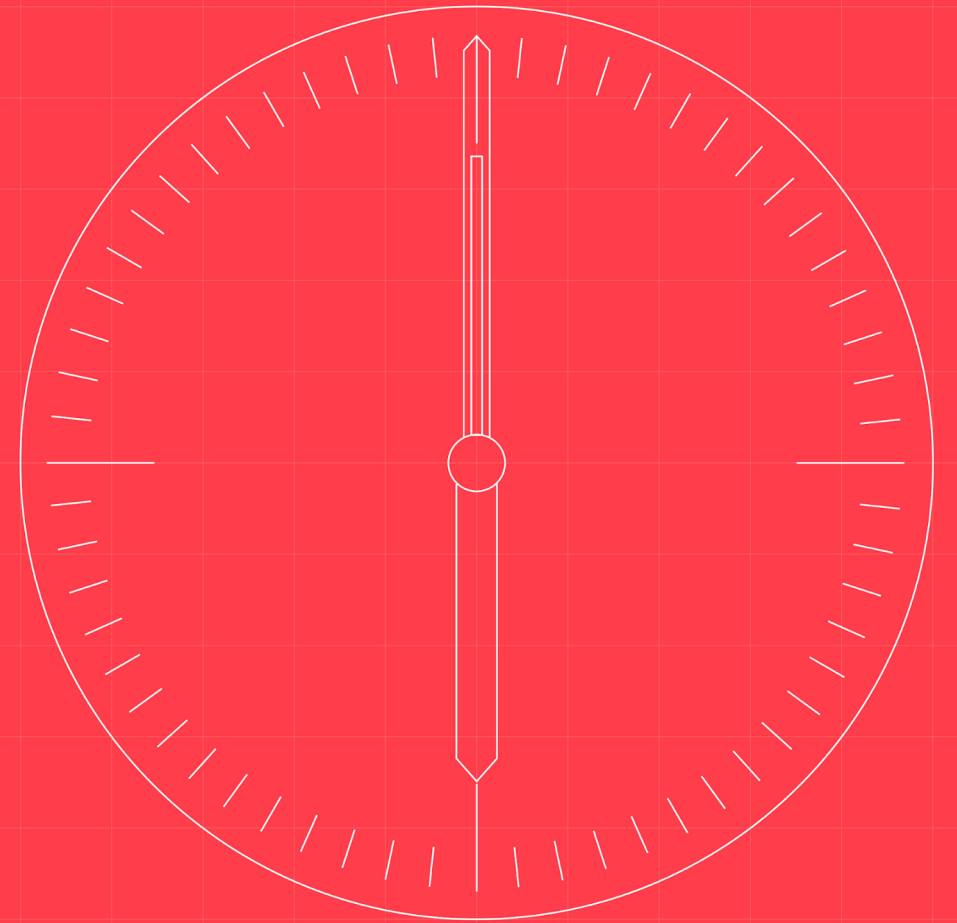27

Figure 1: Change Request Log

Change Request Log

- The Change Request Log will be stored on the MHHS Teams site and will be managed by the MHHS PMO team.

- The Change Request Log can be found within the Participant Checklist.

- The Change Request Log will be viewable for all to see to ensure transparency at all stages of the process.

- The Log will capture CRs from their initial identification through to implementation delivery.

- The Log will be used to track progress of all 'in-flight' CRs and will be reviewed and updated by the PMO and Change Owners on a weekly basis.

- A regular meeting will be convened between PMO and Change Owners to review open items and agree very next steps, any risks or issues, blockers and dependencies.

- Escalations will be taken to the Change Board for action.

There are several key documents and artefacts used to support Change Control on the MHHS programme. Please refer to the MHHS website and/or Collaboration Base for the files.

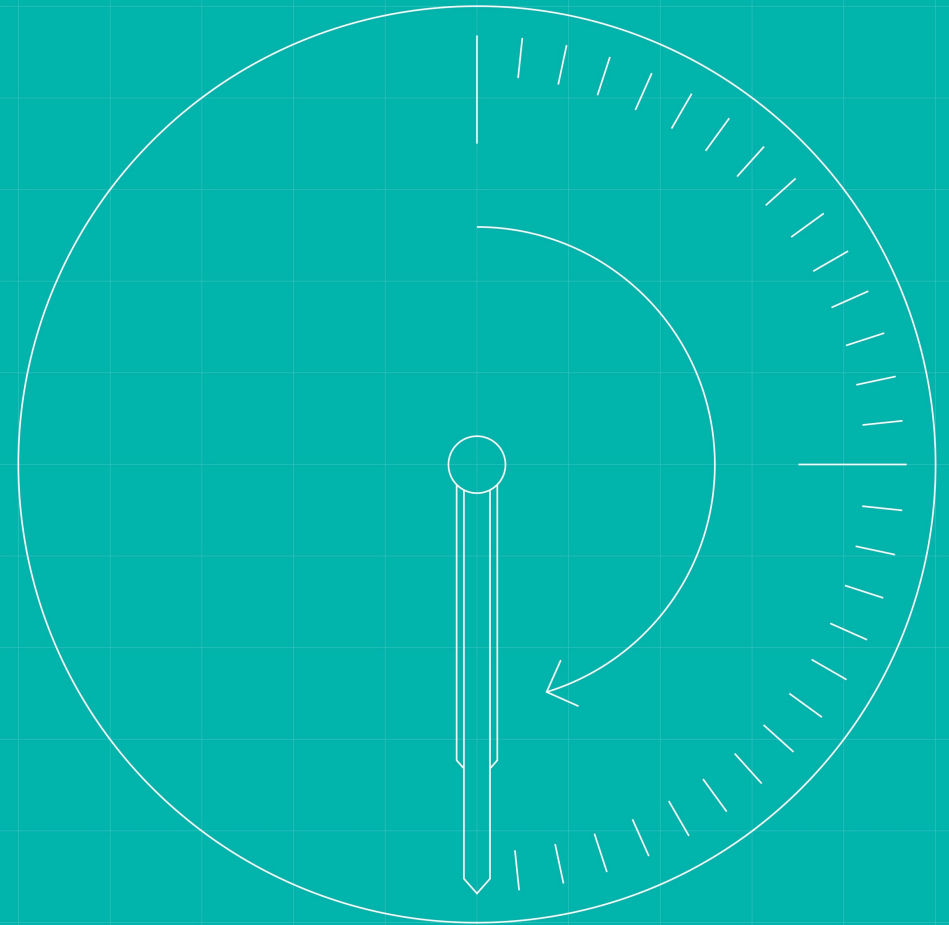| #	Document	Description	Classification	Location
1	Change Control Approach	The overarching Approach document for Change Control	Public	*This document*
2	Change Request Form	The Change Request Form to be completed when raising new Change Requests and submitted to the MHHS PMO	Public	MHHS Website
3	Change Request Form – guidance document	Guidance document aiding Change Raisers to complete the Change Request Form	Public	MHHS Website
4	Change Request Log	Full log of all Change Requests for the MHHS Programme	Public	Collaboration Base
5	Change Request Process Map	Detailed process map articulating the full end-to-end change control process	Public	MHHS Website

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Change Board

Terms of Reference

MHHS Change Board

Purpose	The purpose of the Change Board is to: 1. Review any Change Requests that may impact critical programme success factors such as time, scope, quality and cost, or change a baselined artefact 2. Facilitate the expedited approval of changes deemed urgent and necessary to handle outside the standard Change Control process 3. Manage the escalation of any changes that exceed the thresholds set out in the MHHS Governance Framework. 4. Approve or reject of Change Requests. Such decisions will be ratified by the PSG.
Responsibilities & Duties	• Review proposed change requests and provide a recommendation to SRO as decision maker (in consultation with the relevant Advisory Group) • Engage with Change Owner, MHHS PMO, Advisory Groups and PSG to ensure transparency and visibility throughout the end-to-end Change Control process • Following the Change Freeze, ensure that only critical changes are progressed though the Change Control process. • Make approval decisions on Change Requests, which are ratified by the PSG.

Membership & Attendance

MHHS Programme Director	Programme SME (as SRO), Chair	Other relevant SMEs (as required)
LDP Programme Manager	SRO Client Delivery Manager	Independent Programme Assurer (IPA)
PMO Lead (Facilitator)	Change Raiser	Code Drafting Manager
PMO Change Control Manager (Secretariate / Facilitator)	Design Lead	

Standing Agenda Items	1. Overview of Change Requests for review 2. Review of individual Change Requests (as presented by the Change Owner) 3. Analysis of Impact Assessments 4. Items for escalation or expediting 5. Review of Change pipeline 6. Confirmation of decisions made in the meeting	**Reporting**
		• **Inputs:** Completed Change Request forms, Impact Assessments, Change Request Log • **Outputs:** Decisions Log updates, Actions Log updates. Meeting summary Change Log updates.

Meetings, Quorum & Support Arrangements	• Meetings will initially be an hour (to be kept under review) and held on a fortnightly basis • Meetings will be quorate if there is representation from the SRO, Programme Leadership, LDP Programme Leadership, Commercial, Design, MHHS PMO. • If a member is unable to unable to attend, they should inform the MHHS PMO at the earliest convenience and, where appropriate, agree a substitute. • Meeting facilitation and support will be provided by the MHHS PMO. • Extraordinary Change Boards will be convened when required to discuss escalations or expeditions in the process. These will be arranged and facilitated by the MHHS PMO.

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Annex 1 – Baselined Artefacts

Baselined MHHS documents and change control

#	Baseline Document	Process to update
1	**MHHS Governance Framework**	Updates to the Governance Framework require a Change Request (CR). Depending on the nature of the change this could be managed via a housekeeping change and approved through PSG.
2	**Change Control Approach** *(and supporting documents)*	
3	**Programme Plan**	The Programme Plan itself is not a baselined document. However, the milestones and associated dates are baselined. Any changes to milestones (T3 – T1) will go through the appropriate governance group before being re-baselined in the plan. Changes to a T1 milestone require a CR that will be issued for impact assessment. Changes to T2 milestones are presented to the appropriate governance group, may require a CR to be issued for impact assessment. Changes to T3 milestones do not require an impact assessment and can be approved by the appropriate governance group.
4	**Milestone Register**	As per the Programme Plan, the Milestone Register is not a baselined document. However, the milestones and associated dates are baselined. Any changes to milestones (T3 – T1) will go through the appropriate governance group before being re-baselined in the plan.
5	**Benefits Realisation Plan**	Updates to the Benefits Realisation document will be presented and approved at PSG. The document is a living document and will require periodic refreshes. It does not require a Change Request to update.
6	**MHHS Implementation Approach**	The Implementation Approach is a baselined document but is expected to be refreshed throughout the life of the Programme. The changes to the Implementation Approach do not require a Change Request to be approved, however any changes will be presented to PSG. Changes to the Implementation Approach, such as updates to delivery approaches, milestones and timelines will be
7	**All Design Artefacts**	The baselined design artefacts are all subject to change control. However, these changes are managed via the Fast Track Change Process, rather than through programme change control.
8	**Approach and Plan documents**	Technical Approach and Plan documents such as Test, Cutover and Migration Approach documents are all baselined documents. These are expected to be living documents and may require updating throughout the life of the Programme. These changes will be presented at the relevant governance group(s) and re-baselined. They do not need a Change Request.
9	**Strategy documents**	High level strategy documents, such as the Test, Migration and Cutover Strategies are not expected to require significant updates throughout the Programme. Minor uplifts will be managed through the appropriate governance groups but any significant changes to strategy will require a Change Request and Impact Assessment.

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Thank you

Please provide any feedback to PMO@mhhsprogramme.co.uk

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