

Several clarifications have been raised regarding how the Change Control process works. These have been responded to below.

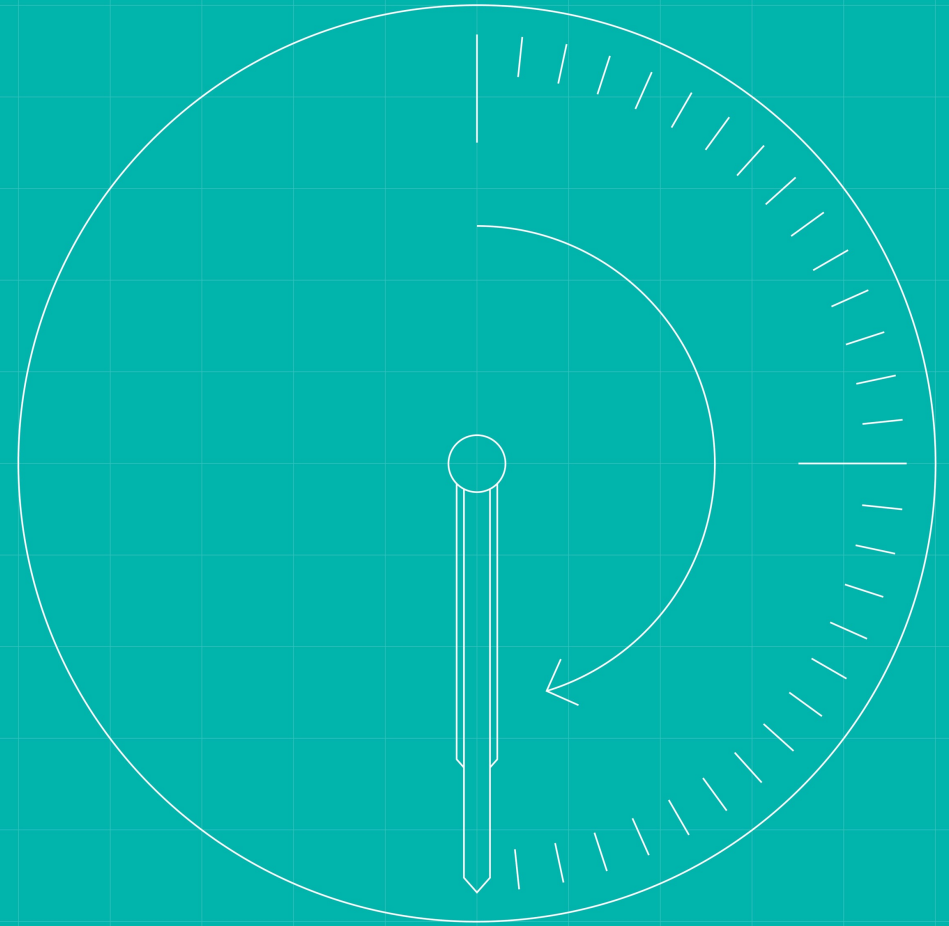
#	Issue	Response
1	The Change Board should have a list of defined criteria for assessing a CR before it moves to the next stage.	<ul style="list-style-type: none">• Slide 11 in the Change Control Approach articulates what a Change Request should and should not include.• We have included more detail on the role of the Change Board in the process on slide 27.
2	There should be a general principle that a decision isn't made until the full set of changes are available for review.	<ul style="list-style-type: none">• This has been superseded by the implementation of the Fast Track Design Change Process.
3	The process for managing rejected CRs is unclear.	<ul style="list-style-type: none">• We have provided greater clarity in the detailed process map to show a clear appeals process (see detailed process map)
4	Implementation of CRs needs to be considered by advisory groups when they make a decision.	<ul style="list-style-type: none">• A slide articulating the expectations of the Advisory Groups has been added to this pack (slide 27) to articulate this.
5	There is a requirement for the implementation approach to be clarified.	<ul style="list-style-type: none">• Greater clarity will be built into the detailed process map to provide clarity requested and can be seen on slide 21.
6	Options analysis should be implemented for complex change.	<ul style="list-style-type: none">• Options analysis should be undertaken in advance of a Change Request being submitted. If options analysis is necessary it should be undertaken via the PPIR process and not use the Change Control process. See slide 11-12.
7	Clarification is needed on the process and when updates to a CR can be made throughout the change control process and by who.	<ul style="list-style-type: none">• A slide articulating the expectations of the Advisory Groups has been added to this pack (slide 27) to articulate this.



Change Control Approach

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Version Control



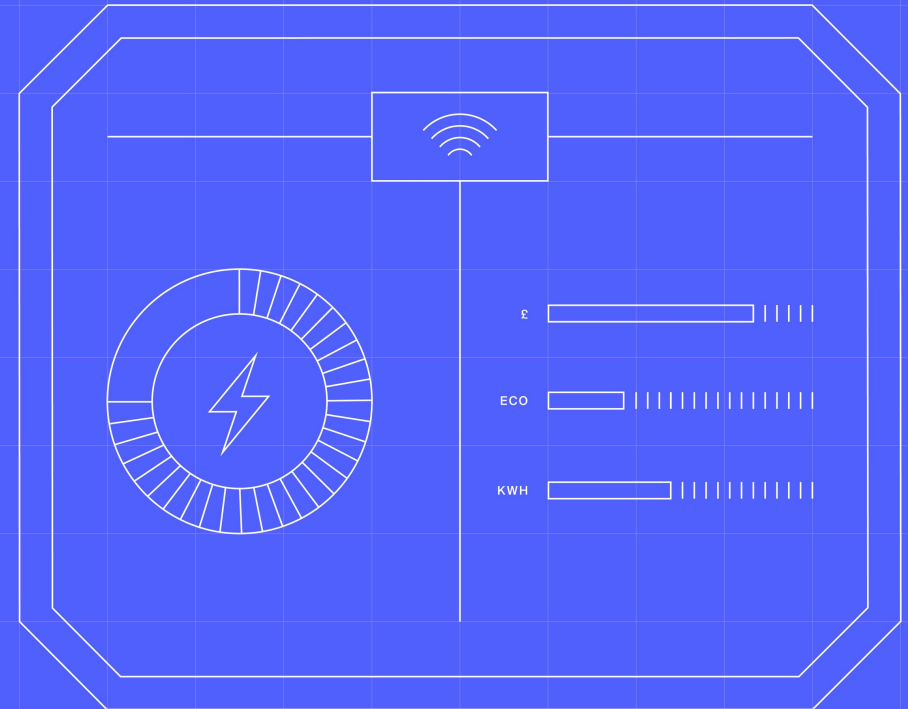
Summary	
Document Background	<p><u>Independent Programme Assurer (IPA) review</u></p> <p>The IPA raised no major issues with the draft change control process or accompanying documents in March 2022. The IPA raised several minor changes, both for the benefit of Programme Participants, and to ensure a 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.</p>
	<p><u>Ofgem review and decision</u></p> <p>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.</p>
	<p>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.</p>
Audience	<p>The Change Control Approach will be a key reference point for all stakeholders, programme team members, participants and IPA</p> <p>All programme roles are expected to be familiar with this document and to align to framework set out within</p>

Document Control		
Document Owner	Document Number	Version
Lewis Hall	MHHS-DEL-171	1.2
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

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

Overview and scope



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.

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 change is identified, through to when a change has been rejected or implemented.

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.

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 than 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. 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.

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.

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.

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.

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.

Scenario 1: Operational Choreography
(CR017 / CR018)

- 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.

- ✗ This was not the appropriate use of the Change Control process.
- ✗ The solution options analysis 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.

Scenario 2: Programme Replan
(CR022)

- 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.

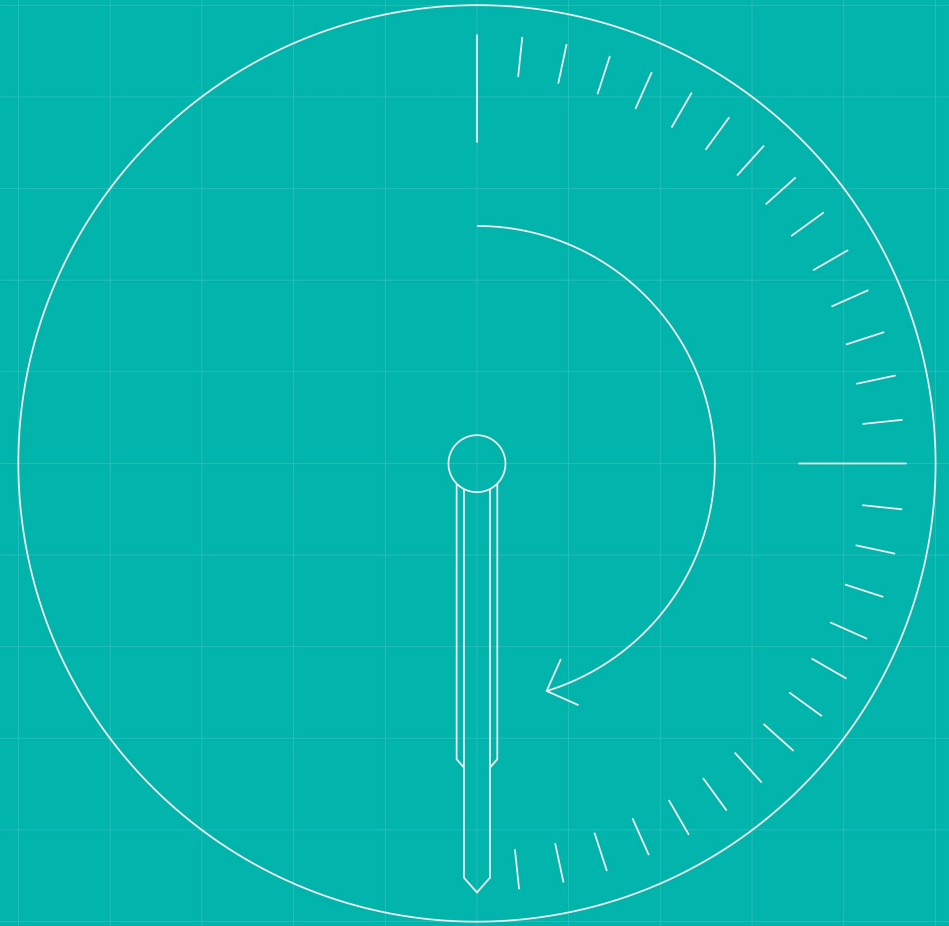
- ✓ This was the correct use of the process, with industry consultation being used to identify a chosen 'solution'.
- ✓ With the replan in a position to be impact assessed by industry, the Change Request was raised.
- ✓ This ensured the impact assessment was focused and targeted.
- ✓ The IA period was 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.

Scenario 3: Interim Plan updates to reflect replan
deferment (CR020)

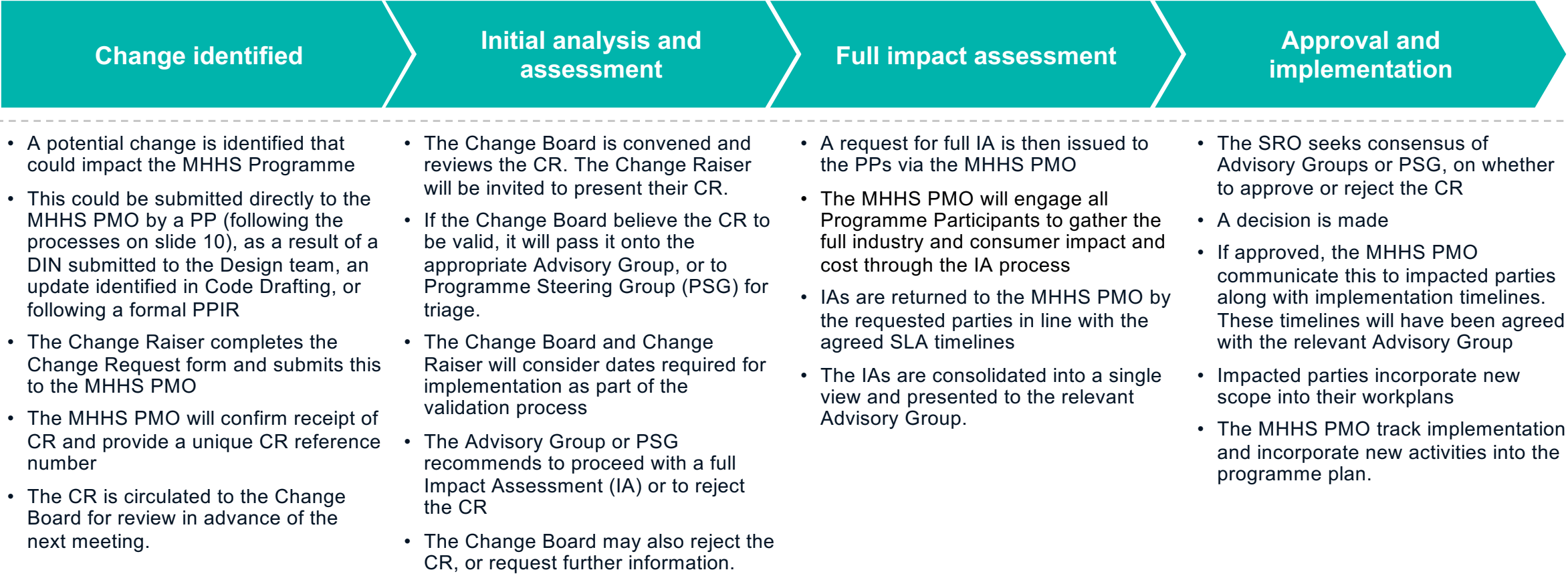
- It was agreed at PSG that the approval process for the programme replan would be extended by 1-month.
- As the interim plan was a baselined artefact, this required a Change Request to baseline the changes.
- As the change itself was purely a cosmetic update to a document, a housekeeping change was 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 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.

Approach



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



Note: The Independent Programme Assurer (IPA) will sit on the Change Board as an observer
All parties will have visibility of all Change Requests via the Change Request Log.

The role of Advisory Groups and PSG in Change Control

To ensure the right people, with the appropriate expertise, are able to review and assess new changes and impact assessment results, when a change is raised, it will be assigned to an Advisory Group for review and approval.

There are also occasions where CRs and IA responses may need to go to the Programme Steering Group rather than an Advisory Group for approval. For example, a change to overarching programme timelines.

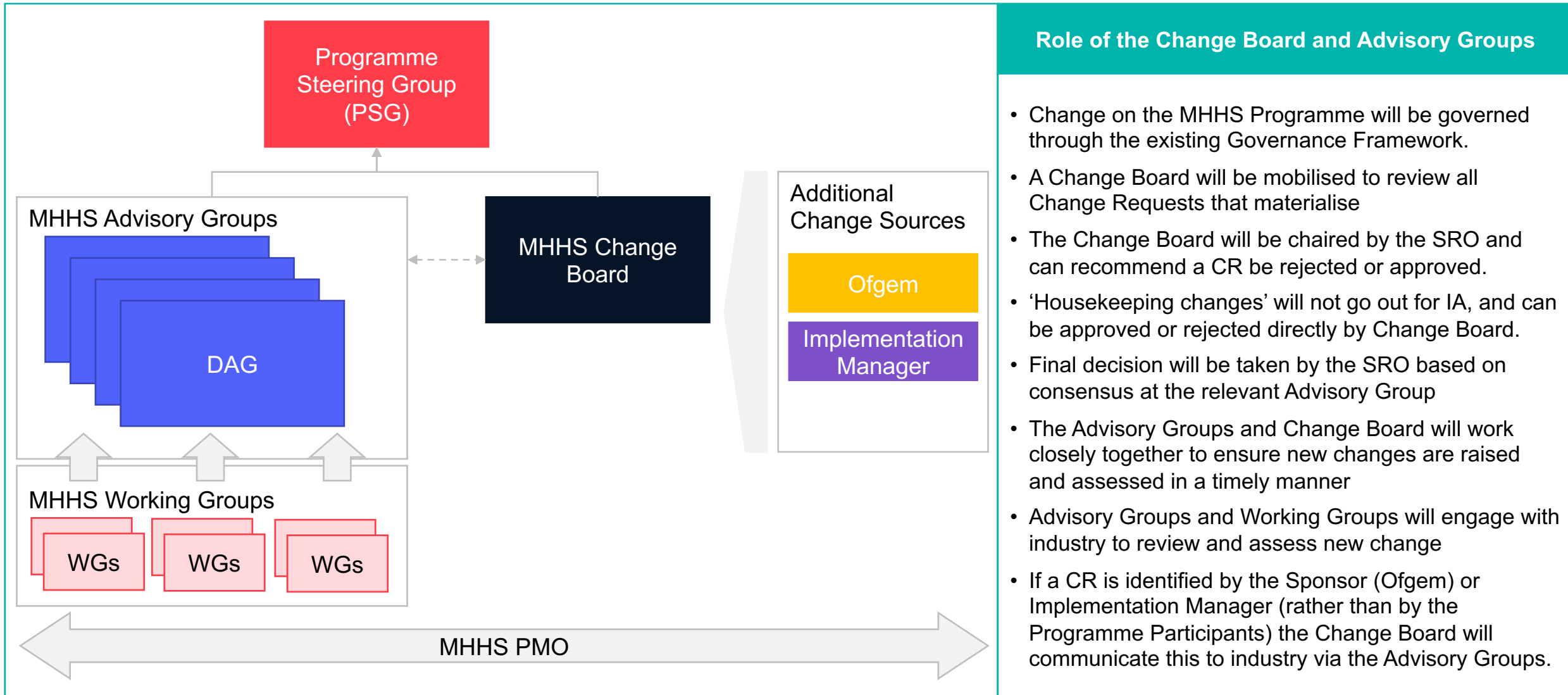
When an Advisory Group is assigned a Change Request, they will be responsible for confirming that it can proceed for Impact Assessment. Additionally when Impact Assessment responses are received, they will be responsible for reviewing the response and advising the SRO or Chair on an approval decision.

The table below details the role of each governance group in reviewing new change requests or impact assessments.

Governance Group	Acronym	Role
Design Advisory Group	DAG	<ul style="list-style-type: none">To review any Change Requests that propose a change to the baselined design or a baselined design artefact
Testing and Migration Advisory Group	TMAG	<ul style="list-style-type: none">To review any Change Requests that propose a change to a Testing or Migration artefact, plan or timeline
Cross Code Advisory Group	CCAG	<ul style="list-style-type: none">To review any Change Requests that impact existing regulatory standards and scope of code changes required for the MHHS programmeTo review changes approved at DAG which will have an impact on Code Drafting
Programme Steering Group	PSG	<ul style="list-style-type: none">To review any Change Requests that fundamentally change the Programme Governance FrameworkTo review any Change Requests that fundamentally impact programme delivery timescales, such as proposing to move a Tier 1 milestone* up to 3 months**

**Tier 1 milestones are detailed in the Ofgem Transition Timetable and following the programme re-plan will be captured in the Milestone Register*

***Any changes to Tier 1 milestones of more than 3 months are escalated to Ofgem as per the [MHHS Programme Governance Framework](#) and detailed in the change control process*



To support in the triage of each Change Request (CR) through the process, the Change Owner will be asked to provide an indicative classification of the CR when submitting this to the MHHS PMO. The Change Board will utilise these assessments to identify the urgency of the CR and if required its expediting or escalation to the Programme Sponsor. The classification will comprise of four assessments:

- 1. Necessity of the Change
- 2. Rationale for the Change
- 3. Expected Change Impact
- 4. Implementation Complexity

Following the completion and validation of the full Impact Assessment the initial classifications may change, resulting in the CR being expedited or escalated as appropriate.

Assessment 1: Necessity of the Change	
Assessment	Category Description
1	Critical Change: The final deliverable will not be achievable without this change.
2	Important Change: The absence of this change would be significantly inconvenient, however a workaround is possible.
3	Potentially Important: A potentially important opportunity to improve on Programme cost, schedule or quality.

Assessment 2: Rationale for the Change	
Assessment	Category Description
This should justify the necessity category	
Programme	Changes in the Programme's policy scope, anticipated benefits, Stakeholder/Governance additions and removals.
Delivery	Slippage in the Programme Plan or Budget overrun requiring tighter controls.
Solution	Changes to the Programmes baselined Design Products or additional requirements/functionality being added to the Programmes scope.
Regulatory	Changes to regulatory products and artefacts.
Security	Changes to security products and artefacts.
Data	Changes to data products and artefacts.

To support the prioritisation of each CR the Change Raiser will be required to provide an indicative impact of the change and a view of implementation complexity – this will be assessed and validated in the full impact assessment, with the IA figures superseding those submitted by the initial assessment. As such, the indicative figures provided upon submission of the CR should be a ROM (Rough Order of Magnitude).

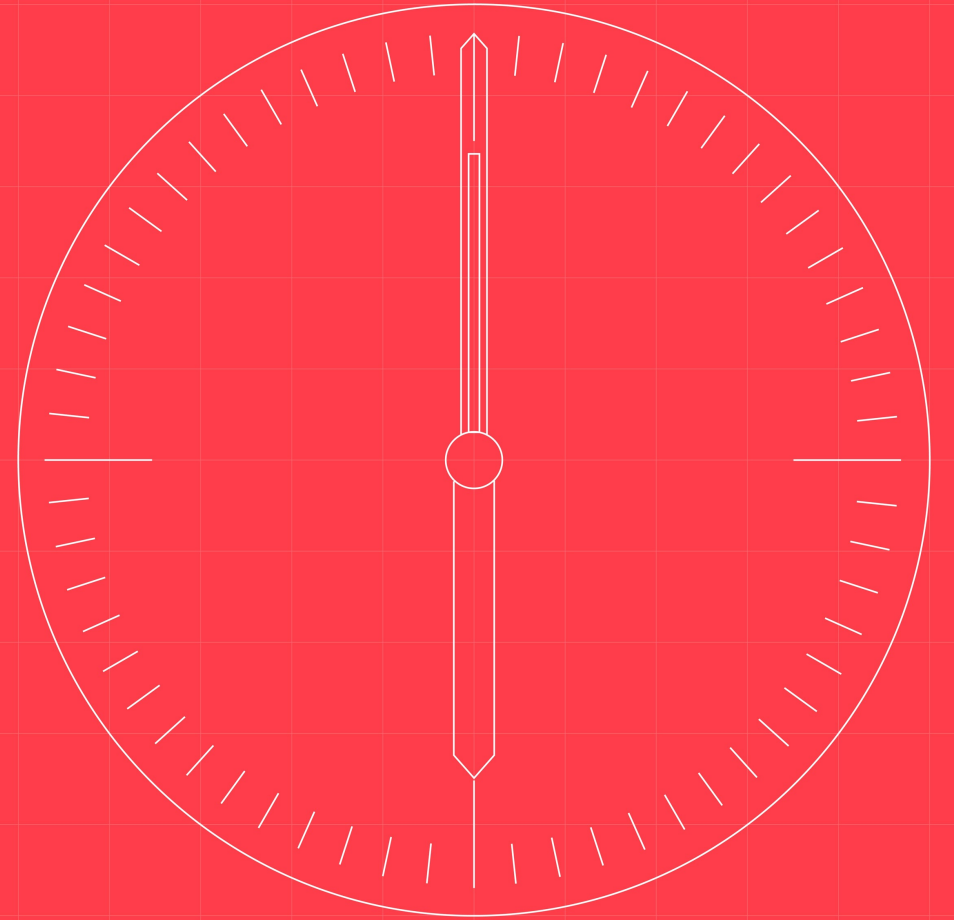
Obtaining an indicative view of impact and complexity early in the Change Control process with help the MHHS PMO and Change Board appropriately prioritise and manage the CR through to completion.

Collectively the assessments will be reviewed by the Change Board during triage and upon their request the Change Raiser may be required to action any updates to initial assessment or provide further information to support the scoring.

Assessment 3: Impact of change	
Assessment	Category Description
Very Low	<ul style="list-style-type: none">Minimal to no impact expected on cost, schedule, risk, and other programmes/projects.Does not impact existing to MHHS milestone(s)Housekeeping changes should be marked as ‘Very Low’
Low	<ul style="list-style-type: none">Moderate impact expected on cost, schedule, risk, and other programmes/projects, which relate to MHHS Tier 3 milestone(s)
Medium	<ul style="list-style-type: none">Significant impact expected on cost, schedule, risk, and other programmes/projects, which could impact MHHS Tier 1 and/or Tier 2 milestone(s)Does not exceed MHHS Governance Framework or prevent achievement and/or delivery of programme outcomes
High	<ul style="list-style-type: none">Excessive impact expected on cost, schedule, risk, and other programmes/projects, which exceed thresholds established in the MHHS Governance FrameworkPrevents achievement and/or delivery of programme outcomesEscalated changes should be marked as ‘High’

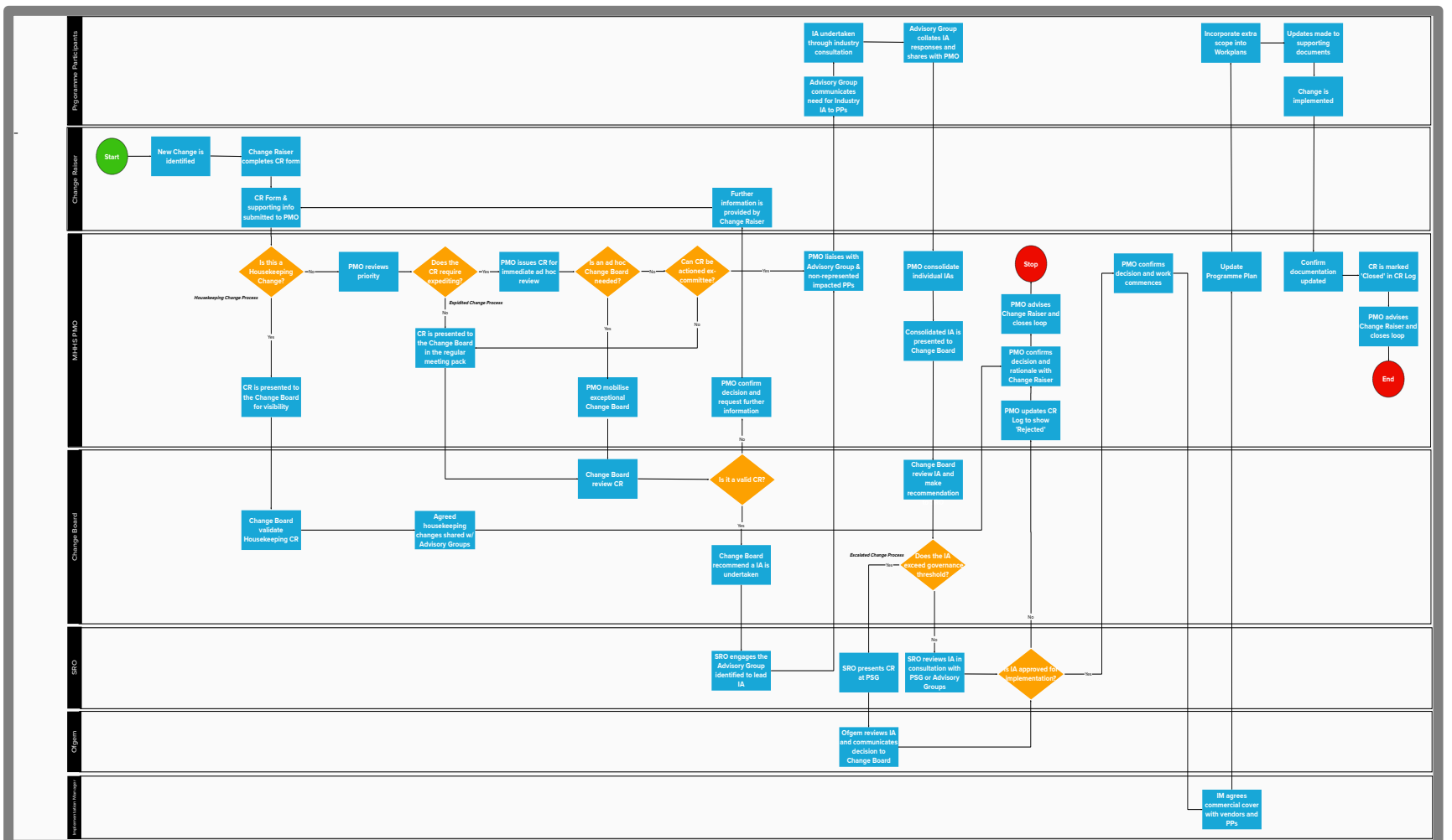
Assessment 4: Implementation Complexity			
Lead time for work to be completed		Implementation window	
Assessment	Effort	Assessment	Implementation timelines
1	<5 working days	1	Imminent (can be implemented in the next month)
2	5 – 10 working days	2	Short (can be implemented in the next 1 – 3 months)
3	10 – 20 working days	3	Medium (can be implemented in the next 3 – 6 months)
4	>20 working days	4	Long (will not be implemented in the next 6 months)
		5	Go-Live (Will be implemented in advance of Go-Live but no sooner)
		6	Post Go-Live (change approved, but will be implemented after ‘Go-Live’)

Detailed process map

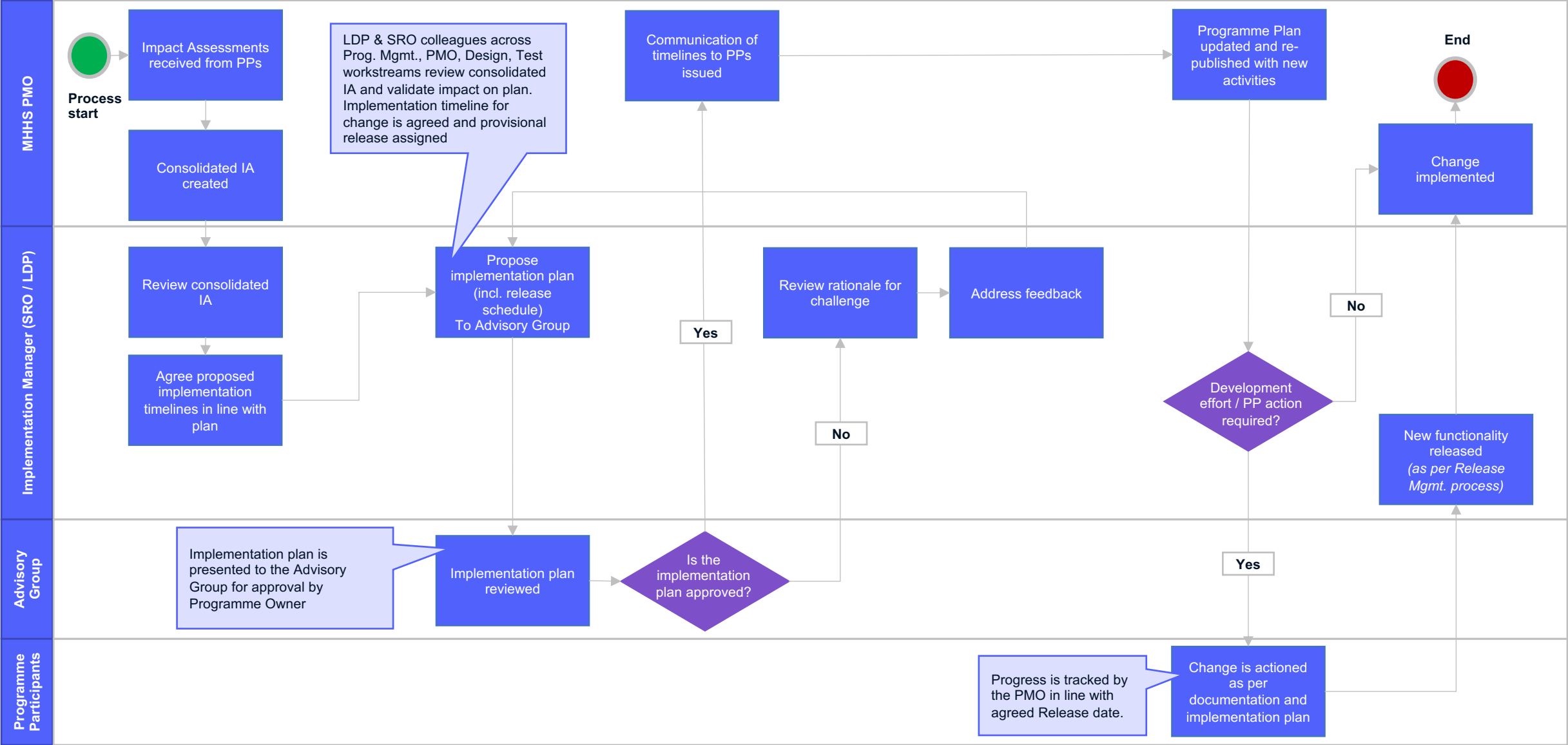


Change Control process map

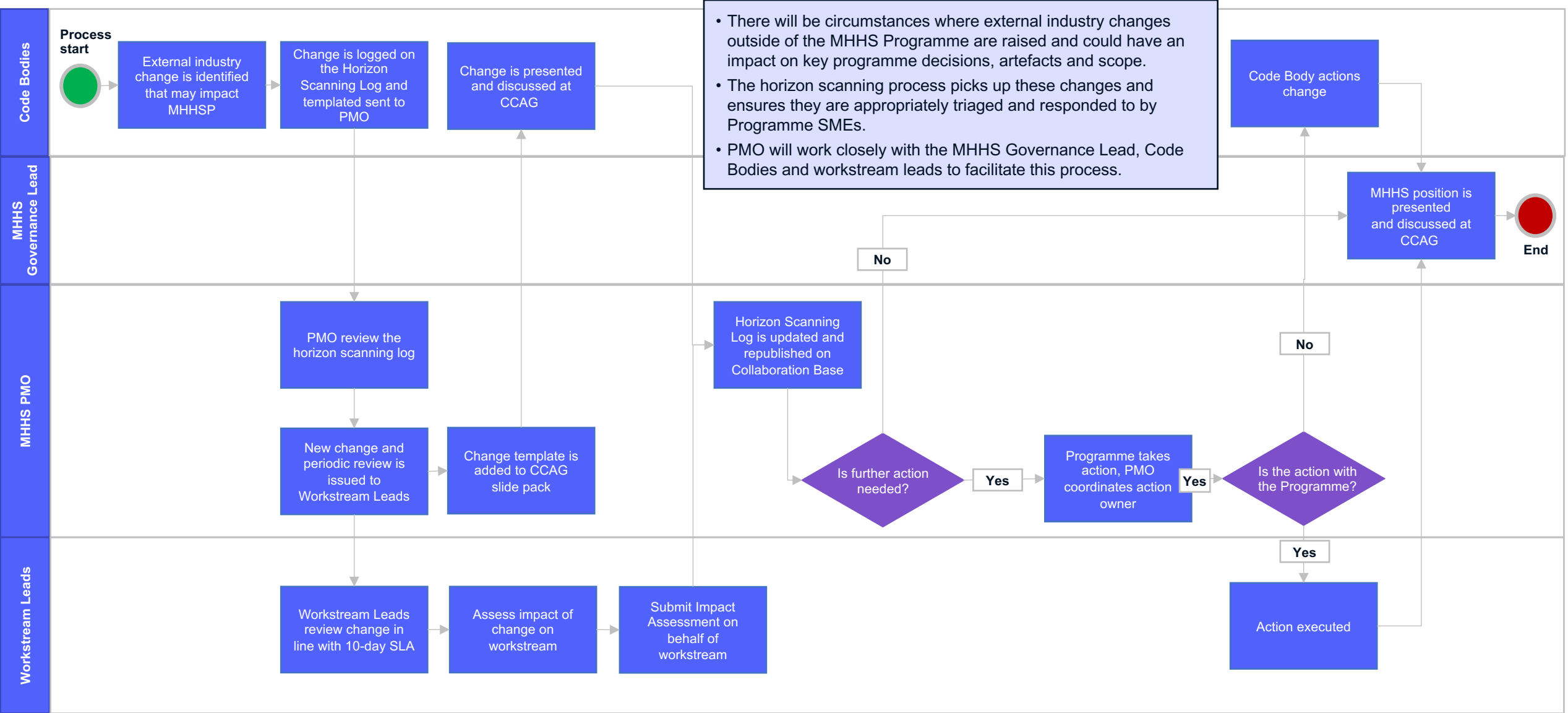
- A detailed process map for the full Change Control process has been developed
- This can be found on the MHHS website [here](#).
- This single process covers escalations, expeditions and "housekeeping" changes
- It spans from when a Change Request is raised to when the agreed change has been implemented or, alternatively, been rejected.



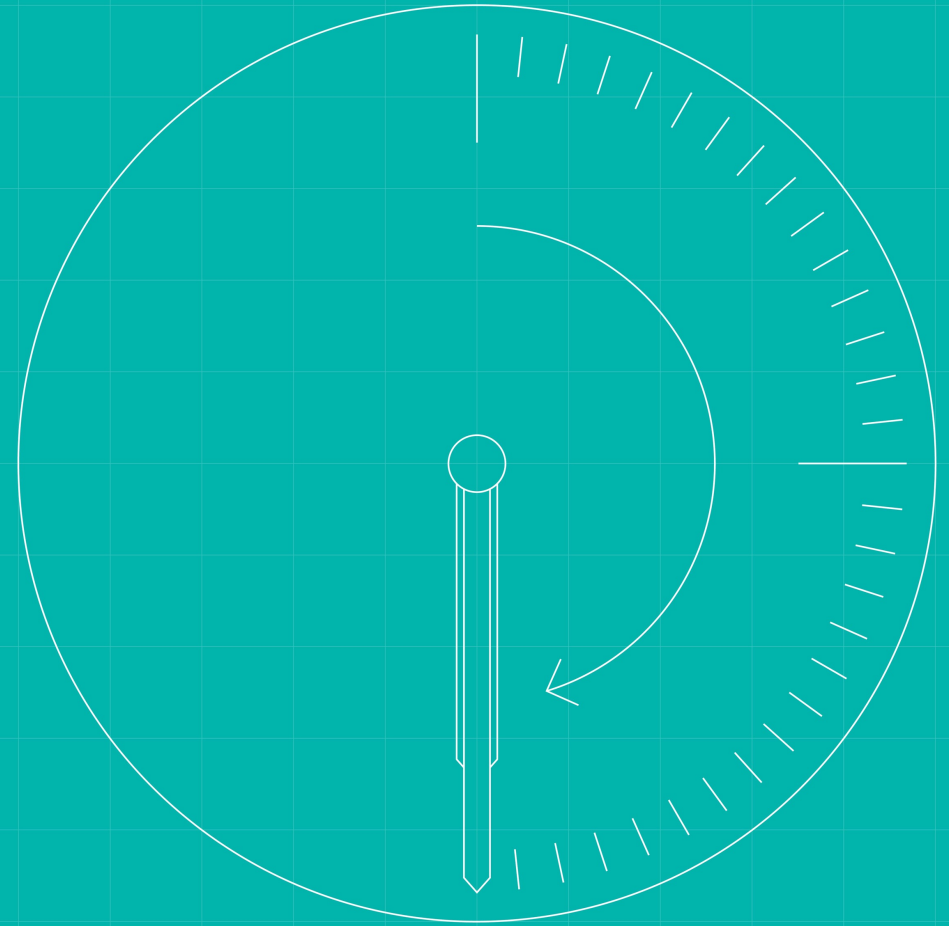
Post Implementation – Process Map



Horizon Scanning and Managing External Change



SLAs and response times



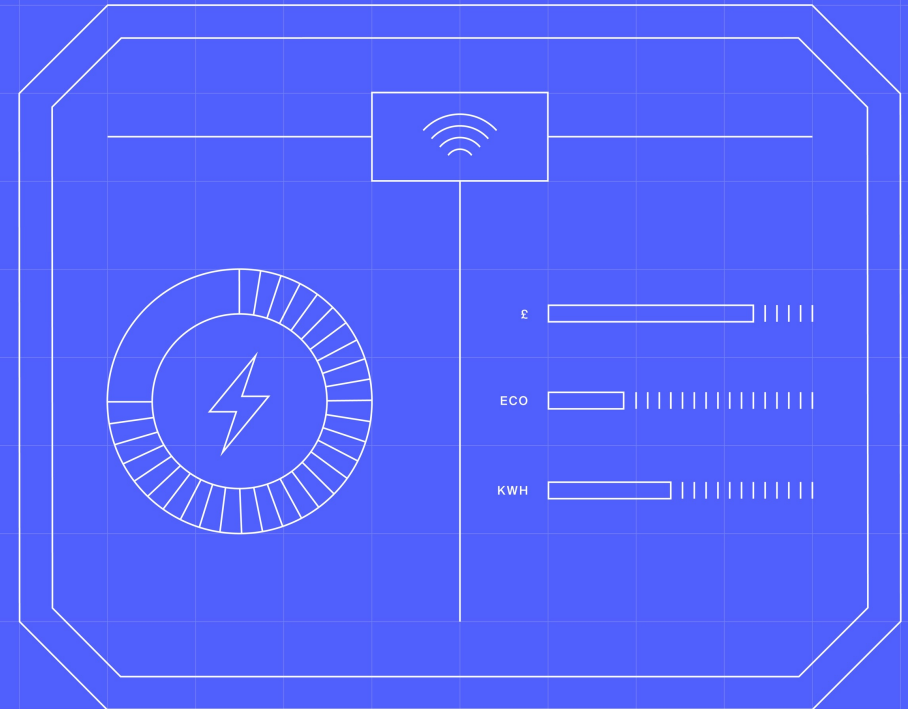
To ensure the Change Control process is quick, efficient and sufficiently flexible, without reducing the necessary control, several SLAs are embedded within the process.

#	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 attendees and seek permission to recommend the relevant Advisory Group to 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	<ul style="list-style-type: none"> 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. Once raised, the Change Raiser may assign a 'Change Owner' to manage the Change Request through the full Change Control process. 	<ul style="list-style-type: none"> Any Programme Participant
Change Owner	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Any Programme Participant
MHHS PMO	<ul style="list-style-type: none"> MHHS PMO are responsible for facilitating and policing the Change Control process. 	<ul style="list-style-type: none"> MHHS PMO are part of the Lead Delivery Partner
Change Board	<ul style="list-style-type: none"> This Group is responsible for assessing, prioritising and proactively driving forward the management of CRs (further details on Change Board can be found in the Appendix) The Change Board will review all new CRs that are raised, proposing these are impact assessed or rejected. 	<ul style="list-style-type: none"> See the Change Board ToR for membership
Senior Responsible Owner (SRO)	<ul style="list-style-type: none"> The SRO 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 Advisory Groups and Change Board. The SRO will have ultimate decision on whether a CR should be escalated or expedited. 	<ul style="list-style-type: none"> SRO
Advisory Groups	<ul style="list-style-type: none"> Advisory Groups will consult with industry and coordinate the Impact Assessments on behalf of their specific expertise area. Advisory Groups will advise the SRO on whether to approve or reject the change. 	<ul style="list-style-type: none"> TMAG DAG CCAG
Programme participants	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Constituent reps in the Advisory Groups
Programme Sponsor	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Ofgem MHHS sponsorship team
Independent Programme Assurer (IPA)	<ul style="list-style-type: none"> All decisions on Change Requests will be shared with the IPA to ensure an independent verification of decision making. The IPA will be able to attend the Change Board in an observing capacity. 	<ul style="list-style-type: none"> IPA team

Roles and Responsibilities – Change Board and Advisory Groups

Change Board	Advisory Group
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.	Every Change Request will be assigned to the appropriate Advisory Group by the Change Board. When an Advisory Group is assigned a Change Request, they will be responsible for advising the SRO or Chair on whether the change is approved or rejected.
Ensure the Change Request is clearly articulated and easy to understand, allowing for Programme Participants to provide accurate impact assessments.	The assigned Advisory Group will be tasked with reviewing the Change Request and confirming it is suitable to be issued to industry for Impact Assessment (IA) via the MHHS PMO.
Review the severity and urgency of the proposed change to understand if it needs to be expedited or escalated.	Advisory groups have explicit authority to make amendments to a change request with the agreement of the change raiser, before sending the request out for IA. The assigned Advisory Group will also be tasked with reviewing the IA responses and confirming or rejecting the change for implementation.
Seek to understand implications of the proposed change on the programme timeline and deliverability of outcomes.	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.
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.	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.
Assign the appropriate Advisory Group(s) who will review the Change Request and confirm issuing for Impact Assessment.	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.
Monitor progress of approved Change Requests through to implementation and closure.	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.

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

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.

Section A - Change Request
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 B - Impact Assessment

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

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

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

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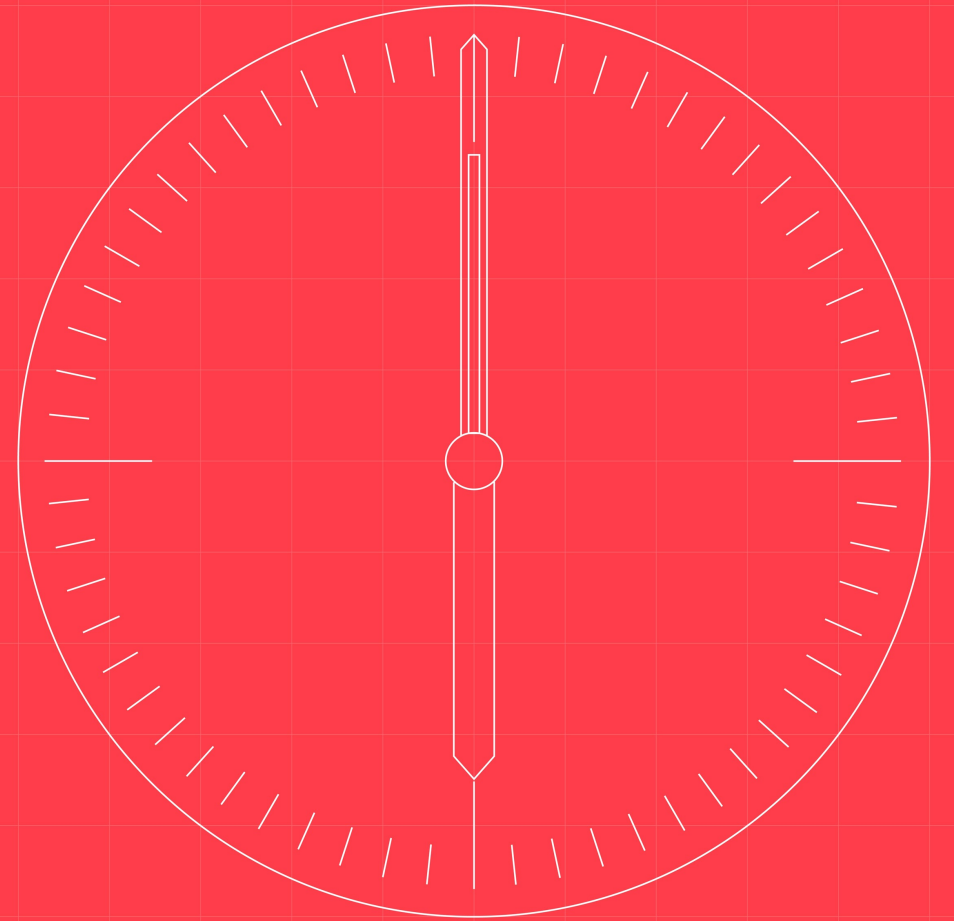
- The Change Request Log will be stored on the MHHS Teams site and will be managed by the MHHS PMO team.
- When the Programme Portal is set up and launched the Change Request Log will be migrated over to here and away from the current excel format.
- The Change Request Log will be viewable for all to see to ensure transparency at all stages of the process.
- The Log will capture CRs from their initial identification through to post-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

Change Board

Terms of Reference



MHHS Change Board			
Purpose	<p>The purpose of the Change Board is to:</p> <ol style="list-style-type: none"> 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. 		
Responsibilities & Duties	<ul style="list-style-type: none"> • 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. 		
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	
	PMO Change Control Manager (Secretariate / Facilitator)	Design Lead	
Standing Agenda Items	<ol style="list-style-type: none"> 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Meetings will initially be an hour (to be kept under review) and held on a monthly 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 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. 		

Thank you

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