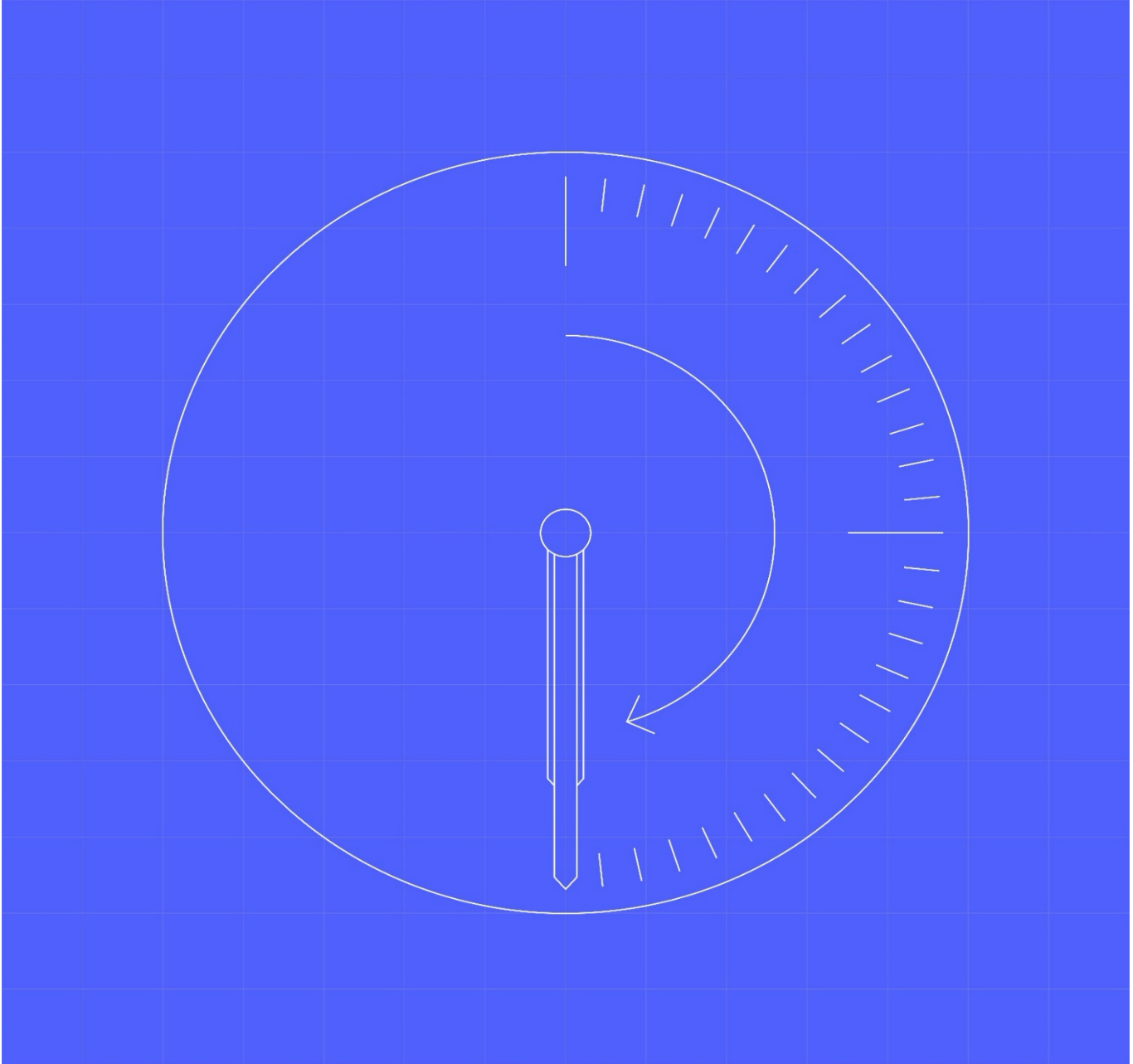


# MHHS Service Management Strategy



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## 1.1 Change Record

Date	Author	Version	Change Detail
12/01/2024	Transition & Operational Readiness Team	0.1	Draft for Industry Consultation
05/02/2024	Transition & Operational Readiness Team	0.2	Updated Draft for Assurance Meeting
15/02/2024	Transition & Operational Readiness Team	0.3	Updated Draft for MCAG Approval
27/02/2024	Transition & Operational Readiness Team	1.0	Baselined following MCAG Approval

## 1.2 References

Document	Publisher	Published	Additional Information
MHHS-DEL622 MHHS TOM – Augmentation Record v1.0	MHHS Design Team	21/10/2022	-
MHHS-E2E002 End to End Non-Functional Requirements v3.1	MHHS Design Team	05/04/2023	-
MHHS-DEL1034 MHHS SIT PoaP v2.0	MHHS Testing Team	-	-

## 1.3 Terminology

Term	Description
BAU	Business As Usual
BSC	Balancing and Settlement Code
BSCCo	BSC Company
Central Service Providers	The providers that manage and operate the electricity Central Services, namely Elexon, the DCC and ElectraLink.
Central Services	The services that comprise the electricity central service delivery functions, namely the Elexon Central Services, Central Switching Service, Data Transfer Network and the central service delivery functions underpinning smart metering.
CSS	Central Switching Service
DCC	Data Communications Company
DCP	DIP Connection Provider
DIP	Data Integration Platform
DSP	Data Services Provider
DTN	Data Transfer Network
ECS	Elexon Central Services
EES	Electricity Enquiry Service
ELS	Early Life Support
ERDS	Electricity Retail Data Service
Incident	An event that results in an unanticipated interruption in the delivery of a service or a reduction in the quality of a service.
ISD	Industry Standing Data
ITIL	Information Technology Infrastructure Library
ITSM	IT Service Management
LDSO	Licensed Distribution System Operator
Legacy Arrangements	The existing arrangements set out under the BSC and REC.
LSS	Load Shaping Service

Major Incident	An incident which occurs within a Central Service and causes significant disruption to both the BAU operations of the originating Central Service and other adjacent Central Services and / or Market Participants, and which demands an urgent, high-priority response requiring involvement from at least one or more Central Service or any third party associated with those Central Services.
MDS	Market-wide Data Service
MHHS	Market-wide Half-Hourly Settlement
MHHS Arrangements	The new MHHS arrangements as set out in the MHHS Core Design Artefacts.
MHHS SM	The service management that will be delivered by Elexon in relation to the Elexon managed services, both new and old – DIP, LSS, CDCA, SAA etc.
MPAN	Meter Point Administration Number
MPRS	Metering Point Registration System
NFR	Non-Functional Requirement
REC	Retail Energy Code
RECCo	Retail Energy Code Company
Registration Service	The service operated by LDSOs
Service Desk	The single point of contact between the service provider and the users. A typical service desk manages incidents and service requests, and also handles communication with the users.
Service Request	A formal request from a user asking the service provider to offer something e.g. a request for information, approval or advice.
SIT	Systems Integration Testing
SLAs	Service Level Agreements
SM	Service Management
SM Portal	A self-serve platform which users can visit to raise requests and retrieve information.
SMRS	Supplier Meter Registration Service
SM System	The tool used by the SM Service Provider to support the delivery of the SM. The system will be used to manage incidents and service requests and provide knowledge.
TOM	Target Operating Model
UMS	Unmetered Supplies
UMSO	Unmetered Supplies Operator
VAS	Volume Allocation Service

## 1.4 Programme Milestones

The below Programme milestones are referenced throughout this document.

M9 (Oct 2023) – Start of Systems Integration Testing (SIT)

M10 (Mar 2025) – Go live of new services

M11 (Apr 2025) – Start of 18-month migration for Unmetered Supplies (UMS) / Advanced

M12 (Apr 2025) – Start of 18-month migration for Smart / Non-Smart

M13 (Apr 2025) – Load Shaping Service (LSS) switched on

M14 (Mar 2026) – All Suppliers must be able to access MPANs under the new TOM

M15 (Oct 2026) – Full transition complete

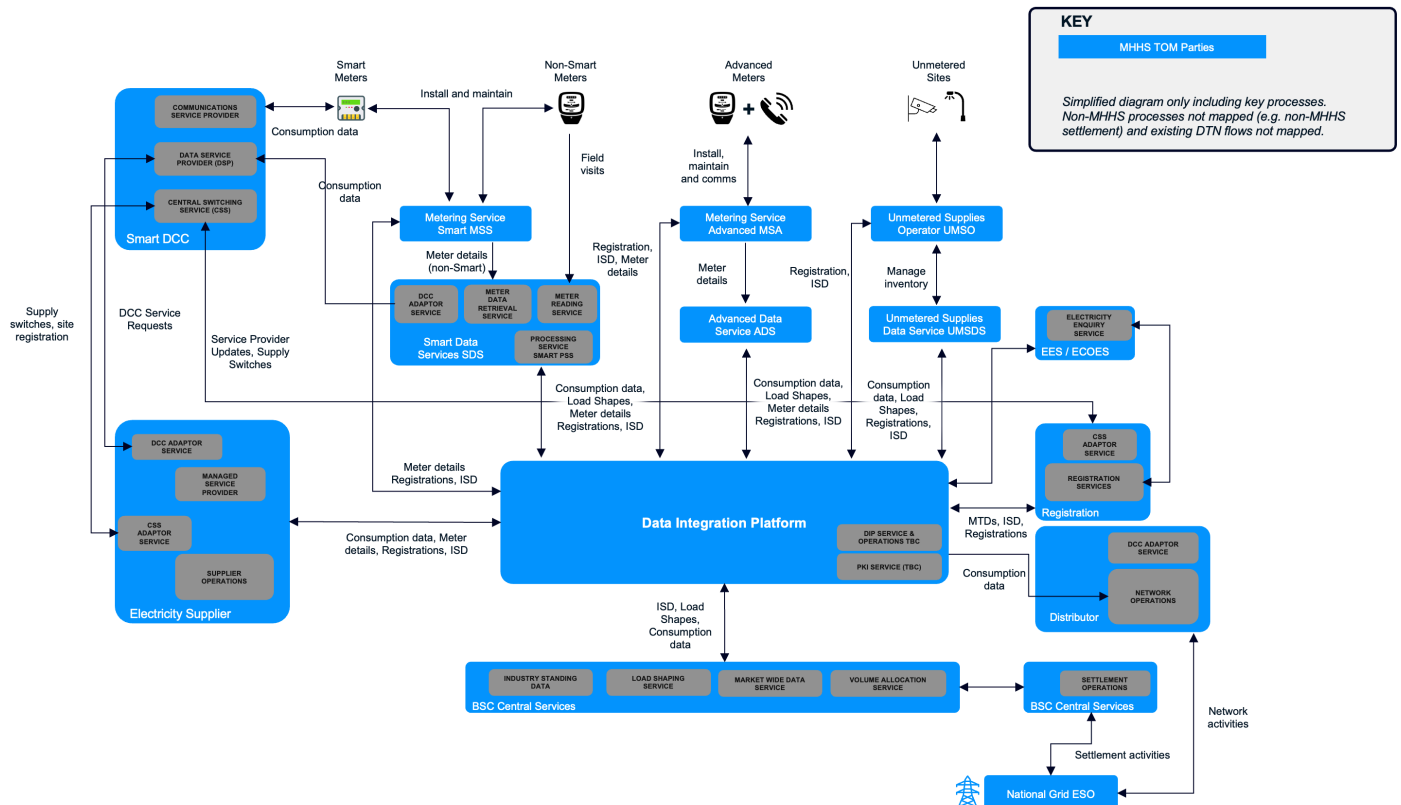
M16 (Dec 2026) – Cutover to the new settlement timetable

## 2 Introduction and Scope

### 2.1 Introduction

The UK electricity industry's move to the MHHS TOM (depicted in Figure 1) will be one of the biggest overhauls of electricity systems and processes since privatisation and the introduction of the competitive market in 1998.

This transition will see the introduction of key new systems and a major transformation in the ways of working of Market Participants and fundamental industry processes. Suppliers, Registration Services, Agents, Metering Point Registration System (MPRS), Electricity Enquiry Service (EES), Smart metering and settlement processes, just to name a few examples, will all undergo significant change.



**Figure 1. The MHHS TOM. This is a simplified version of the diagram presented in MHHS-DEL622 MHHS TOM – Augmentation Record v1.0.**

With the launch of key new central systems and generally much greater interconnectivity across the industry (compared to legacy arrangements), there is a requirement to introduce new service management (SM) capability to the industry to manage the delivery of the services provided by these new systems.

The scope of these new SM arrangements will need to be carefully considered. As although the industry will operate on a more interconnected basis and all MHHS TOM parties will potentially need to engage with and raise incidents and service requests through the new SM arrangements, the model should not infringe on and duplicate effort with existing Market Participants' own SM capabilities or place constraints on the ability of Market Participants to act with agility.

The successful roll-out, performance and ongoing management of the new services will be critical to the success of the transition to the MHHS TOM, as well as to ongoing MHHS operations, and therefore an effective MHHS SM strategy will be key.

As part of this phase of work and within this document, only the MHHS SM strategy is considered. The strategy is intended to be high-level and is predominantly focused on identifying the optimal model for the MHHS SM arrangements to adhere to (the MHHS SM arrangements are defined as the SM that will be delivered by Elexon in relation to the Elexon managed services, both new and old – DIP, LSS, CDCA, SAA etc). This document’s purpose is to set out the MHHS SM strategy and provide a starting point and a framework for subsequent delivery phases, namely the Service Design, to design the requisite lower-level detail e.g. what do the detailed workflows to deliver incident or availability management, for example, need to look like and how is this architected into ServiceNow (the chosen platform through which the MHHS SM arrangements will be run). Key components which are covered within this framework include: the optimal SM model; identification of the users who will be interacting with the MHHS SM arrangements; impacts on other Market Participants; consideration for the types of queries that will be raised to the MHHS Service Desk; and the required processes that MHHS SM will need to provide.



**Figure 2. ITIL Lifecycle Stages**

Although the delivery of subsequent phases of the MHHS SM development sits outside the remit of the MHHS Programme, the Programme’s recommendation is that an ITIL (IT Infrastructure Library)-based lifecycle approach is adopted to follow industry best practice. Elexon’s preference is to follow an ITIL 3 methodology in their delivery. ITIL is the leading framework through which to approach IT Service Management (ITSM). The terminology of the ITIL lifecycle stages, illustrated in Figure 2, is used throughout this document.

## 2.2 Scope

As mentioned above, this document only considers the SM strategy. This is the only delivery phase that sits within the remit of the Programme and all subsequent delivery phases (Service Design, Service Transition, Service Operation, and Continual Service Improvement) are to be delivered wholly by Elexon instead – as the entity who will be delivering the MHHS SM capabilities when they go-live at M10. Noting that the Programme will define the Early Life Support (ELS) that is required and may possibly be involved in the delivery of this (to be confirmed as part of the ELS definition).

More detailed timings on the publication of specific deliverables within the Service Design phase are not yet available. The expectation is that the first activity undertaken by Elexon as part of the Service Design is to develop and share a delivery plan with industry for the remainder of the Service Design phase, specifying the publication and consultation dates for key deliverables.

The strategy outlined in this document is intended to be high-level and it provides a starting point for subsequent delivery phases to design the requisite lower-level detail.

The below are a selection of some of the activities that are considered out of scope for the strategy phase:

- Subsequent ITIL lifecycle stages, such as Service Design, which will need to be delivered by Elexon separately.
- How SM support varies across the Transition period and what ELS arrangements look like will be picked up in a separate deliverable by the Programme Transition & Operational Readiness Team in Q2 2024.
- Business Continuity and Disaster Recovery (BCDR) plans will be assured by the Programme prior to go-live of the new arrangements in Q1 2025.

- Definition of the Service Level Agreements (SLAs) that will apply to MHHS SM processes. This level of detail is beyond the scope of the strategy development and will need to be considered as part of the Service Design phase instead.

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### 3 SM Model

When the term ‘SM model’ is used in this document, this can be loosely interpreted as ‘the scope of the SM arrangements’. The type of model that is chosen will dictate which parties, interactions and processes are considered within scope and therefore queries on these should be directed and resolved by the MHHS Service Desk. And conversely, which parties, interactions and processes are considered outside of scope and therefore queries on these should be directed and resolved elsewhere (through another organisation’s Service Desk).

As the other most recent major industry change programme, comparisons have been drawn with the SM model adopted for Faster Switching, noting a key difference is that the Faster Switching service provider was wholly responsible for Faster Switching, whereas Elexon will not be wholly responsible for MHHS. Faster Switching adopted a completely centralised SM model where all queries across the Faster Switching ecosystem were to be raised to a single Service Desk, even if they were not of direct relevance.

It is not believed that this model is suitable for the MHHS SM approach as it is felt that queries that are not related to the Elexon managed services should be directed elsewhere, it is preferred to not impose any constraints on the ability of wider Market Participants to resolve their own issues direct with the involved parties with agility and Elexon do not wish to maintain the size of SM Operations team that would be required to resolve the high volume of queries that would result from such a wide SM scope. For these reasons, it is preferred to explore other, more agile and distributed models.

When considering different model options, one of the first questions to answer was which parties across the MHHS TOM (as illustrated in Figures 3 and 4) would be engaging with and raising incidents and service requests through the MHHS SM arrangements. Having considered a number of example scenarios, it became clear that *all* parties across the MHHS TOM could feasibly have reason to engage with the MHHS SM arrangements. Therefore this was the lens through which the different model options were assessed: that the potential user base for the SM arrangements could extend up to all parties across the MHHS TOM and the model that is chosen would need to be able to accommodate this.

Initially, a large number of potential options were considered. This list included options where the MHHS SM operated multiple Service Desks (rather than just one). However, no benefit to either Market Participants or Elexon was identified through splitting the Service Desks in this way. In fact, multiple Service Desks would only lead to greater overheads due to the increased resource requirement, it would likely result in increased numbers of tickets being raised to the wrong desk and it would make it more challenging for Elexon to obtain a single view of Key Performance Indicators (KPIs) across the overall MHHS SM arrangements. For these reasons, a multiple Service Desk model was discarded.

The list was then shortlisted down to the two options presented below which sit at opposite ends of the centralisation / distribution spectrum. The analysis of these options is presented in the below table and the following sections.



#	Model Title	Description	Pros	Cons
1	<b>Centralised</b>	<p>Elexon acts as the 'middle-man' for all SM tasks concerning any interactions across the MHHS TOM. Elexon will tag tasks for resolution to the relevant Market Participant in the SM System and will relay updates from them back to the request initiator. Users raise all requests through a single Service Desk. Similar approach to Faster Switching.</p>	<ul style="list-style-type: none"> <li>✔ Can easily understand health of end-to-end MHHS arrangements.</li> <li>✔ Less frequent closing of tickets or re-allocating to other Market Participants' Service Desks, due to being outside MHHS SM scope, as the scope of MHHS SM under this model is broader.</li> <li>✔ One interface for users.</li> </ul>	<ul style="list-style-type: none"> <li>✘ Large level of overlap with other Market Participants' existing SM arrangements which will drive complexity and duplication of effort.</li> <li>✘ Market Participants less able to act with agility in the resolution of local queries and incidents due to the requirement to report these through the central MHHS SM Portal.</li> <li>✘ Large number of contractual agreements required between Elexon and other Market Participants to underlie SLAs. Likely to be more change to existing SLAs.</li> <li>✘ MHHS SM involved and notified of requests not relevant to Elexon services.</li> <li>✘ Higher ongoing MHHS SM overheads to resource larger SM Operations team to resolve larger number of incidents and service requests.</li> <li>✘ In theory, slower resolution due to higher volume of hand-offs (many different parties involved).</li> <li>✘ Highest complexity of triage and request assignment.</li> </ul>
2	<b>Distributed</b>	<p>Users to only raise requests through the MHHS Service Desk that have direct relevance to one of the Elexon services (this includes both new and old services which are all managed through a single Service Desk – DIP, LSS, CDCA, FAA etc.). Market Participants to resolve any queries that do not directly involve Elexon services between themselves without notifying MHHS SM.</p>	<ul style="list-style-type: none"> <li>✔ Low level of overlap with other Market Participants' existing SM arrangements.</li> <li>✔ Market Participants able to act with increased agility in the resolution of local queries and incidents (that are not related to the Elexon Central Services (ECS)) due to no requirement to report these through the central MHHS SM Portal.</li> <li>✔ Smaller number of contractual agreements required between Elexon and other Market Participants to underlie SLAs. Likely to be less change to existing SLAs.</li> <li>✔ MHHS SM only involved and notified of requests relevant to Elexon services.</li> <li>✔ Reasonable ongoing MHHS SM overheads to resource moderate-sized SM Operations team to resolve medium number of incidents and service requests.</li> <li>✔ In theory, quicker speed of resolution due to lower volume of hand-offs.</li> <li>✔ Low complexity of triage and request assignment as all tickets should relate to an Elexon service.</li> <li>✔ One interface for users.</li> </ul>	<ul style="list-style-type: none"> <li>✘ MHHS SM would not have visibility of health of MHHS services beyond their remit.</li> <li>✘ More frequent closing of tickets or re-allocating to other Market Participants' Service Desks where the root cause is found to be outside the scope of the MHHS SM.</li> </ul>



### 3.1 Model #1: Centralised

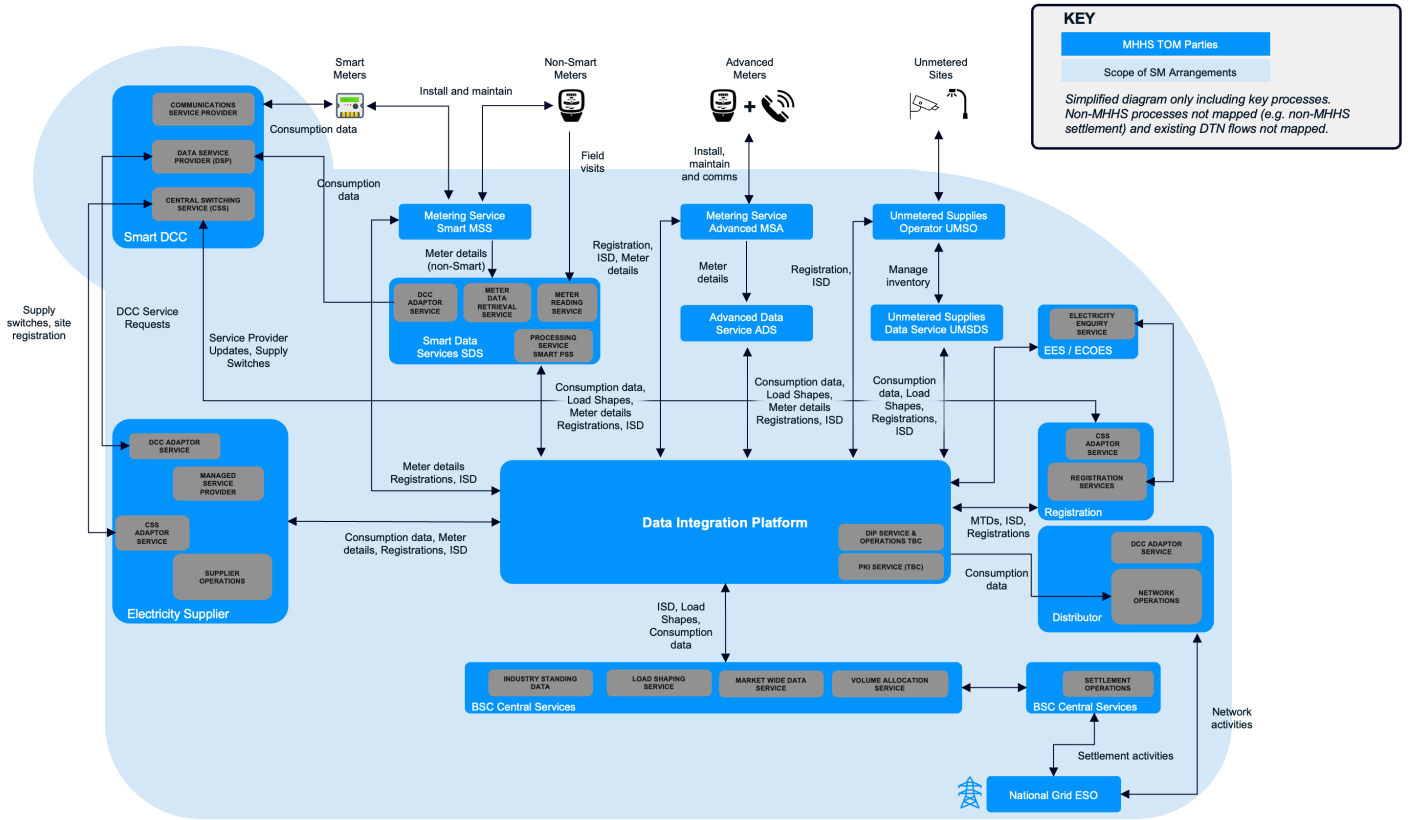


Figure 3. Visual representation of the scope of Model #1 across the MHHS TOM

### 3.2 Model #2: Distributed

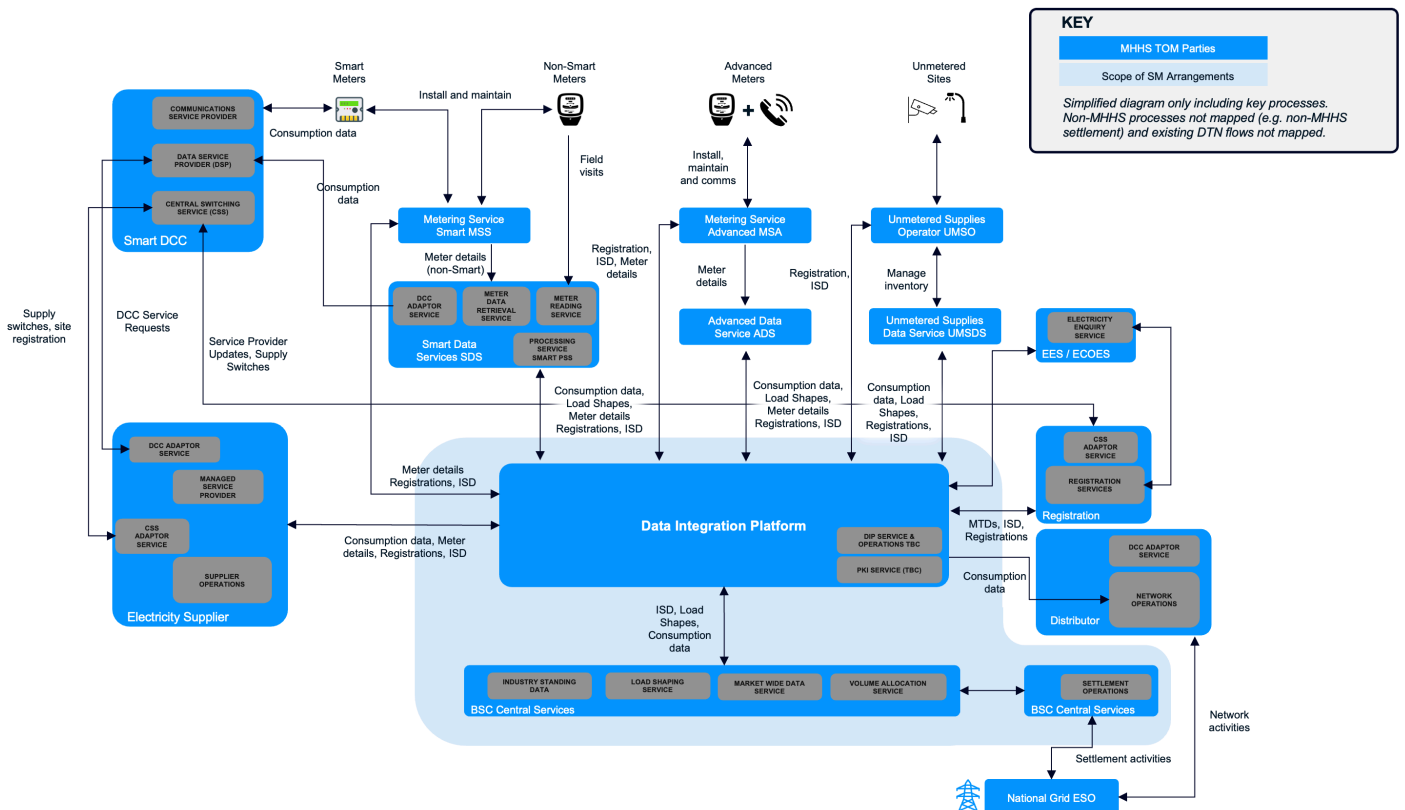


Figure 4. Visual representation of the scope of Model #2 across the MHHS TOM

### 3.3 Analysis of Models #1 and #2

Full adherence to Model #1 (most centralised model) is not a viable option as it is preferred to avoid a fully monolithic system which would place constraints on the ability of other Market Participants to act with agility and also lead to high MHHS SM overheads.

Furthermore, there is no requirement or benefit to Elexon to be involved or informed of events occurring elsewhere across the MHHS TOM that have no direct relevance to the Elexon services.

All of these arguments point towards Model #2. However, certain scenarios may require Elexon (or another Central Service Provider) to take on a more central role:

- For example, cross-industry major incident recovery processes will not function effectively unless a Central Service Provider steps up to take on a central coordination role.
- Secondly, industry will continue to need a place to go for Balancing and Settlement Code (BSC)-related queries and these should be directed to the MHHS Service Desk.

A hybrid approach between Model #1 and #2 looks to be the best compromise, where the scope of the model differs depending on the type of event / service required e.g. in the case of significant major incident industry events, more central collaboration will be required.

### 3.4 Model #2.1: Hybrid Approach

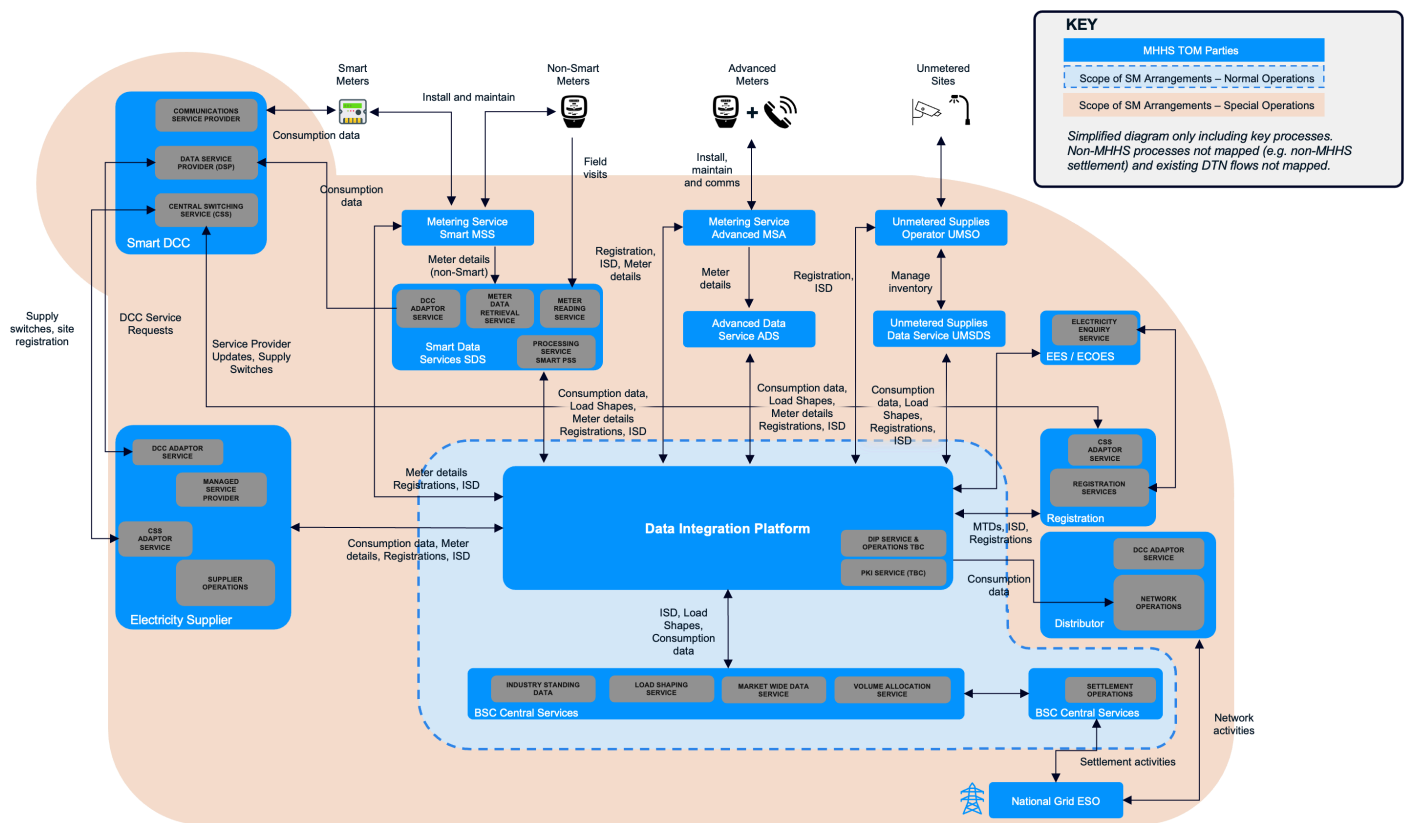


Figure 5. Visual representation of the scope of Model #2.1 across the MHHS TOM

The scope of MHHS SM under ‘Special Operations’ is represented by the pale orange shape. The breadth of this scope is significantly increased vs the MHHS SM scope under ‘Normal Operations’, however this increased scope will only come into effect under specific circumstances. ‘Special Operations’ are defined as:

- Industry-wide major incident management e.g. outage of a key central system such as the CSS or DIP; significant data breaches etc.

- When industry wish to raise BSC-related queries, these should be directed to the MHHS Service Desk. E.g. BSC qualification queries. MHHS SM would be responsible for answering BSC-related queries that are raised by any Market Participant across the MHHS TOM. Queries not related to the BSC should continue to be directed towards the relevant Code Body.

The definition used for an 'industry-wide major incident' in this case is an incident which occurs within a Central Service and causes significant disruption to both the BAU operations of the originating Central Service and other adjacent Central Services and / or Market Participants, and which demands an urgent, high-priority response requiring involvement from at least one or more Central Service or any third party associated with those Central Services. Resolution of such events will require collaboration from parties that sit outside of the MHHS SM scope under 'Normal Operations'. For the definition of a Central Service, please refer to Section 1.3 at the beginning of this document.

If an industry-wide major incident occurs, a selection of Central Service Providers and Market Participants will collaborate to resolve the incident. This collaboration will be led by a specific Central Service Provider's SM function. For the definition of Central Service Providers, please refer to Section 1.3 at the beginning of this document.

The nature of the major incident event and the affected services will dictate which Central Service Providers and Market Participants collaborate in the resolution, and which Central Service Provider's SM function leads the resolution. For example, if it was an issue with the Central Switching Service (CSS), it would be expected that the DCC would lead the resolution. The SLAs that would apply to the resolution of the major incident would be the SLAs that are applicable to the SM function of the Central Service Provider who leads the resolution efforts.

Note that the industry-wide major incident resolution can only ever be led by a Central Service Provider. However, such issues are likely to have a significant impact on wider parties, such as Suppliers and Licensed Distribution System Operators (LDSOs), and so the collaborative resolution efforts can involve not just Central Service Providers but also wider Market Participants.

Any event not covered as part of the 'Special Operations' definition noted above, and which occurs outside the scope of the MHHS 'Normal Operations' SM, is to be resolved independently by the involved parties with MHHS SM neither involved nor informed. This reduces needless effort on the part of MHHS SM, and also allows other parties to maintain agility in their resolution efforts.

**The MHHS Programme believes that Model #2.1 is the optimal model for the MHHS SM arrangements and recommends that this model is taken forward by Elexon.** This is the preferred model due to the fact that the majority of the time, under 'Normal Operations', the model will work to a narrow but logical scope where only incidents or service requests relevant to the Elexon services are raised through the MHHS SM arrangements. Crucially however, this model also possesses the flexibility to increase the breadth of scope under 'Special Operations' where Market Participants require the MHHS SM arrangements to provide a more centralised service with increased breadth.

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## 4 Impact on Market Participants

This section outlines the key high-level impacts to those Market Participants who will be most affected by the new MHHS SM arrangements. These are Elexon, as the service provider of the SM arrangements, LDSOs and the DCC. ElectraLink are also referenced within this section as an acknowledgement of their continued role as a key Central Service Provider, despite the impact on them being anticipated to be minimal.

RECCo, in their role of managing the EES, are not referenced as part of this section. However, whenever an incident is investigated that has caused data loss to data which is normally held in the EES, it will be necessary to liaise with EES SM. As part of the resolution, it would also be required to ensure the data has correctly synchronised with the EES.

The impact on all other Market Participants is considered little to none and therefore is not included within this section. This is in part due to the fact that it is anticipated that many of these other Market Participants

will predominantly be users of the MHHS SM, rather than there being significant interaction / overlap between the MHHS SM and their own SM capabilities.

## 4.1 Elexon

M10, scheduled to take place in March 2025, will mark the go-live of the new MHHS services. Amongst the new services to give live will be five key new services which are to be managed by Elexon:

1. **Data Integration Platform (DIP):** An event-driven middleware component that will be responsible for processing all MHHS messages.
2. **Load Shaping Service (LSS):** Will calculate Load Shapes using Settlement Period level data.
3. **Market-wide Data Service (MDS):** Will aggregate data for Imbalance Settlement and other purposes such as network charges.
4. **Volume Allocation Service (VAS):** Will use data from the MDS to calculate energy volumes for Balancing Mechanism Units.
5. **Industry Standing Data (ISD):** A data repository that will be used by Market Participants to interpret the information relating to each Metering System.

Elexon will therefore be impacted as the service provider of the MHHS SM arrangements, but also in its other roles as the DIP Manager and the provider of the ECS.

The new services coming online at M10 will need to be managed by Elexon alongside the existing BSC services (illustrated in Figure 6). Both new and existing Elexon services will need to be managed together through one integrated MHHS SM approach.



Figure 6. Existing BSC Services

The DIP will be provided by Elexon, via the DIP Service Provider, in its role as the DIP Manager. Whilst the SM capabilities relating to all other ECS will be provided by Elexon in their role as BSCCo.

It is assumed that all Elexon services, both new and existing, will be managed through a single SM portal and a single Service Desk. Although multiple Service Desk options were initially considered as part of the model analysis, no benefit to either Market Participants or Elexon was identified through splitting the Service Desks in this way.

It is assumed that the MHHS SM arrangements and the SM portal will run on the ServiceNow platform. It is worth noting that this represents a change in platform from the current SM for the existing BSC systems. However, beyond this there is expected to be no impact and the platform through which the arrangements are run should be inconsequential to Market Participants. If anything, moving to ServiceNow will make architecting any required integrations with other Market Participants' SM more straightforward than it is through the current BSC SM platform. The specific integrations that are required will be identified through the Service Design phase.

The delivery of the MHHS SM arrangements will not just sit with Elexon alone and will be comprised of several different parties. For example, Avanade will fulfil the role of the DIP Service Provider on behalf of Elexon and specific other elements of the MHHS SM will be outsourced to other organisations by Elexon. However, regardless of how these interactions and hand-offs are designed, the mechanism through which Market Participants will engage with the MHHS SM will be through a single SM Portal and a single Service

Desk. Anything that occurs 'further down the chain' from this first interface is not of consequence to Market Participants and the specific workflows are for Elexon to define through the Service Design phase. Market Participants can have confidence that however these processes are designed in the Service Design phase, it will not impact how they interact with the MHHS SM.

As part of the Service Design phase, consideration should be given to what provisions should be put in place at the MHHS Service Desk, along with other key Service Desks across the MHHS TOM, to avoid Market Participants raising tickets with the wrong desk, and to re-route those who have already incorrectly raised a ticket. Examples of measures that could be taken include clear guidance and knowledge management articles on the MHHS SM Portal, and providing the MHHS SM Operations teams with standard response templates to re-route users.

As part of the Service Transition phase as Elexon prepare to switch on the MHHS SM arrangements ahead of M10, Elexon will be required to undertake industry engagement to increase Market Participants' awareness and knowledge of the MHHS SM arrangements. This should include guidance on what service requests and incidents should be raised with the MHHS Service Desk, what service requests and incidents should be raised elsewhere and how tickets are re-allocated between Service Desks across the MHHS TOM.

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## 4.2 LDSOs

LDSOs will play a central role within the MHHS Design and especially throughout the migration process. LDSOs provide SM in relation to the Registration Services. As part of the strategy development, it was therefore important to carefully consider, at a high-level, the interactions that would take place between LDSOs and MHHS SM to avoid unnecessary overlap of the two SM functions which could lead to duplication of effort.

In accordance with the BSC and REC, LDSOs individually operate a Registration Service (referred to as ERDS under the REC and SMRS under the BSC). LDSOs collectively use one common software application, MPRS, for its Registration Services provided by the third party service provider St Clements Services. Each LDSO's individual Registration Service will connect to the DIP via a number of different service providers in the market who will be providing adapter services. It is up to each LDSO to determine how their Registration Service and their DIP adapter service will work together to collectively provide LDSO SM capabilities.

If an industry-wide major incident occurs, a selection of Central Service Providers and Market Participants will collaborate to resolve the incident and specific LDSOs, as Market Participants, could be involved. The nature of the major incident event and the affected services will dictate which Central Service Providers and Market Participants collaborate in the resolution, and which Central Service Provider's SM function leads the resolution efforts. Note that LDSOs, as not Central Service Providers, would not lead the resolution efforts, however may be involved in a supporting role. If the issue is one that originates in a Registration Service, it is expected that the relevant LDSO's SM function would be involved in the resolution efforts in a supporting role.

If any SLAs are set on LDSO response times as part of the Service Design phase, consideration will need to be given to LDSOs' existing SLAs that may be written into various code documents and existing service provider contracts. These could be difficult and / or expensive to change.

Any BAU Registration Service-related SM response and resolution undertaken by LDSOs will only take place in standard Registration Service business operating hours, as defined in CR018: Registration Service Operating Hours. This does not include major incidents, or similar events, for which augmented operational hours may need to be in place. These will be defined as part of the Service Design phase. If, as part of the Service Design phase, it is decided augmented operating hours could be beneficial for Registration Service-related SM activities in the case of major incident management, a cost benefit analysis should be undertaken to evaluate the merit of this decision.

The required interactions between LDSOs and MHHS SM will be considered in more detail as part of the Service Design phase.



Beyond the points laid out above, at this point in time no other impacts on LDSOs' existing SM arrangements have been identified and LDSOs' SM functions will maintain their current responsibilities and processes.

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### 4.3 DCC

The DCC have significant existing SM functions related to Switching and Smart metering with substantial breadth. These two functions are operated as two distinct services with two distinct Service Desks. As part of the strategy development, it was therefore important to carefully consider, at a high-level, the interactions that would take place between the DCC and the MHHS SM to avoid unnecessary overlap of the two SM functions which could lead to duplication of effort.

In the event of an industry-wide major incident, the nature of the major incident event and the affected services will dictate which Central Service Provider's SM function leads the resolution efforts. The DCC, as a Central Service Provider, could be required to lead major incident resolution efforts. If the issue is one that originates in the DCC, it is expected that the DCC's SM function would lead the resolution.

If any SLAs are set on DCC response times as part of the Service Design phase, consideration will need to be given to the DCC's existing SLAs that may be written into various code documents and existing service provider contracts. These could be difficult and / or expensive to change.

As part of the Service Design phase, consideration should be given to what provisions should be put in place at key existing Service Desks across the MHHS TOM, including the DCC Service Desks, to avoid Market Participants raising tickets with the wrong desk, and to re-route those who have already incorrectly raised a ticket. Examples of measures that could be taken include clear guidance and knowledge management articles on the relevant SM Portals, and providing relevant SM Operations teams with standard response templates to re-route users.

The required interactions between the DCC and MHHS SM will be considered in more detail as part of the Service Design phase.

Beyond the points laid out above, at this point in time no other impacts on DCC's existing SM arrangements related to Switching and Smart metering have been identified, and the DCC Service Desks will maintain their current responsibilities and processes.

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### 4.4 ElectraLink

In the event of an industry-wide major incident, the nature of the major incident event and the affected services will dictate which Central Service Provider's SM function leads the resolution efforts. ElectraLink, as a Central Service Provider, could be required to lead major incident resolution efforts. If the issue is one that originates in the Data Transfer Network (DTN), it is expected that ElectraLink's SM function would lead the resolution.

If any SLAs are set on ElectraLink response times as part of the Service Design phase, consideration will need to be given to ElectraLink's existing SLAs that may be written into various code documents and existing service provider contracts. ElectraLink provide 24/7 SM support for industry which is aligned to industry practice and the SLAs in the document for the DIP. If these were to change, then ElectraLink can provide an impact assessment on the new SM approach.

As part of the Service Design phase, consideration should be given to what provisions should be put in place at key existing Service Desks across the MHHS TOM, including the ElectraLink Service Desk, to avoid Market Participants raising tickets with the wrong desk, and to re-route those who have already incorrectly raised a ticket. Examples of measures that could be taken include clear guidance and knowledge management articles on the relevant SM Portals, and providing relevant SM Operations teams with standard response templates to re-route users.

The required interactions between ElectraLink and MHHS SM will be considered in more detail as part of the Service Design phase.

Beyond the points laid out above, at this point in time no other impacts on ElectraLink's existing SM arrangements have been identified. The ElectraLink Service Desk will maintain its current responsibilities and processes and ElectraLink will continue to operate the DTN under its existing governance structure.

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## 5 Required SM Processes

It is anticipated that the key processes / capabilities that MHHS SM will possess are the seven laid out below. These are all core ITIL SM processes and are all processes that Elexon administers today through the SM of the existing BSC systems.

1. **Service Desk Support:** Provide a single first line point of contact. Log and manage all incidents and service requests. Provide Level 1 (L1) support and escalate tickets for Level 2 (L2) or Level 3 (L3) support.
2. **Incident Management:** Investigate, record, and resolve service interruptions or outages.
3. **Change Management:** Minimise disruption to normal operations whilst planning and executing changes to systems and services.
4. **Problem Management:** Identify and manage the causes of incidents.
5. **Availability Management:** Ensure services are delivered to the agreed levels of availability to meet the needs of users.
6. **Capacity Management:** Anticipate and plan for demand for services to ensure sufficient capacity.
7. **Knowledge Management:** Create, share and manage knowledge related to the relevant services across the MHHS TOM.

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## 6 Customer Journeys

To better demonstrate how the MHHS SM arrangements will function practically under the recommended Model #2.1 approach, a number of 'real-world' example incident and service request customer journeys have been mapped. These process maps depict the distinct activities that collectively make up the overall workflow and also show the hand-offs between the SM user and the various parties that comprise the different layers of the MHHS SM ecosystem.

Please note, the following process maps are indicative and they are not intended as a portrayal of how these processes will actually operate when the SM arrangements go-live. The full detail of how these processes will function will be defined through the Service Design phase.

To begin with, a list of possible incident and service request types that a Market Participant could wish to potentially raise to the SM arrangements were brainstormed. The list is not meant to be exhaustive but is intended to cover the key types of incidents and service requests that a Market Participant could raise. These incidents and service requests broadly fell into two categories:

1. **Queries directly associated with the Elexon services.** Examples of these queries are provided below:
  - i. Any incident which results in an interruption to BAU expected operations for any of the services;
  - ii. A service request for a request for information regarding standard operating processes;
  - iii. A request for change to one of the services;
  - iv. Or potentially access approval requests in the case of the DIP.



2. **Queries not directly associated with the Elexon services.** Any request that cannot be directly tied back to one of the Elexon services, i.e. miscellaneous queries.

An expanded list of example incidents and service requests that could be raised across both of the above categories is presented below:

1. **Queries directly associated with the Elexon services**

- **DIP:** Public Key Infrastructure (PKI), Code of Connection (CoCo) or Certificate issues.  
Note, queries relating to messages that have not been sent or received as expected or change of DIP named personnel in DIP roles can both be resolved through self-service functionality in the DIP Portal and therefore have not been included in this list.
- **ISD:** Incorrect information or information not updated correctly in data repository, raising change to data in the ISD.
- **LSS:** Load Shapes calculated incorrectly or Load Shape reports not shared either accurately or on time.
- **MDS:** Errors or delays in aggregating consumption data for Imbalance Settlement and other purposes such as network charges.
- **VAS:** Imbalance Settlement calculated incorrectly or Imbalance Settlement reports not shared either accurately or on time.
- **Existing BSC systems:** Any issue or queries related to BAU expected operations e.g. Settlement calculations, reports, invoices, aggregation of metered data etc.

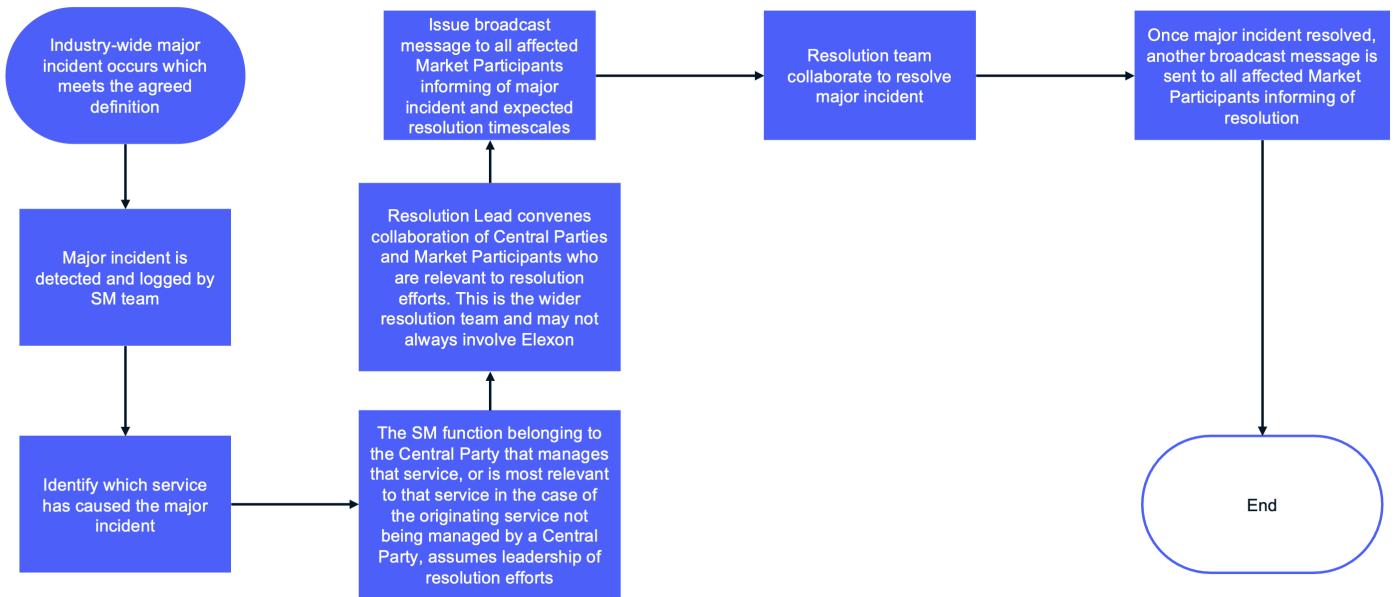
2. **BSC-related queries not directly associated with the Elexon services**

- Market entry processes and BSC onboarding / qualification (enduring);
- Raising changes to Market Role Specs;
- Supplier failure / market exit;
- Non-Supplier failure / market exit;
- Performance report requests;
- Other data requests;
- Other miscellaneous BSC-related queries.

Note that queries not related to the BSC should continue to be directed towards the relevant Code Body.

## 6.1 Scenario #1

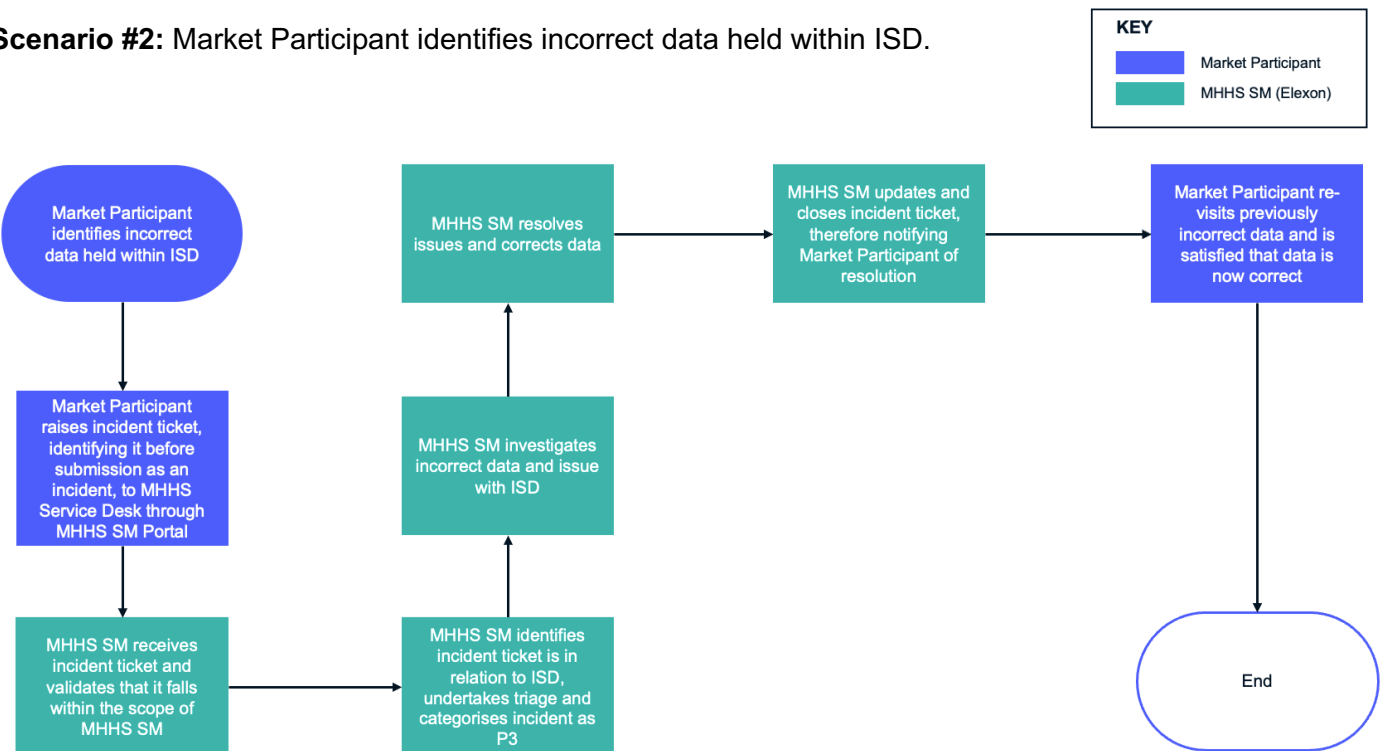
**Scenario #1:** High-level process map that would be followed in the event of an industry-wide major incident taking place.



**Figure 7. Customer journey process map illustrating the different activities involved in Scenario #1**

## 6.2 Scenario #2

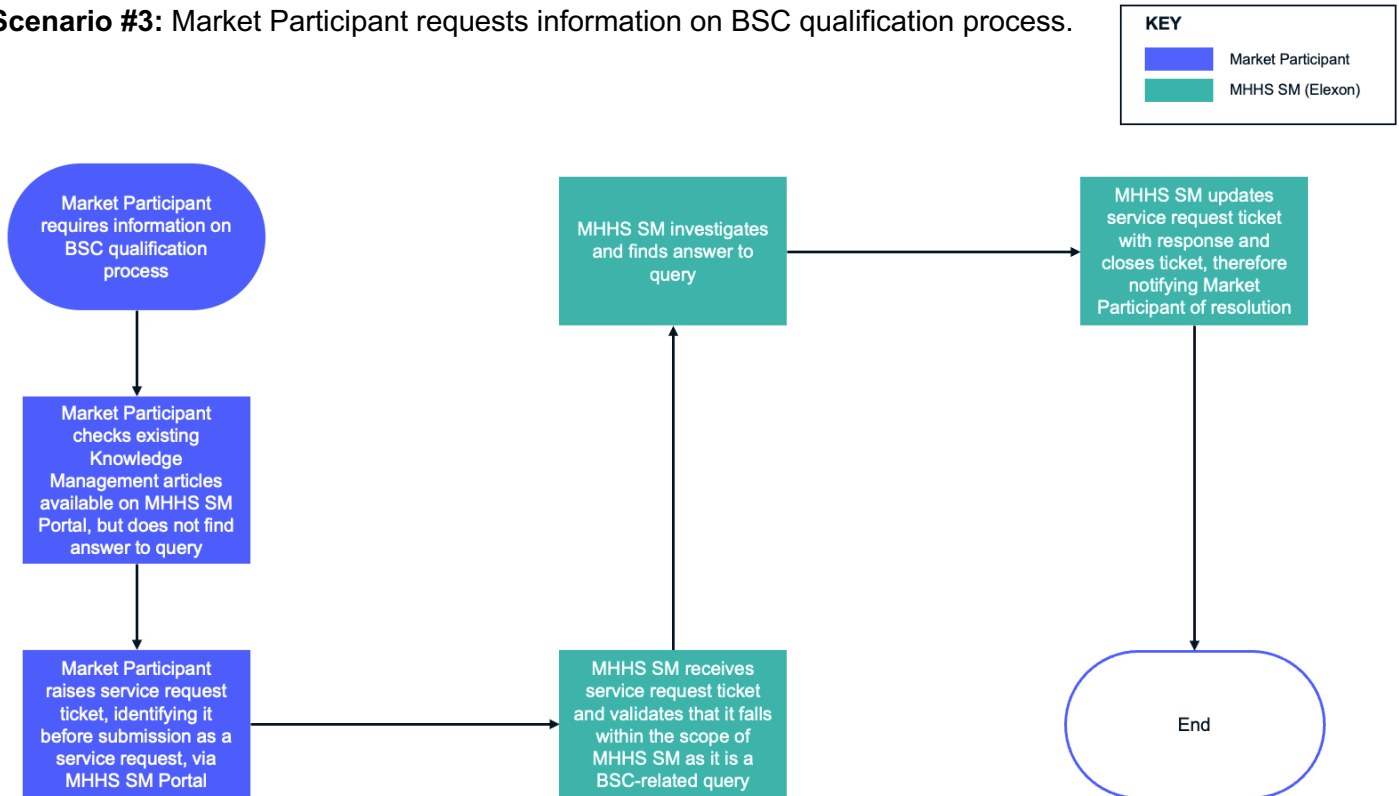
**Scenario #2:** Market Participant identifies incorrect data held within ISD.



**Figure 8. Customer journey process map illustrating the different parties and activities involved in Scenario #2**

## 6.3 Scenario #3

**Scenario #3:** Market Participant requests information on BSC qualification process.



**Figure 9. Customer journey process map illustrating the different parties and activities involved in Scenario #3**

## 7 SM Operational Hours and SLAs

The operational hours and SLAs that will apply to MHHS SM processes will not be defined as part of the strategy development. This level of detail is beyond the scope of the strategy development and instead will be picked up as part of the Service Design.

When the standard operational hours for the SM Operations team to investigate and resolve incidents and service requests are being defined, recommend that this is considered alongside whether there are augmented operational hours in place specifically for major incidents, or similar events.

Should also consider how the operational hours of the MHHS Service Desk compare to other key Service Desks across the MHHS TOM and ensure these are as aligned as possible. Would want to avoid a scenario where tickets are raised with the incorrect desk only because it happens to be open at a time when the correct desk is closed.

The SM Portal should be accessible to Market Participants 24 hours a day, seven days a week, except during scheduled maintenance periods and unplanned outages.

SLAs will need to be set not only on MHHS SM response and resolution times, but also on Market Participant response times to avoid Elexon being penalised unfairly for not meeting its SLAs when this has been caused by delays in response times on the Market Participant's side.

When SLAs are set on Market Participant response times, consideration will need to be given to Market Participants' existing SLAs that may be written into various code documents and existing service provider contracts. These could be difficult and / or expensive to change.

Any BAU Registration Service-related SM response and resolution undertaken by LDSOs will only take place in standard Registration Service business operating hours, as defined in CR018: Registration Service Operating Hours. This does not include major incidents, or similar events, for which augmented operational

hours may need to be in place. These will be defined as part of the Service Design phase. If, as part of the Service Design phase, it is decided augmented operating hours could be beneficial for Registration Service-related SM activities in the case of major incident management, a cost benefit analysis should be undertaken to evaluate the merit of this decision.

When defined, the availability of the Elexon services must be in line with the Non-Functional Requirements (NFRs) that were baselined as part of the MHHS Design and that are captured in MHHS-E2E002 End to End Non-Functional Requirements v3.1.

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## 8 Lessons Learned from Faster Switching SM

As the other most recent major industry change programme, the SM approach that was implemented for the Faster Switching Programme yielded a number of important lessons learned. These are listed below in no particular order.

The MHHS Programme has considered and integrated these points in the development of the strategy presented in this document. The Programme recommends Elexon to do the same throughout their delivery to avoid a recurrence of the same historic issues when the MHHS SM capabilities are switched on ahead of M10.

Not all of the lessons learned are relevant to the current SM strategy phase and some will be better considered as part of the subsequent Service Design phase. However they have all been captured here for ease and so they can be referred back to in future, if required.

1. Be clear on the lines of demarcation between the MHHS SM arrangements and other Market Participants' existing SM arrangements.
2. It will be important to have the ability to separate incidents and service requests into at least two different categories, by directing SM users to raise and resolve these queries through different means and different locations, because they will require different groups of people to resolve. This is the concept of Service Desk vs Help Desk where different types of issues are routed separately.

For the avoidance of doubt, we are not advocating Elexon to set-up two separate Service Desks. The Programme's recommendation is that the MHHS SM is operated out of a single Service Desk, as referenced throughout this document. The Help Desk described in Section 2b below is a metaphorical desk.

- a) **Service Desk:** Technical / System issues that will likely require L3 support to resolve and that should be routed to the MHHS Service Desk e.g. DIP / LSS not operating as expected.
  - b) **Help Desk:** Business Process / Data issues that can be resolved through the SM user practicing self-service using the knowledge management articles available on the SM Portal. Alternatively these could be resolved using existing processes to resolve issues between industry parties such as SDEP, email and telephone queries. These types of queries should not be routed to the MHHS Service Desk e.g. individual message being rejected as not meeting validation criteria, however overall system working as expected.
3. The central Change Advisory Board (CAB) which was set up as part of Faster Switching, where Market Participants needed to seek permission for any change to their individual systems, brought some benefits but under certain scenarios had the potential to impede the ability of Market Participants to act with agility. Certainly with an existing industry CAB now already in place, duplicating a similar governance forum in the form of a MHHS CAB would place significant constraints on the ability of Market Participants to act with agility and would introduce complexity to the management of changes that impact both Faster Switching and MHHS processes. For these reasons, we are advising against the introduction of a MHHS CAB.

4. As obvious as it sounds, the content of each ticket is crucial. If the relevant information is not provided as part of the initial ticket e.g. MPAN number, the resolver will not be able to effectively resolve the ticket.
5. The length of the Early Life Support (ELS) period needs to be realistic and the exit from this period needs to be criteria-driven to ensure that the transition to BAU operations will take place seamlessly. The exit criteria, along with the wider ELS model, will be defined through the Transition & Operational Readiness Working Group (TORWG) across Q2 2024.

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## 9 Risks, Assumptions and Dependencies

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### 9.1 Risks

- There is a risk that if the subsequent Service Design and build phases are not completed by Elexon at pace, the required SM processes will not be ready to test within the SIT Operational testing phase in October 2024. The timings for the SIT Operational testing phase can be seen in MHHS-DEL1034 MHHS SIT PoaP v2.0.
- There is a risk that it could be difficult and / or expensive to change the existing SLA obligations of other Market Participants and Service Providers if they are required to change due to the SM SLAs that are defined as part of the Service Design phase. This is because Market Participants and Service Providers' current SLAs may be written into various code documents and existing contracts.
- There is a risk that it could be difficult and / or expensive to change the scope of existing services which have already been contracted if they are required to change due to the SM services that are defined as part of the Service Design phase.
- There is a risk that if the SM model that is taken forward is too wide in scope / centralised (Model #1), this will create significant complexity across the industry due to the large number of overlaps with other Market Participants' existing SM arrangements. It will also constrain the ability of other Market Participants to act and resolve incidents and service requests direct with the involved parties with agility.

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### 9.2 Assumptions

- The SM capabilities will be ready to be switched on by Elexon ahead of M10 (exact duration ahead of M10 to be confirmed) to allow for participant onboarding, final smoke testing and other final preparations. The exact timing of the switching on of the service will be picked up as part of the development of the M10 / M11 Cutover Plan. This deliverable is being progressed through the TORWG and is due for completion in Q2 2024.
- All existing and new Elexon services will be managed through a single SM portal, which will operate on the ServiceNow platform, and also a single Service Desk.
- The SM portal will be available and accessible to Market Participants 24 hours a day, seven days a week, except during scheduled maintenance periods and unplanned outages.
- Elexon will provide a Service Desk that provides Market Participants with a single first line point of contact for any relevant queries. This Service Desk will provide L1 support and will log, manage and, if required, escalate (to L2 or L3 support) all incidents and service requests through to resolution.
- SLAs, when these are defined in the Service Design phase, will need to be set not only on MHHS SM response and resolution times, but also on Market Participant response times.
- Any BAU Registration Service-related SM response and resolution undertaken by LDSOs will only take place in standard Registration Service business operating hours, as defined in CR018: Registration Service Operating Hours. This does not include major incidents, or similar events, for which augmented operational hours may need to be in place. These will be defined as part of the Service Design phase. If, as part of the Service Design phase, it is decided augmented operating

hours could be beneficial for Registration Service-related SM activities in the case of major incident management, a cost benefit analysis should be undertaken to evaluate the merit of this decision.

- The Service Design phase will need to consider how the interactions with parties who are managing service delivery on behalf of other Market Participants, and therefore may be supporting a significant market share of the industry, can take place effectively e.g. DIP Connection Providers (DCPs).

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### 9.3 Dependencies

- There is a dependency on Elexon to undertake the subsequent Service Design (which will define the SM arrangements in more detail) and at a later date, all other subsequent ITIL lifecycle stages (Service Transition, Service Operation, and Continual Service Improvement). Noting that the Programme will define the ELS that is required and may possibly be involved in the delivery of this (to be confirmed as part of the ELS definition).
- As part of the Service Design phase, there is a dependency on Elexon to develop and share a delivery plan with industry for the remainder of the Service Design phase (and subsequent Elexon delivery phases if required), specifying the publication and consultation dates for key deliverables. Recommend that this is the first activity undertaken as part of the Service Design.
- As part of the Service Transition phase as Elexon prepare to switch on the MHHS SM arrangements ahead of M10, there is a dependency on Elexon to undertake industry engagement to increase Market Participants' awareness and knowledge of the MHHS SM arrangements. This should include guidance on what service requests and incidents should be raised with the MHHS Service Desk, what service requests and incidents should be raised elsewhere and how tickets are re-allocated between Service Desks across the MHHS TOM.