

SMART METER READ HUB PROGRAMME STEERING GROUP TERMS OF REFERENCE

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1. Purpose and objectives

The Steering Group has been established by the MOSL Board to monitor and facilitate the delivery of the Smart Meter Read Hub Programme, ensuring that the programme delivers against its objectives for time, cost and quality.

The purpose of the Steering Group is to:

- Provide guidance and challenge to the MOSL programme team
- Monitor the progress of the programme against its business case objectives, timetable and budget
- Ensure the programme is delivering on behalf of business customers
- Ensure the programme is delivering on behalf of all trading parties
- Ensure the programme remains aligned with the objectives and principles of the market codes

2. Scope

The Steering Group meetings will consider updates from the Programme Director in the form of Programme updates and status reports. These reports should show that the programme is still on track to deliver the agreed outcomes and highlight instances where this is not the case. This will be demonstrated by reporting on the following:

- Schedule – Highlighting that the program’s progress to deliver, is still in line with the agreed timescales.
- Scope of deliverables – This report will show that the programme is still being delivered against the agreed scope. Where a change is required/implemented, there should be documentary evidence that the appropriate change management process was followed.
- Budget – This will monitor the Programmes estimated to complete (ETC) cost and ensure it is aligned with the Programmes forecast. Any variance should be properly highlighted and for review and direction.
- Key programme risks or issues for decision on escalation to the MOSL Board or Strategic Panel as appropriate.
- Code change proposals, rationale, and schedule.

3. Role, Function and Authority

The Steering Group shall conduct its business with a view to supporting the MOSL Board and Strategic Panel by communicating the health of the programme and status of programme delivery.

The functions of the Steering Group are to:

- Review the programme reports and reports from advisory groups and forums and provide advice/escalate where necessary.
- Provide guidance to the programme team and advisory groups.
- Make recommendations and decisions when required, particularly in relation to:
 - o Changes to the programme plan.
 - o Changes to the programme budget.
 - o Changes to the programme objectives.
 - o Risk and issues mitigation.
- Assist with prioritisation where required.
- Update the Strategic Panel, Code Change Committee and Code Advisory Group on programme status and pipeline of changes that needs to be considered.
- Update and/ or escalate any programme changes, risks, issues, and budgetary concerns to the MOSL Board or Strategic Panel as appropriate.

4. Membership

The Steering Group shall consist of the following members:

- Steering Group Chair (MOSL)
- Two MOSL Board Representatives
- MOSL Programme Director
- Strategic Panel Representative
- Ofwat Representative (optional)
- Three Wholesaler Representatives (Technical and Operational SME's)
- Two Retailer Representatives (Technical and Operational SME's)
- One NAV Representative (optional)
- One Code Change Committee Representative

Members shall be appointed by a MOSL Board Subset. The Strategic Panel Representative, Ofwat Representative and Code Change Committee Representative shall be appointed on the recommendation of the Strategic Panel, Ofwat and the Code Change Committee respectively.

The Wholesaler, Retailer and NAV Representatives shall be appointed following an open recruitment process.

Only members have the right to attend Steering Group meetings. However, relevant members of the Programme team and delivery partner will be invited to attend meetings of the Steering Group on a regular basis and other individuals, including representatives from CCW, may be invited to attend all or part of any meeting as and when appropriate.

5. Alternates

Steering Group members are expected to make themselves available at the agreed times to review papers, attend meetings and carry out their duties/ functions as members of the Steering Group. However, where a member is unable to attend a meeting and/or carry out their duties/functions as a member, the member may propose an Alternate.

Alternates should possess sufficient knowledge and expertise to act as a Steering Group member. The Alternate must be notified to the Steering Group Chair as soon as reasonably practical. Subject to the approval of the Steering Group Chair, the Alternate may attend the Steering Group Meeting and vote and speak as a Steering Group member.

Where the Chair is unable to attend a meeting and/or carry out these duties/functions as a member, the Chair will appoint a member of the Steering Group to deputise.

6. Quorum and Decision-Making

Steering Group meetings will be quorate with seven members present, including the Steering Group Chair or their Alternate and at least one Wholesaler and one Retailer representative or their Alternates.

Decisions made by the Steering Group will be responsibility of the Chairperson. The Chairperson will ask each member their view and recommendation before coming to a final decision.

7. Impartiality

Steering Group Members shall act impartially and independently of the interests of their employer, any person or class of persons in exercising their duties, functions and responsibilities under these Terms of Reference.

8. Meeting frequency

Meetings will initially be scheduled monthly but may be scheduled as frequently as required to align with each phase of the programme. The Chair will have authority to schedule ad-hoc meetings as required.

Where necessary, the Steering Group may be asked for input and/or decisions outside Steering Group meetings.

9. Meeting documentation

Meeting documentation will normally be made available to the Steering Group members at least two days ahead of scheduled Steering Group meetings. Papers or matters submitted to the Steering Group less than two business days prior to a scheduled meeting will be considered only with the agreement of the Steering Group Chair.

Actions will be captured at the meeting and updates on progress provided at the following meeting, as necessary.

Documentation provided to, or as an output of, the Steering Group will be considered confidential and will not be circulated outside of the Steering Group without prior permission of the Chair. However, it is expected that a highlight report of Steering Group discussions will be published in the improvement programme's key documents area on the Market Operator's website following approval from the Steering Group Chair (or an alternate nominated by the Steering Group Chair).

10. Document Approval(s)

Date	Reviewed by	Approved (Y/N)	Comments
30 July 2025	MOSL Board	Yes	Approved at Board meeting
15 September 2025	MOSL Board	Yes	Approved at Ad hoc Board meeting - Membership reviewed.
27 February 2026	MOSL Board	Yes	Approved at Board meeting – Membership and quorum revised, CCC representative approved.

APPENDIX 1: DECISION-MAKING FLOWCHART

