

# **Implementation Entity**

## **Steering Group**

15<sup>th</sup> November 2016

V1.0 FINAL

# AGENDA

## Agenda Item

## Who

- |                                 |               |        |
|---------------------------------|---------------|--------|
| 1. Introduction                 | Andrew Pinder | Verbal |
| 2. Terms of Reference – Phase 2 | Alex Hone     | Paper  |
| 3. Governance Approach          | Kevin Henwood | Paper  |
| 4. IE Programme update          | Kevin Henwood | Verbal |
| 5. Forthcoming papers           | Kevin Henwood | Verbal |
| 6. AoB                          |               |        |

# IESG Terms of Reference (ToR)

# IESG TERMS OF REFERENCE (ToR)

## Purpose

- The Implementation Entity Steering Group (IESG) meeting will provide governance and oversight to the overall programme and provide a forum to ensure scope and delivery is co-ordinated as an industry delivery.
- Recommendations from PMG will be reviewed for approval consensus between the CMA 9 financial institutions, 5 Advisory Groups, 2 customer advisers. All decisions need to be agreed by all 9 institutions, with consensus defined as the absence of sustained opposition.
- If decisions or issues require escalation to SG, the Trustee has the ultimate authority to arbitrate.
- Where the programme timetable dictates, key decisions will be requested to be taken by the IESG either by Ex-Committee or in exceptional IESG meetings invoked for that purpose and presented at the next meeting.

## Inputs

- Forward Agenda, decisions and recommendations for approval
- Key milestones
- Open actions for review, Risks & Issues Log

## Outputs

- Minutes
- Action Log
- Record of decisions made

## Timetable

- Distribute Agenda/Papers 3 days in advance
- Distribution of draft minutes to all attendees 1 day and approval obtained within 3 days

## Standard Agenda

- Programme update
- Decision papers
- Key Milestones
- Risks & Issues
- Open actions
- AoB

## Frequency

- Monthly
- 3 hours
- 2 Thomas More Square

## Membership/Quorum

### Members – Implementation Entity (IE) and CMA 9

- IE Trustee (Chair)
- IE Programme Director
- Barclays Bank
- Danske Bank
- HSBC
- Bank of Ireland
- Nationwide (Deputy Chair)
- Santander Bank
- Allied Irish Banks
- Lloyds Banking Group
- Royal Bank of Scotland
- IE Open Banking Secretariat

Andrew Pinder  
Kevin Henwood  
Andy Booth  
Andy McComb  
Andrew Slough  
Daniel Ehreich  
Paul Horlock  
Robert White  
Roy Hutton  
Steve Smith  
Kevin Henley  
Alex Hone

### Members – Advisory Groups

- Challenger Banks
- Fintech
- PSD2
- PSPs
- Third Party Providers

TBC  
Gavin Littlejohn  
James Whittle  
Thaer Sabri  
Ian Major

### Customer Representatives

- Consumer
- Small Businesses

Faith Reynolds  
Mark Chidley

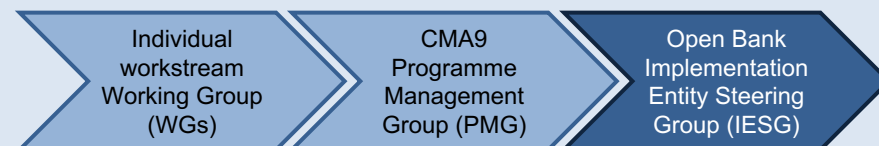
### Observers

- FCA
- FCA
- HMT
- IE Advisor
- PSR
- British Banks Association

Alex Walsh  
Andrew Laidlaw  
Daniel Turnbull  
Phillip Mind  
Dora Guzeleva  
Walter Mccahon

**NB:** The IESG will be quorate with a minimum of 8 members necessary for the transaction of the group's business.

## Governance Relationships





# Programme Governance

# PROGRAMME GOVERNANCE

## Levels of Governance:

- The programme operates with three levels of governance, starting with the Working Groups (WGs) who are primarily tasked with solution decision making; this group will report into the Programme Management Group (PMG), which will comprise of representatives of the CMA 9 financial institutions plus workstream leads and Programme Director. This group will ultimately report to the Steering Group (SG), details of which are set out below and the PMG will recommend items for decisions which require SG approval.
- In the event of sustained opposition at the WGs level the PMG will review and consider the case for SG escalation, if appropriate and for Advisory Group awareness if required.

## Materiality of Decisions & Escalation Path:

- **SG** – *significant scope or timing changes that alter mandated Remedies*
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- **PMG** – *deliver Remedies to time and scope*
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- **WG** – *day to day decisions to drive and complete workstream deliverables*

## Independent Consensus:

- The chair of the WGs, PMG and SG are appointed on the basis that they can provide a unbiased and independent governing role to ensure all constituent groups are fairly represented and ensure orderly and transparent decision making, based on internal consultation with the CMA9 and Advisory Groups representatives. If decisions or issues requiring escalation to SG, the Trustee has the ultimate authority to arbitrate.

## Decision Papers:

- Day to day decisions at WG level will be captured in a central decision log.
- Where significant decisions are required to be made supporting papers (including options analysis and recommendations) will be presented for approval and will be captured in a central decision log. This will provide members of the WGs, PMG and SG to have visibility of the record and ensure any queries are promptly surfaced.

# PROGRAMME GOVERNANCE CONT'D

## **Working Group Composition:**

- The WGs will include Subject Matter Experts from the CMA 9 named financial institutions, at least 5 Advisory Group and workstream representation to ensure inclusion and collaboration across all workstreams and the wider industry.

## **Steering Group:**

- The Steering Group (SG) will comprise members with full authority from the CMA 9 financial institutions, 5 Advisory Groups, 2 customer advisers, the Programme Director and the Secretariat and other IE team members by invitation. There will be a single named substitute with appropriate authority.
- All SG papers for decision will set out the problem, considerations and analysis, options appraisal, risk assessment and make a clear recommendation for decision.

# Open Actions



# OPEN ACTIONS

Ref	Date	Action	Owner	Due	Status	Update
		<i>NB: Currently no open actions</i>				

# Appendix

# A: DECISION LOG

Ref	Date	Workstream	Decisions Made	Owner	Forum	Comments
			<i>NB: Currently no formal decisions made</i>			