

Market Facilitator Workshop 5 Digital Meeting Etiquette

- Welcome to the Market Facilitator Workshop 5 – we'll start shortly
- We encourage attendees to **use video**, where bandwidth allows, especially when speaking
- **Mute when not speaking:**
 - Minimise background noise to maintain focus
 - Use the Teams chat if you are having problems with the camera
- Stay on topic: Keep contributions relevant to the agenda
- This meeting is being recorded solely for the purpose of creating a written summary of the discussion. The recording will be retained only as long as necessary to finalize the summary and will not be shared with external parties. By remaining in this meeting, you acknowledge and consent to this recording. If you do not wish to be recorded, please inform the organiser or exit the meeting.

26 February 2025

Market Facilitator

Workshop #5 Change Management Process



Slido Guidance

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- Everyone should be able to answer questions live during the workshop using Slido.

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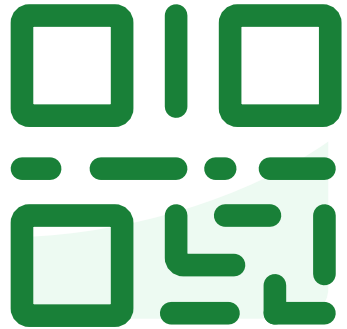
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Change Management Process

Welcome to Market Facilitator Workshop #5

Our objective today is to share our approach and invite your views on the proposed change management approach

1

Design Principles and Change Objectives

What are high level principles and Change Objectives that will support the change management process

2

Change process

What are the key stages in the change process?

3

Interaction with Article 18 and C9

How will the change management process interact with these documents?

4

Stakeholder Advisory Board (SAB)

Brief overview of the role SAB will play in the change process

Agenda

Item	Lead
Introduction and Context	Lawrence Jones (Chair)
Design Principles and Change Objectives	Lawrence Jones
Change Process – various stages	Anshu Choudhary (Senior Change Lead)
10 minutes break	
Change interactions with Article 18 and C9	John Lucas (Subject Matter Expert)
Summary and next steps	Lawrence Jones

Background and Context

- For Market Facilitator (MF) go live (Q4 2025), we are establishing two key sets of artefacts:
 - Governance rules and processes
 - Technical Outputs
- It will be critical to have change management processes that enable these artifacts to address defects, as well as evolve to respond to changes in the regulatory, technological, and political landscape
 - Note that any MF rules included in the BSC, will be subject to the BSC change processes and not the MF ones.
 - It's likely that only the MF cost-recovery rules (workshop #2) will be implemented into the BSC. We are therefore not proposing to develop a new BSC change process for the MF rules in the BSC, as this is not proportionate. We believe the BSC Modification Procedures are fit for purpose, should the MF funding arrangements need to be changed
- Ofgem's Policy Framework consultation expects the MF to develop a "change process for enduring market facilitator governance documents and technical outputs"
- The MF change process will therefore be live from our go-live date

Background and Context

- MF Governance documents (owned and developed by Elexon) are a subset of the Governance Framework Document (owned and developed by Ofgem)
- We bring our experiences and learnings from Code Reform, DIP and BSC Change process with an aim to develop a flexible and simple Change process to suit the needs of industry parties, Flexibility providers and licence operators

What is outside the scope of the Change process?

- BSC
- Governance Framework Document

What is within the scope of Change process?

- Governance documents
- Technical outputs

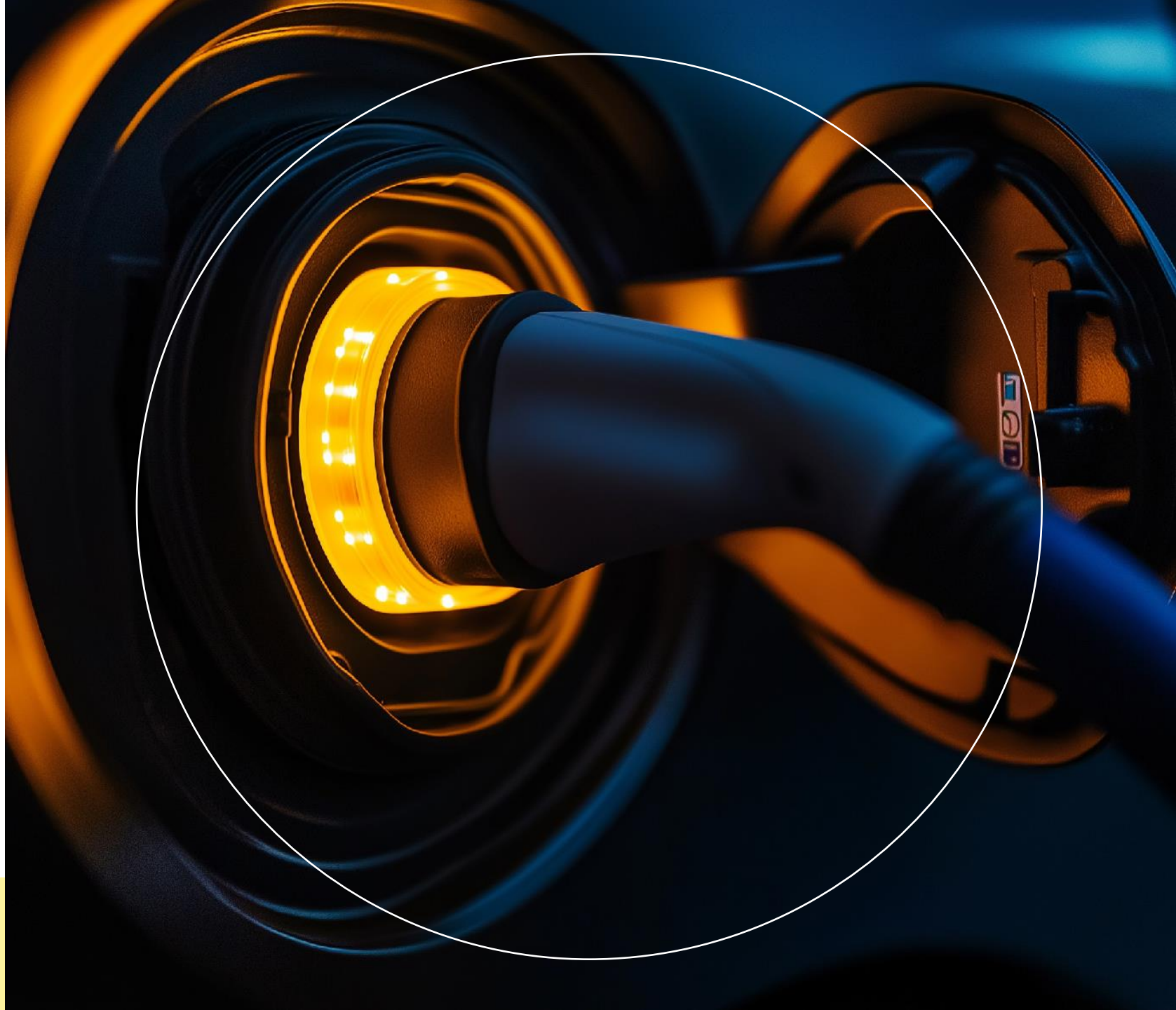
Stakeholder's engagement

Main actors (not an exhaustive list)

- Ofgem
- Stakeholder Advisory Board (SAB)
- NESO
- DNOs
- Flexibility service providers
- Technical platform providers
- Suppliers
- Consumers

01

Design Principles and Change Objectives



Design Principles

1. Open governance processes – inclusive, transparent, and accessible

2. Simple and agile – to make it easier to navigate and understand, and to accommodate urgent or unforeseen changes while maintaining robust governance

3. Evidence based decision making – to support open governance and value driven decision making

4. Proportionality – process should allow for depth of analysis and consultation to scale to the impact of the proposed change

5. Make use of technology – to improve efficiency and accessibility

6. Neutrality – process should prevent dominance by specific market players or interests

Market Facilitator Change Objectives

We propose the following Change Objectives to guide decision-making in assessing, progressing, and determining the outcomes of changes. These objectives will also be applicable when developing and evaluating alternative solutions:

1. Reduce barriers to entry and participation in flexibility markets
2. Promote efficient, economic, coordinated, and transparent operation of flexibility markets
3. Encourage competition at all stages of the flexibility process, including procurement, operations, and reporting
4. Ensure compliance with relevant legally binding decisions, such as Article 18 and C9 documents
5. Deliver benefits to both current and future consumers and the environment
6. Enhance efficiency in the implementation and administration of the Market Facilitator role and responsibilities

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Do you agree with our change management design principles and change objectives? If not, what should be added or removed?

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02

Change Process – covering different stages



Change Process – Proposed stages

Proposed stages to the Change process:

- Raise
- Assess
- Decide

Progression routes will depend on the level of complexity, risk and urgency e.g. Housekeeping changes, workgroup considerations, etc.

Development of a Change Management process for MF Governance will consider how each of these stages operates, and roles and responsibilities of different participants at each stage

Market Facilitator will act as a critical friend: providing advice and support to the Proposer

The proposed Change Management Process will be applicable to both Governance documents and Technical outputs and any difference in steps will be considered based on artefacts being changed

MF Change Process – high-level phases summary



- MF supports Proposer, playing critical friend to raise it
- MF ensures submitted Proposal is valid
- MF determines appropriate progression route and timetable
- MF informs SAB of the change and its timetable
- MF notifies industry of new change and its timetable

- MF develops solution, where not fully developed
 - May call on advice of a workgroup to develop solution
 - May consult on solution options
- MF conducts impact assessments
- MF consults on proposed change
- MF seeks SAB views on proposal

- Taking into consideration the Impact assessment, consultation views, SAB views and the case for change MF will decide whether to approve or reject the change
- MF notifies industry of decision
- Interested persons may appeal MF decision (subject to appeal process)

Raise: who can raise?

We propose that any interested person including Market Facilitator can raise a change keeping it fully open.

This will help:

- Potentially broadens the range of potential issues to be resolved
- Make the process more agile and less heavy on DSOs, other main participants and funding bodies
- Aligns with the principle of Open Governance and provide equal opportunity for interested persons to participate in the process

Raise: high-level process

To submit a change, the Proposer will need to:

- Submit a valid proposal form (to be designed as part of implementation) to MF

Once a proposal is raised, we propose that the Issue should not be allowed to change, only the solution

- This will lock in the defect, helping to control the scope of the proposal

Following submission of a valid change, MF will:

- Log the change and notify industry of its progression route and timetable, along with any prioritisation
- Begin executing the progression plan
- At the next available SAB, we will inform the SAB of the proposal and its progression route and timetable, along with any prioritisation

Raise: what information will be required in a Change Proposal Form?

Market Facilitator will use the readiness of following information in the Proposal form to progress a Change:

- a) a description (in reasonable detail) of the proposed change (issue, solution), including the purpose and desired outcomes;
- b) an indication of parts of Enduring Governance Documents and Technical Outputs which would require amendment, and the impacts of those changes will be on the flexibility markets, where possible;
- c) reasons of why the Proposer believes that the proposed changes would better facilitate achievement of the MF Change Objectives and the expected benefits
- d) where possible, an indication of the impact of the proposed change, including (but not limited to), other Industry Codes, Article 18, C9, participant impacts

Raise: acceptance of a change

We don't expect to invoke these provisions very often, as we will support Proposers in raising their changes

The MF may refuse to accept submission of a change if one or more of the following apply:

- Insufficiently clear or incomplete
- The subject matter of the proposal is considered materially the same and/or could form part of an existing open (yet to be decided) proposal
- Relates to matters outside the scope of the MF rules and arrangements
- Insubstantial or fatuous

Where MF refuses to raise a proposal, it will notify SAB and the Proposer, giving reasons, and work with Proposer to address the reasons given

In practice, we do not envisage having to formally call on these rules, as we will operate in a critical friend role with Proposers, supporting them to raise their change

- We have not had to formally reject any proposals under the BSC, for example

Raise: Progression Routes

When a change is raised, the MF will determine the most appropriate progression route:

- Impact assessment – for industry and MF – mandatory for all changes, except housekeeping. To be done before consultation for more material changes, or at same time of the consultation, where impacts expected to be low
- Workgroup – optional – to inform solution design and impacts, including alternative solutions
- Consultation – mandatory for all changes, except housekeeping. Changes can be re-consulted on, where needed e.g. material changes made to solution and not consulted on previously
- MF may call upon third party expertise as needed e.g. third- party legal advice or consultants for more specialised analysis e.g. cost-benefit or modelling

Raise: role of the Proposer

We believe that the Proposer should own their solution - 'Proposer Ownership.' This means they have the final say on their solution

- This will incentivise proposers to raise changes, including smaller participants who may otherwise feel disenfranchised from the process

We propose that Proposers should have the option to ask the MF to take on the role of the Proposer on their behalf.

- This may be particularly beneficial to smaller parties, as it will reduce the burden of progressing change

Proposers can also withdraw their proposal at any time before decision

- This will trigger a 15WD adoption window
- Market Facilitator can consider adopting the Change

Raise: prioritisation

We propose that the MF has right to prioritise, but that it will only do so when needed, in consultation with the SAB

- MF will justify and explain the reasoning for any prioritisation
- We will share the progression route to SAB along with timelines
- Where prioritisation is needed, the agreed MF Delivery Plan will be a key consideration
- We will continue progressing the change and report the progress to SAB each month

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Do you have any further views on the role of the Proposer and on our proposed approach to Raising a Change?

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Assess

We propose that:

- The Change process will allow for change-specific Workgroups to be convened if the solution is not fully developed, or expertise is needed to progress a change
- Input into MF solution development is likely to require a level of specialist technical knowledge
- MF will work with Proposer and Workgroups (where needed) to develop the solution

Assess: Workgroups

- There will be some changes where the input of industry experts will be needed to assess and develop a proposal
- The MF will invite interested persons to join a workgroup with specific expertise and terms of reference to address
- Workgroup members are expected to be sharing their expertise and not furthering their organisational interests
- The workgroup will advise the MF and Proposer on the terms of reference
- The Workgroup will not make any recommendations or conduct any voting, but will provide views on the things such as:
 - The Proposed solution
 - Any Alternative solution(s)
 - Design the solutions and help rationalise solution options
 - Implementation dates and approach
 - Impacts
 - Costs and benefits
- Workgroup Members may put forward solution options or formally raise an Alternative
 - The Workgroup will not own solutions

Assess: Alternative solutions (1 of 2)

- In addition to the Proposer's solution, we believe there will be occasions where more than one solution should be considered i.e. there can be more than one way to address the Issue to achieve the desired outcomes and success factors
- We therefore propose any interested person including Market Facilitator should be able to raise an Alternative, for the same reasons as anyone should be able to raise a MF Change
- We propose that in addition to the Proposer's solution, up to three other solutions could be put forward:
 - This would be either where the Proposer does not want to amend their solution; or
 - There would be value in assessing an alternative solution e.g. to see if it could be done for a lower cost
- A limit on the number of Alternatives allows for fresh ideas to be assessed and considered without overly complicating and therefore slowing the progression of a proposal
- Alternatives should be raised before the consultation stage and if progressed for decision, must be fully impact assessed

Assess: Alternative solutions (2 of 2)

An Alternative solution must:

- Address the Issue/Defect
- Better facilitate the MF Change Objectives than the Proposer's solution
- If more than three Alternatives are put forward the MF will decide which three to progress, based on an assessment of the costs and benefits and against the MF Change Objectives
- Alternative(s) will be assessed and developed in the same way as the Proposer's solution e.g. impact assessed, implementation date proposed, etc.

Assess: Impact Assessment

During Solution development, once the issue is fully scoped out, the Market Facilitator will seek an Impact Assessment (IA) to understand the full extent of impacts and costs associated with the proposed solution(s). We aim to provide 10WD or 20WD duration for IAs to the industry and may provide a smaller window in case of any urgent changes with appropriate justification in such scenarios.

Option 1- voluntary: This may provide more flexibility to the impacted parties or Proposer, but it may result in incomplete information during assessment phase

Option 2 – mandatory: This might be useful if there is a difference in opinion between DNO and NESO on the necessity of the proposed Change and it has impacts on them but may result in delays of progressing Changes

Option 3- Elexon reserves the right to require NESO and DNO to provide IA based on the evidence needed to make a decision on the change. Elexon will provide a justification for it. It will be voluntary for other parties e.g. FSPs/platform providers/tech providers etc.

- SAB can also advise the Market Facilitator to seek IA from NESO and DNOs

- **Option 3 is our preferred option** because it supports the evidence-based decision making of design principle and open governance approach of providing transparency

Assess: What will we impact assess?

The estimated costs to:

- Implement the change
- Operate the change

The expected benefits the change will elicit

We propose to ask impacted parties to tell us:

- The impacts on their organisation
- The estimated costs (as per above)
- The expected benefits
- How long they would need to implement the change
- Any other impacts they believe we should be aware of
- Any differences on the above between any alternative solutions and implementation options
- If they believe there are any better solution(s) than the ones being proposed and why

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Do you have any further views on the approach presented in the Assessment Phase?

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Assess – Industry Consultations

- The consultation will be an opportunity for industry to provide input on the developed solution
- In the event of a Workgroup developing a solution, we will consult after the solution has been fully developed
- We are looking to have two standard consultation periods: 10 WD or 20WD depending on the complexity of the proposal. This will be set out in the progression plan with reasons at the Raise stage. Consultations can also be sent out for less than 10 WD in exceptional circumstances, and will need to provide reasons in such instances
- For Article 18 and C9 related changes: MF will align the consultation duration with NESO's consultation requirements
- We aim to use different ways to get input from the industry: Written consultations, verbal responses over phone/Teams

Assess: what will we consult on?

- Whether industry agree/disagree with the MF's proposed views to approve/reject the proposal, with rationale given against the MF Change Objectives
- The proposed redlined changes to the relevant governance/technical artefacts
- The proposed implementation approach, including Implementation Date(s)
- Whether there are any other potential alternative solutions, that would better facilitate the MF Change Objectives
- Plus, any questions specific to the proposal

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**Which other areas we should
seek industry input during
consultation?**

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Decide (1 of 2)

Who will decide?

- Market Facilitator will be the decision maker – in line with Ofgem requirement
- After the consultation responses are received, it will be presented to the SAB with a recommendation of the decision by the Market Facilitator
- Time from decision to Implementation will vary for different changes depending on the nature of the change
- All decisions will be published in a change log on the website
- Different implementation dates: We will strive to agree a single Implementation date, but we will provide flexibility in Implementation dates, where appropriate
- Changes can only be implemented after they are approved by the Market Facilitator
- If a change is rejected, the decision and explanation will be published
- If there are any changes in the Implementation Date after a decision has been made, we will inform the industry after considering the dependencies

Decide (2 of 2)

We propose the following routes as options in making a decision on an outcome of a Change:

Option 1: Against Change Objectives- **preferred option**

Option 2: Assessment of the business case presented in the Proposal Form without any reference to MF Change Objectives

Option 3: Without using business case and Change Objectives and only through stakeholder consensus and consultation process, taking inputs from:

- Workgroups (where applicable)

Exception Process

Housekeeping Changes

- Involves the correction of manifest errors, minor errors and inconsistencies, including typographical errors (e.g. punctuation errors, spelling mistakes, incorrect font, incorrect capitalisation) incorrect cross-referencing, and the removal of redundant text to one or more Governance documents and Technical Outputs
- Housekeeping changes will not follow consult stage – we will notify industry of the change and the Implementation date
- Housekeeping changes will not have any material impact on the governance documents/technical outputs and industry bodies
- Only Market Facilitator will be able to raise the housekeeping changes
- We will notify SAB and industry of a HK change, which will then trigger a 15WD window for interested persons to object the HK categorisation to the Market Facilitator. If an objection is received, the proposal will go through the normal progression route with a consultation

Changes with urgent nature

- We are not proposing an urgent process because we intend to adapt to the urgent timelines subject to the nature of the urgency

Issue Process

We propose that an Issue can be raised where the proposal is not clear enough for an actual change to be raised. An Issue can:

- explore potential issue(s)
- explore solution options

An Issue will result in:

- an Issue Report being published, with a recommendation to either raise one or more changes or no further action to be taken

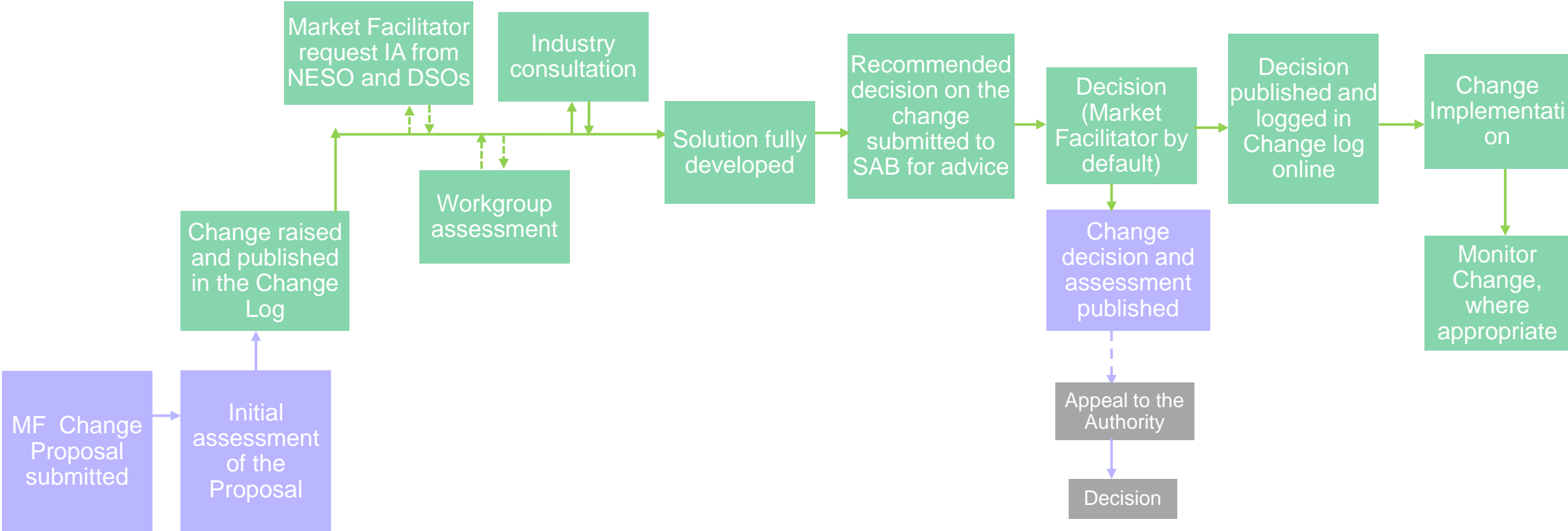
We will invite members to join with relevant expertise

Anyone, will be able to raise an Issue

Change Process for Enduring Market Facilitator Technical Outputs

- We propose that the Change process rules should be same as the ones for Enduring governance documents
- Any difference in Implementation will be considered based on the technical artefacts to be changed and impacted parties involved (e.g. NESO's system changes)
- This will provide simplicity, avoid repetition of steps, accessibility to industry and flexibility to the process

High level Change process



Appeals to Ofgem

In Ofgem's Policy Framework Consultation, it proposed that stakeholders should be able to appeal MF decisions on technical outputs

- We propose this applies to all technical output decisions, except housekeeping changes

We believe certain governance changes should also be eligible for appeal to Ofgem, as this provides a check and balance against more material governance changes

- We propose that the MF will indicate as part of the raising process whether it believes a governance change is material. The SAB will be invited to comment on this, and the MF must justify the reasoning

We propose anyone impacted by the change (they would need to explain how the decision impacts them) can appeal to Ofgem and inform the Market Facilitator. Any appeal must be made within 15WDs of the MF decision

- The MF will publish the relevant information on the appeals received

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**Do you have any further
views on the change process
discussed so far?**

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03

Engagement with NESO and Interactions with Article 18 and C9



Engagement with NESO

NESO is subject to specific legal and regulatory processes (Article 18 terms and conditions, License Condition C9) that don't apply to DSOs, and we recognise that these NESO processes will interact our MF Change Process

There are also broader interactions between MF and NESO change processes, which don't necessarily relate to the MF Change Process, and are therefore out of scope for today's workshop. These arise because Ofgem is proposing that MF should:

- Input into NESO service design at an early stage, identifying and advising on potential inconsistencies
- Input into the NESO market design framework to support alignment between flexibility market arrangements

Interaction of C9 and Article 18 with Market Facilitator Change Process

C9: Procurement and use of Balancing Services Purpose

- The purpose of this condition is to set out the processes and activities the licensee must undertake for the procurement of Balancing Services, used to assist in coordinating and directing the flow of electricity onto and over the National Electricity Transmission System consistent with the licensee's duties in statute

Article 18 directly impacts how balancing energy markets operate, particularly in:

- Defining the roles and obligations of participants in balancing and settlement
- Harmonizing rules across EU member states to facilitate cross-border trade of balancing services
- Ensuring transparency and efficiency in imbalance settlements, which incentivize market participants to maintain balance and avoid penalties

Suggested ways of interactions

There are two broad ways in which they can interact with Market Facilitator Change process:

1. When Market Facilitator is progressing a change that has impacts on these two sets of documents
2. When NESO is progressing a change that has impacts on Market Facilitator enduring documents or Technical Outputs

1. When Market Facilitator is progressing a change that has impacts on these two set of documents

At the pre-Raise stage: MF will flag them to NESO at this stage

At Assess stage: NESO will have opportunity to be part of the solution development by attending the workgroups(if applicable) and through Impact Assessment

At the Consult stage:

Option 1:

- Changes will be consulted separately by Market Facilitator and NESO at different timelines before a decision can be made

Risks: This can create confusion if different consultations receive different responses that create two sets of evidence base and can impact the decision by the Authority on changes progressed by NESO

Option 2: (preferred Option)

We propose that NESO and Market Facilitator will consult on the change process in parallel around the same timeline to mitigate any risk of delay and avoid duplication of efforts and confusion to the industry

- We will aim to align the timelines of the consultations. This should help in having similar evidence base to make a decision
- Confidentiality of consultation responses will be considered

2. When NESO is progressing a change that has impacts on market facilitator Enduring Governance documents and/or Technical Outputs

At the Pre-Raise Stage:

- MF change will be consequential in nature
- Once the impacts are identified, MF will raise the Change

At the Assess stage:

- We intend to borrow from NESO's evidence base and justification, where possible

At the Consult stage:

- We intend to align MF consultation with NESO consultation timeline (the starting point will be NESO's initiated change)

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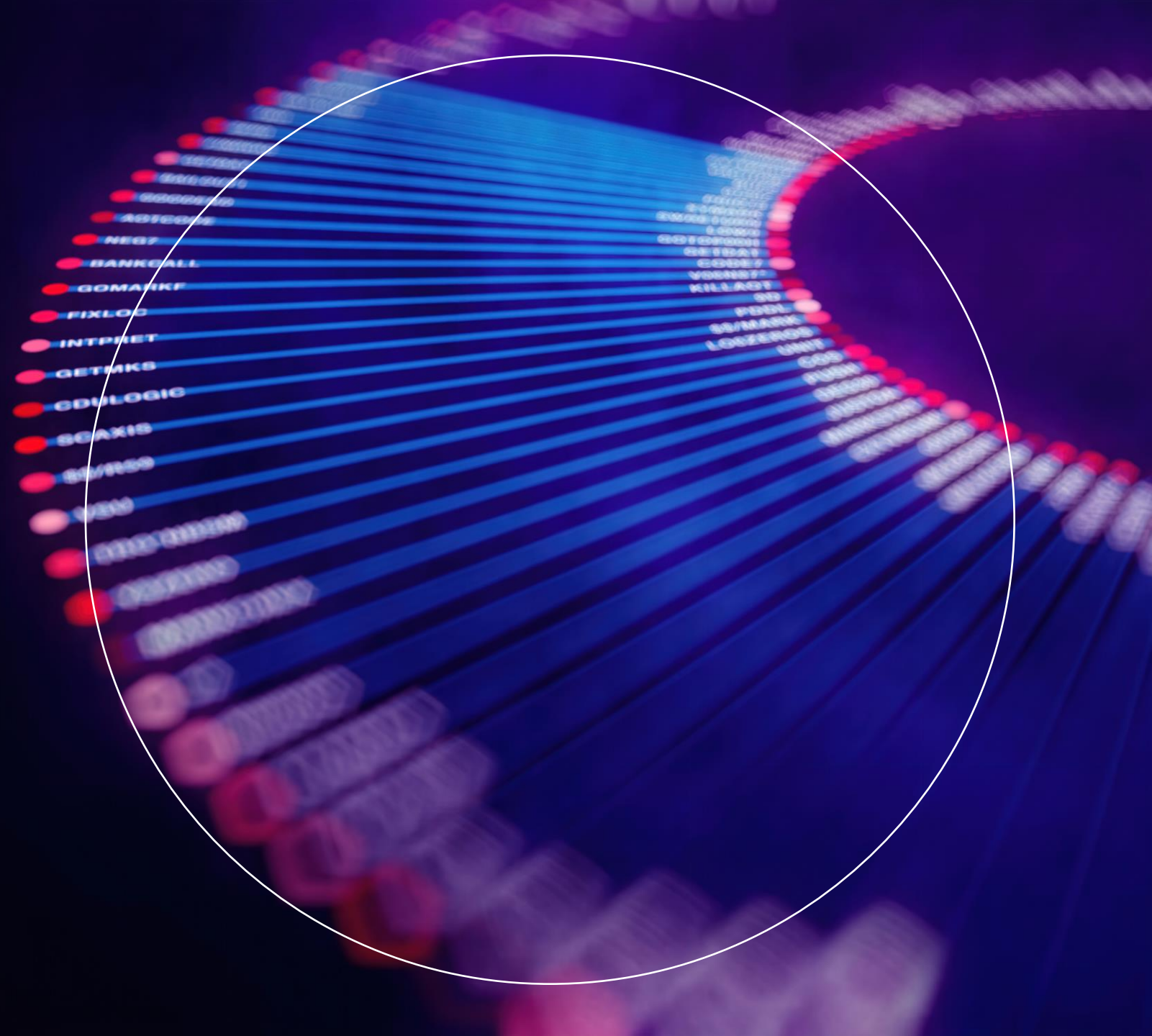


Do you agree with our proposed approach to Article 18 and C9 related changes?

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04

SAB and Change Reporting



Stakeholder Advisory Board- brief overview

What role will SAB play in the MF Change management process?

Our current thinking is that SAB may have one of the following roles in the Change Process.

Option 1: SAB to have formal role as

- SAB is responsible for agreeing if any change is raised and decide on its outcome

Option 2: SAB to advise on all types of changes except Housekeeping changes as:

- SAB to provide advice on progression route, timetable and decision to approve or reject the change
- Elexon to take final decision on changes raised after SAB's advice (appealable to the Authority for all Technical Outputs and material changes in Enduring Governance Documents)
- When/If MF make a decision against the views of SAB it will explain the justification in the final reports

Option 2 is our preferred option to ensure we align with the Design Principles of efficiency, transparency and delivering at pace and in line with Ofgem consultation

Change Reporting and terminology consideration

- All changes will be recorded in a Change Log for transparency and accessibility
- All change consultations and reports will be published on the website
- The current Change Process terminology is similar to the ones in DIP and BSC change process. We are open to considering any changes to this

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What should the Market Facilitator Change Process be called?

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04 Summary



Summary (1 of 2)

Consideration	Proposal	Reason
1a. Which rules and processes (if any) should go into the BSC (requiring a second Modification)?	We plan to put Market Facilitator funding related information in the BSC, as per workshop 2. We will return to MF Funding at workshop 7.	Including funding in the BSC provides an efficient route for implementation, as we can utilize existing BSC finance processes and systems
1b. Which (if any) should go into lower-level Market Facilitator documents?	As discussed in previous workshops, we plan to keep all other MF rules in MF documents: Change Management Process, Implementation Monitoring, Delivery Plan, Stakeholder Advisory Board	The MF enduring governance is a separate framework unrelated to balancing and settlement, that best sits in documents maintained by the MF, in accordance with Ofgem's Governance Framework Document (GFD)
1c. Which should go into higher-level Ofgem-owned documents (licenses & governance framework document)?	We propose that the Change Objectives should be included in Ofgem's GFD subject to agreement with the Authority	To ensure transparency and accountability we propose that any changes in the Change Objectives will be done under Ofgem's change process
2a. What is the enduring process for proposing, assessing, consulting on, approving and implementing changes to Market Facilitator governance documents?	At a high level, the change process will follow the following stages: raise, assess and decide. We will also seek regular advice from Stakeholder Advisory Board while progressing changes through these stages	The process is modelled on our expertise and experiences of BSC and DIP change process for efficiency
2b. How do we engage with stakeholders throughout this process?	SAB, workgroups (where needed), change consultations during assessment phase and through impact assessment and informal check-ins with system operator	We believe this provides sufficient opportunity for interested stakeholders to contribute to the development of MF changes, without overburdening them.

Summary (2 of 2)

Consideration	Proposal	Reason
3a. What is the enduring process for proposing, developing and assessing changes to technical products?	Same as the one proposed for Enduring Governance Documents	This is to ensure simplicity and avoid complexity where possible
3b. How do we engage with stakeholders throughout this process?	This will follow through same stages as mentioned above	The process will follow same stages to avoid any confusions. Any changes to the process will be flagged at the raise stage

How do our proposals meet Ofgem's requirements in their policy framework consultation?

Ofgem Requirement	How have we met it?
<p>The market facilitator must design and maintain a structured change management process for its technical outputs (e.g., common rules, market processes, services, and standards).</p>	<p>We have set out an end to end change process for governance and technical artefacts. The proposed change process will be same for Enduring Governance documents and technical outputs</p>
<p>This process should include clear timelines for introducing changes and a mechanism for stakeholder input</p>	<p>The timelines are introduced, where possible, in the change process to keep the process agile and flexible, stakeholders will be able to input through SAB, IA, workgroup (where needed) and consultations</p>
<p>Changes to technical outputs must follow a consultation process, ensuring transparency and participation from all relevant stakeholders.</p>	<p>Consultation process is included in change process proposed both for enduring governance document and for technical outputs. The standard duration for consultation proposed is 10 WD or 20 WD and in exceptional cases less than 10 WD with justification being provided in such cases</p>
<p>Ofgem requires a defined appeals process for technical outputs</p>	<p>The appeal process is embedded as part of technical output changes where interested parties can appeal to Ofgem within 15WD of decision made and informing Market Facilitator who will then publish the relevant information. We are also proposing appeals process for material governance changes.</p>

Summary – alignment with Ofgem governance outcomes

How have we met Ofgem’s governance outcomes for the MF regarding the Change Management Process?

- Accountable – We will take full responsibility of MF Change Management Process including monitoring the effectiveness of the process
- Efficient – our proposed approach employs our experience and expertise of existing processes in BSC and DIP change process, where appropriate
- Delivery at pace – the proposed options are deliverable are pace with flexibility to undertake changes which may need urgent attention
- Inclusive and collaborative – we will use feedback from the industry throughout these workshops and consultations to further refine the proposals. The proposed change management process also offers opportunities to industry and system operators to input in during the assessment of the issues and employs the expertise of Stakeholder Advisory Board to seek advice throughout the proposed change process
- Transparent – We propose publishing information related to changes throughout the change management cycle to provide transparency to the industry
- Trusted – we will do what we say we will do

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**Do you have any further
questions/views on the
discussion today?**

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Next Steps

- Next workshop is on Stakeholder Advisory Board and is scheduled for **4 March 2025**
- We will share a high-level summary of this meeting and publish it on our website within the next week

Workshop Timetable

Workshop	Date
#1 Scope and deliverables	27 November 2024
#2 Budgeting and Finance	18 December 2024
#3 Market Coordination Delivery Plan	23 January 2025
#4 Implementation Monitoring	6 February 2025
#5 Change Management Process	26 February 2025
#6 Stakeholder Advisory Board	4 March 2025 (slides to be sent on CoP 28 Feb)
#7 Wash-up of remaining governance topics including Finance and holistic review	27 March 2025 (date moved from 20 March 2025)
MF Detailed Design Consultation	April 2025

Thank you