

# Market Facilitator Workshop 6 Digital Meeting Etiquette

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- 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.

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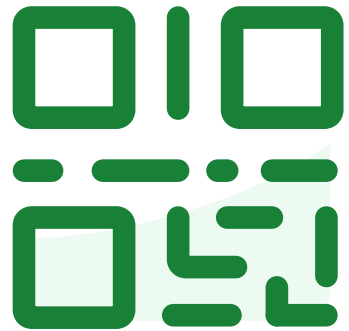
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# Market Facilitator

Workshop #6  
Stakeholder  
Advisory Board  
(SAB)



# Stakeholder Advisory Board

Welcome to Market  
Facilitator Workshop #6

Our objective today is  
gathering feedback on  
our proposed approach  
to ...

1

**Background,  
purpose and  
function of SAB**

2

**Structure of SAB**

3

**Proceedings of the  
SAB meetings**

4

**Other SAB Terms of  
Reference**

01

# Background, purpose & function of the SAB

# Background

- Elexon are currently designing the enduring governance arrangements for the Market Facilitator Delivery Body
- This design will then be implemented into legally binding documents (BSC, Ofgem's Governance Framework Document (GFD) or GFD schedules/subsidiary documents)
- Ofgem requires that a new Stakeholder Advisory Board (SAB) is established as part of this governance framework

# Ofgem Requirements for the SAB

## 1. Scrutiny and Feedback

- Provide input into the Market Facilitator's performance assessment process (run by Ofgem)
- Ensure effective scrutiny of decision-making and outputs of the Market Facilitator
- Contribute to the development of **technical outputs, delivery plans and budgets**

## 2. Stakeholder Representation:

- Represent diverse stakeholder interests in shaping the Market Facilitator's outputs

## 3. Strategic Advisory Role:

- Assist in identifying barriers to flexibility and propose solutions within the market framework
- “...supporting high quality decision-making by Elexon”

In addition to the above Ofgem requirements, we also believe SAB should have a role in:

- Providing recommendations to the MF on MF Changes (governance and technical outputs) to inform decision making, progression timelines and assessment (as per workshop #5)
- Scrutinise the annual Delivery Schedule

# Design Principles

Open and  
transparent  
governance

Advisory role only,  
but MF must  
evidence how it has  
considered SAB  
advice

Should be  
representative of  
impacted  
stakeholders

Buyers, sellers and  
enablers of  
flexibility should  
have equal voice

# SAB Purpose and powers

## Purpose

- Taking into consideration Ofgem's current thinking, we believe the main purpose of a SAB should be to:
  - **provide a strong role for participants in advising, informing and supporting the MF activities and decisions**

## Powers

- In line with Ofgem thinking, we have not identified any decision-making responsibilities for the SAB
  - This supports Ofgem's requirement for the MF to be empowered to make decisions and move at pace
  - However, in this workshop, we will need to consider how SAB provides any advice e.g. consensus or voting – which we will refer to as SAB advice making
- The advice provided by the SAB would not be binding but the MF must take that advice into account in making decisions

# SAB Objectives

- We propose the SAB's objectives to be:
  - **Ensure Transparency and Accountability:** Hold the market facilitator accountable for delivering transparent, objective, and consistent outputs aligned with the governance framework
  - **Support the MF in delivering its objectives:** Offer constructive feedback on the Market Facilitator's delivery plans, budgets, and technical outputs to enhance decision-making quality
  - **Support Policy Alignment:** Advise on alignment of the MF's activities with national policy objectives and identify regulatory barriers

# SAB Functions

1. Provide scrutiny of the MF:
  - a) Delivery Plan
  - b) Delivery Schedule
  - c) Budget
2. Provide input into the Market Facilitator's performance assessment process
3. Respond to relevant consultations, such as MF budget and delivery plan
4. Assist the MF in identifying barriers to flexibility and propose solutions for the MF to consider
5. Provide input to the MF change process (governance and technical outputs) to inform MF decision making, progression timelines and assessment (as per workshop #5 'Change Management')
6. Seek SAB advice on potential implementation delays (as per workshop #4 'Implementation Monitoring')
7. Seek SAB advice on DNO/NESO underperformance and potential escalations (as per workshop #4) to Ofgem, subject to appropriate confidentiality arrangements

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**Do you have any further views  
on the functions and purpose  
of SAB discussed so far?**

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02

# Structure and composition of the SAB

# How should the SAB be structured? - options

Options	Assessment
Option 1 – Open Forum – any stakeholder could attend with no requirement to act independently or impartially	<ul style="list-style-type: none"><li>• Encourages wider membership and introduces fresh perspectives</li><li>• Provides an opportunity for less well-resourced parties to engage selectively</li><li>• Helps capture a broad range of stakeholder perspectives</li><li>• Risk of low turnout</li><li>• Limited ability to build institutional memory and expertise</li><li>• Potential for commercial interests (e.g. larger participants) to dominate outcomes</li></ul>
Option 2 – Fixed constituency membership with requirement to represent views of its constituency	<ul style="list-style-type: none"><li>• Ensures representation of all parties, including smaller stakeholders</li><li>• Risk of representatives not accurately reflecting constituents' views</li><li>• Challenges if representatives fail to engage effectively with their constituents</li><li>• Potential resourcing difficulties for SAB members due to the need for active engagement and forming collective viewpoints</li><li>• Builds institutional memory and expertise</li></ul>
Option 3 – Fixed membership that would be representative of the stakeholders impacted by the MF decisions, plus independents, with requirement to act independently and impartially of their employer	<ul style="list-style-type: none"><li>• Impartiality works well in existing codes and encourages expert membership</li><li>• Ensure representation of all impacted stakeholders</li><li>• Independents bring fresh and objective perspectives</li><li>• Builds institutional memory and expertise</li></ul>

# How should the SAB be structured? - proposal

- Independent members would be those that have no recent industry involvement, but bring deep professional expertise in energy markets, regulation, or governance
- **We propose option 3** as this will:
  - Enable institutional memory and expertise which is important for effective and robust discussion with the MF
  - Will be representative of impacted stakeholders, allowing stakeholder input to be heard by the MF to aid decision making
- There is a risk that members may not act impartially, but this can be mitigated by:
  - Independent members
  - Strong and effective chair
  - Role of impartial MF

# Who should be represented?

- We believe persons with expertise and interest in buying, selling and enabling flex, as well as independents should be represented on the SAB

Buyers	Sellers	Enablers
DNOs/DSOs	Consumers	Technical and digital providers
IDNOs	Flexibility Service Providers (FSPs), inc. Suppliers & Generators	Flex Platform Providers
NESO	Community Energy	Non-FSP Energy Suppliers
Independents		

- We also believe that Ofgem should have a representative at the SAB to hear firsthand the SAB discussions, be able to provide relevant updates and thinking and engage with SAB business, as needed
- Others can be invited as attendees, as required e.g. DESNZ, trade bodies, specific organisations

# What should the SAB composition be?

- We propose that the SAB membership should be made up of:
  - 3 buyers of flex
  - 3 sellers of flex
  - 3 enablers of flex
  - 2 independents – at Chair discretion
- This is in line with design principle to give equal voice to buyers, sellers and enablers of flex
  - It's inclusive and representative of key stakeholders in flex
- It is big enough to reduce the risk of quoracy issues but small enough not to become hard to manage i.e. it is in the optimal range for an effective and efficient board of 5 to 15 members
- Odd numbers help avoid deadlocks in voting situations

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**Do you have any views or comments on the SAB structure discussed so far?**

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# Chair – independence

- We believe it is important for the Chair to be independent of MF and other interested stakeholders, as:
  - It is more likely they will facilitate balanced discussions and moderate debates impartially
  - Independence helps avoid perceptions of conflicts of interest or favoritism
  - Many governance frameworks (e.g. UK Corporate Governance Code) recommend that board chairs be independent to uphold integrity
  - Regulatory bodies often require or encourage independence to maintain transparency and public confidence
- As a consequence, we propose that the SAB Chair should be entitled to be paid by MF such remuneration and benefits as determined by the SAB Members

# Chair – length of service

## **What should the length of service be?**

- We propose three years to provide continuity across different SAB membership
- This will also bring some continuity across Delivery Plans

## **Should there be any limitations on length of service?**

- We propose no more than two consecutive terms (but could return after three-year break)

# Member's terms

We propose the following, drawing from best practice:

- 2-year term
  - Not efficient to do less than 2 years, and too big a commitment for more than 2 years
- No more than two consecutive terms at a time (but could return after two-year break)
  - Supports new thinking and ideas that breaks any groupthink
- Will spread terms of members to avoid all members ending term at same time
  - Will aid continuity and reduce burden on stakeholders
  - 5 members (from across the 3 groups + independents) will be selected in years ending with odd numbers
  - 6 members (from across the 3 groups + independents) will be selected in years ending with even numbers
- Members have the power to challenge or replace the chair if they fail to act independently
  - Must be two thirds support and ratified by Ofgem to replace

# Independent Members

- We propose that the SAB Chair be entitled (but not required) to appoint up to 2 independent SAB Members, with consultation with SAB Members
  - We believe this will bring additional fairness, impartiality, and effective governance
  - Independent members will be well placed to challenge assumptions, scrutinise proposals, and provide a more objective view on change proposals
- Independent SAB members will not work for any industry stakeholder. This ensures that decisions are made in the best interests of the market as a whole, rather than benefiting any particular stakeholders
- Independence increases trust among market participants by demonstrating that decisions are fair and unbiased
- Independent members will help mitigate any risk that SAB Members are not acting impartially and helps to balance competing interests
- We expect Independent members to usually be experienced professionals with deep expertise in energy markets, regulation, or governance. Unlike industry members, they do not have a direct financial or commercial stake in MF decisions, allowing them to provide an unbiased perspective
- Many regulatory and governance frameworks recommend or require independent oversight to ensure good governance

# Independent Members criteria

We propose the following criteria must be met to be eligible for appointment as an Independent Member:

1. No Recent Industry Involvement – They must not currently, or have in the past year:
  - a) Worked for a buyer, seller or enabler of flex; or
  - b) Worked for any other organisation involved in flexibility
  
2. No Conflicts of Interest – The SAB Chair must be satisfied that they have no other interests that could compromise their independence

# Deputy Chair

- There will be times when the Chair may be unavailable (e.g. unplanned leave, urgent meetings)
- Therefore, it is important to allow for a Deputy Chair
- The Deputy Chair shall act as the Chair of any SAB meetings, where the Chair is not present
  - They shall have the same function and powers as the Chair
- We propose the Chair appoints the Deputy Chair, in consultation with SAB Members
  - This is a proportionate approach
- The Deputy Chair must be an existing Independent SAB Member
  - Maintains the critical role of the Chair as being independent and brings continuity in SAB discussions

# SAB Roles and Responsibilities

Role	Key Responsibilities
Members	<ul style="list-style-type: none"><li>• Provide advise and feedback to MF to meet SAB objectives</li><li>• Required to attend, entitled to speak at any meeting and entitled to form part of SAB advice making</li><li>• Must act impartially</li><li>• Required to treat confidential information as such</li><li>• Recommends SAB Chair to Ofgem</li></ul>
Representatives	<ul style="list-style-type: none"><li>• Entitled to attend and speak at any meeting but shall not be entitled to form part of any SAB advice making (whether by voting or consensus)</li></ul>
Chair	<ul style="list-style-type: none"><li>• Presides over SAB meetings, setting the agenda, ensures they are conducted efficiently and effectively, and SAB objectives are met and functions fulfilled</li><li>• Encourages open and impartial discussion amongst members, representatives and any attendees to facilitate any advice making</li><li>• Ensures formal SAB views on MF budget, MF delivery plan and MF performance are provisioned</li><li>• Appoints Deputy Chair</li><li>• Appoints SAB Members</li></ul>
Technical Secretary	<ul style="list-style-type: none"><li>• Scheduling meetings, taking minutes, and maintaining records of the group's activities and actions</li><li>• Supports the Chair, Members, Representatives and MF in relation to SAB business</li></ul>
MF	<ul style="list-style-type: none"><li>• Presenting most SAB business</li><li>• Provide Technical Secretary</li><li>• Recommend Chair to SAB</li><li>• Runs SAB selection process</li></ul>
Attendees	<ul style="list-style-type: none"><li>• By invite of the Chair</li><li>• May speak by invite of the Chair, but shall not be entitled to form part of any SAB advice making (whether by voting or consensus)</li></ul>

# Alternates – should they be allowed and how should they be appointed?

- Whilst Members will be expected to attend most SAB meetings, there may be times when this is not possible
- It is therefore important to establish a process for Members to appoint Alternates who will be treated as Members for the meetings they are appointed as an Alternate
- On the basis Members are acting impartially, Alternates must also act impartially and therefore should not represent the views of the Member (although those views may be the same)

# Alternates – appointment options

Member appoints Alternate by giving advance notice to the Chair they are unable to attend:

Option 1 – Limited to existing SAB Members, so long as that person has not already been appointed as an Alternate by another Member – the Alternate would then have two votes

- This would help provide additional continuity in discussions, remove the need for any additional onboarding

Option 2 – Alternate must not be an existing SAB Member

- This could bring fresh perspectives, but would require additional onboarding and may not be up to speed with the latest discussions and thinking of a topic(s)
- Any appointed Alternate would need to be on-boarded in advance of meeting

**We propose Option 3** – Member can appoint a person to act as their alternate whether they are an existing Member or not (so long as not already acting as an Alternate for another Member and would then have two votes) i.e. option 1 and 2 combined

- Option 3 provides additional flexibility to facilitate quoracy and choice for the Member to appoint a person they believe is best suited to cover their expertise and experience. Should a Member be unable to attend for an interim period of time or need to resign, this option would also provide a useful workaround to triggering a new appointment process (where appropriate to do so)

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**Do you have any further thoughts on SAB structure or composition?**

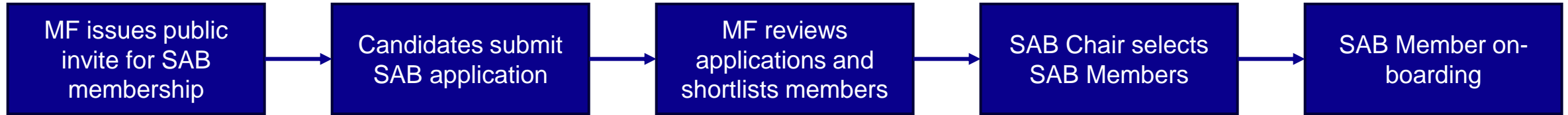
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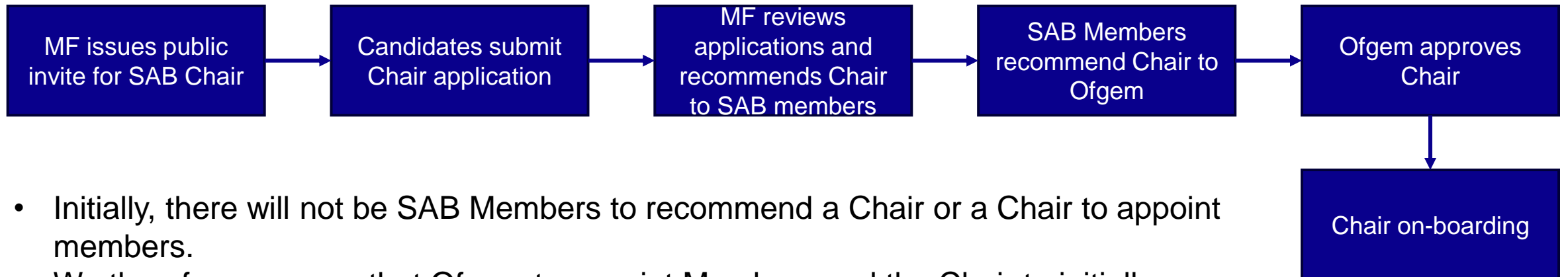
# SAB Selection Process

# High-level selection process

## SAB Members



## SAB Chair



- Initially, there will not be SAB Members to recommend a Chair or a Chair to appoint members.
- We therefore propose that Ofgem to appoint Members and the Chair to initially establish the SAB

# How should members be selected and appointed?

Must have suitable experience and expertise and be willing to attend and actively contribute to SAB discussion and business

- **Option 1 – Chair appoints Members**
- Option 2 – MF appoints Members
- Option 3 – Ofgem appoints Members

We propose **option 1**, as we believe it best supports independence, removes perceived conflicts of interest and transparency

- Ensures the SAB is led by someone who can select a balanced and effective team based on experience and expertise
- Ensures independence from the MF, making the SAB more credible and impartial

MF will run selection process for SAB Members :

- MF will recommend Members to Chair, based on applications received. Chair will then appoint Members

# Members leaving process

We propose the Chair can remove a member where:

- They resign (before the end of their term) by giving the Chair written notice
  - They are unable to continue with their SAB duties due to death, illness, convicted of an indictable offence, serious misconduct or underperformance
- 
- Where a member leaves before the end of its term, the Chair will decide whether it is most appropriate to appoint the member's alternate as a replacement or whether to invite new applications
- 
- Members will cease to be a member when their term expires, except if re-appointed

# Chair – how should the Chair be selected?

Option 1 – Chair selected and appointed by MF, with appeal to Ofgem

**Option 2 – SAB select Chair based on MF shortlist, for Ofgem approval**

Option 3 – Chair selected by Elexon, in consultation with the SAB, and approved by Ofgem

- We propose option 2, as we believe it is important that SAB Members have a role in appointing the independent chair, as it will bring:
  - Greater legitimacy – as members more likely to respect and support their leadership. A democratically selected chair has a stronger mandate to lead, making it easier to manage discussions and decision-making
  - Trust and confidence to stakeholders that the Chair will act impartially
  - Greater effectiveness as members have the best understanding of their dynamics, needs, and challenges, allowing them to choose a chair who can effectively facilitate discussions and decisions
- In the public sector, NGOs, and non-profits, member-led selection of an independent chair is a common best practice to ensure fairness
- MF will run selection process for SAB Chair :
  - MF will provide shortlist with recommended Chair to SAB Members. SAB Members will then recommend Chair to Ofgem for appointment

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**Any comments on the selection process?**

04

# Proceedings of the SAB meetings

# How will SAB conduct its business? - options

Option	Pros	Cons
<p>1. Consensus - All members work together to reach a mutually acceptable position</p>	<p><b>Encourages Collaboration</b> – Fosters open dialogue and inclusivity, ensuring all viewpoints are considered.  <b>Higher Buy-In &amp; Commitment</b> – Members are more likely to support and implement decisions they helped shape.  <b>Reduces Conflict</b> – Promotes unity and minimises division.  <b>Enhances Creativity &amp; Problem-Solving</b> – Encourages compromise and alternative solutions that benefit all parties.</p>	<p><b>Time-Consuming</b> – Reaching full agreement can take significantly longer, especially for complex or controversial issues.  <b>Potential for Stalemates</b> – Discussions may reach an impasse if members cannot find common ground.  <b>Risk of Groupthink</b> – Desire for unanimity might suppress dissenting views or lead to suboptimal compromises.  <b>Difficult to Implement in Large Groups</b> – The larger the group, the harder it is to achieve full agreement.</p>
<p>2. Voting - Members vote using simple majority, with Chair having casting vote where there is a tie</p>	<p><b>Efficient &amp; Timely</b> – Provides a clear, structured process for making decisions quickly.  <b>Prevents Deadlock</b> – Avoids prolonged discussions when consensus cannot be reached.  <b>Ensures Majority Rule</b> – Reflects the will of the majority while allowing the process to move forward.  <b>Easier in Larger Groups</b> – Works well in groups with more members where reaching full agreement is more challenging.</p>	<p><b>Can Create Division</b> – Members in the minority may feel excluded or disengaged from the decision-making process.  <b>Reduces Nuanced Discussion</b> – May lead to less exploration of alternative solutions since the focus is on securing a majority.  <b>Potential for Strategic Alliances</b> – Members might form factions to secure votes rather than working collaboratively.  <b>Winners vs. Losers Dynamic</b> – Unlike consensus, voting can leave some members dissatisfied and less committed.</p>
<p>3. Discussion and facilitation to gather individual member views</p>	<p><b>Encourages Collaboration</b> – Fosters open dialogue and inclusivity, ensuring all viewpoints are considered.  <b>Reduces Conflict</b> – Promotes unity and minimises division.  <b>Captures all views</b></p>	<p><b>No collective position will be reached</b> – only views and members arguments will be captured for MF to consider  <b>May reduce member buy-in or attendance</b> – stakeholders may be less willing to become members if the SAB does not form a position and single voice</p>

# How will SAB conduct its business - proposal

- We do not expect all SAB business to require voting, but there will be times when this will be necessary and advantageous to move forward and agree SAB position
- We therefore propose **option 2** - Members vote using simple majority, with Chair having casting vote, where member votes are tied, as:
  - Gives SAB members greater voice and avoids deadlock
  - One of the main lessons learnt from ON was that the consensus-based approach slowed progress
  - Ofgem and the regulatory environment (e.g. CP2030) requires MF to move at pace to deliver its objectives and voting based model will better facilitate this, whilst still ensuring that all voices are heard
  - We have seen this model work well in code Panels

# Proceedings of SAB meetings

We propose that the:

- Meetings are held at least quarterly, in accordance with an agreed timetable (that will be published)
- Meetings can be cancelled if Chair decides no business and members notified at least 5WDDs before the scheduled meeting and no member objects
- Ad-hoc meetings may be convened at the request of the Chair
- Meetings will take place both in-person and virtually i.e. hybrid
- Each meeting must have (timings are for non-urgent meetings):
  - Agenda – sent at least 5WDDs before the meeting
  - Papers – sent at least 5WDDs before the meeting
  - Slides – sent at least 2WDDs before the meeting
  - Headline report – sent by 2WDDs after the meeting
  - Minutes – sent by 10WDDs after the meeting (approved offline)
- Quoracy will be set at 50% of the SAB Members and must have at least 2 from the buyers, sellers and enablers groups present.

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**What are your thoughts on the SAB proceedings?**

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# Other SAB Terms of Reference

# Urgent SAB Meetings

- There may be occasions where the SAB will need to meet outside of the agreed schedule e.g. to hear urgent business
- We propose that where the Chair is of the view that there is a matter that is of a sufficiently urgent nature as to require a SAB meeting earlier than the next scheduled meeting, they may call an urgent SAB meeting
- The Chair will determine:
  - The date and time of the meeting, having taken into consideration SAB Members availability, so that the meeting will be quorate
- However, we are not proposing a specific process for this, as Chair will already have power and discretion to call ad-hoc meetings, as needed

# Other Terms of Reference

Should the SAB be able to establish sub-advisory boards?

- We do not believe the SAB should have the power to establish sub-SABs
- The MF will be able to establish groups to help meet its objectives and delivery plan as needed, including in response to SAB advice and to progress MF Changes

We propose that Members should be entitled to be reimbursed by MF for the reasonable costs and expenses, such as travel and accommodation for attending SAB meetings

- But not entitled to remuneration or benefits

We also propose that the independent Members should be entitled to be paid by MF such remuneration and benefits as determined by Chair after consulting the SAB

Any remuneration and benefits paid should be reported by the MF on an annual basis

Do we want any requirement to provide any data or reporting e.g. an annual SAB report?

- No, there will be limited value in this for stakeholders, as it would likely duplicate detail in the Delivery Schedule and Delivery Plan

# Where should the SAB rules and processes be implemented?

- We propose that the SAB terms of reference and processes are implemented in MF documents (given effect from Ofgem's Governance Framework Document)
- Ofgem are considering whether any of the SAB proposal need to sit in their Governance Framework Document

# When will the SAB be established and what will happen during the MF implementation period?

- Establishing the SAB will form part of our implementation activities
- We will aim to hold the first meeting in early 2026, or earlier if possible
- However, during 2025, as we are preparing to go-live, there will be certain activities that would fall in scope of the SAB, were it established, such as the Delivery Plan, budget and enduring governance arrangements
- We therefore propose to use the Open Networks Challenge Group to get views during this transition period

06

# Summary and next steps

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

Ofgem Requirement	How have we met it?
Provide input into the Market Facilitator's performance assessment process (run by Ofgem)	We have called this out as a key function of the SAB. We have not explicitly detailed how this will work, as it will be an Ofgem led process.
Ensure effective scrutiny of decision-making and outputs of the Market Facilitator	We have required that key MF business is taken to the SAB, such as Delivery Plan ,budgets and changes.
Contribute to the development of technical outputs, delivery plans and budgets	As above.
Represent diverse stakeholder interests in shaping the Market Facilitator's outputs	We have proposed the SAB is made up of equal numbers of buyers, sellers and enablers of flex, alongside independent members
Assist in identifying barriers to flexibility and propose solutions within the market framework	We have added this to the key functions of the SAB

# How have we met Ofgem's governance outcomes for the MF regarding the SAB proposals?

- Accountable – We will be held account to our decisions and must evidence how we have given due regard to SAB input
- Efficient – our proposals are based on Code Reform thinking and our experience of operating the BSC and DIP groups. Basing the SAB on a fixed membership, voting model facilitates SAB business can be dealt with efficiently
- Delivery at pace – we can implement these proposals by go-live and the SAB will be able to come to a position through voting, where needed, to avoid deadlock
- Inclusive and collaborative – We have ensured key stakeholders in flex are given a voice as buyers, sellers or enablers of flex. We will need to engage the SAB on key MF activities such as the Delivery Plan, budget and changes.
- Transparent – SAB papers, minutes and actions will be published (where non-confidential business)
- Trusted – we will do what we say we will do

# Next Steps

- We will share a high-level summary of this meeting and publish it on our website within the next week
- This is the last design workshop (workshop 7) will be on **27 March 2025** (previously 20 March) and will finalise our cost-recovery proposals (from workshop 2) and any other 'wash up' items
- We will issue a consultation on our proposals for the enduring governance arrangements in late April 2025
- Ofgem will approve our enduring governance arrangements this summer