

Delivery Group Terms of Reference

1. Introduction

The purpose of the Delivery Group is to provide knowledge and experience of how the networks are planned and operated to help develop and assess options within the Electricity Network Access and Forward-Looking Charges SCR.

With direction from Ofgem, the Delivery Group will consider what work is required to progress the options design and assessment. The Delivery Group may, in addition to their own analysis and deliverables, commission out work to individual working groups. The Delivery Group will be accountable for any deliverables delegated to working groups. Therefore, the Delivery Group will need to ensure any commissioned working groups are coordinated and supported as required.

The Delivery Group will need to engage with wider industry to help inform thinking. This should incorporate a wide range of perspectives, adopting user-centred design practices and agile ways of working where deemed beneficial.²

2. Scope

The Delivery Group will contribute to the development and assessment of options for the areas outlined in the scope of the Electricity Network Access and Forward-Looking Charges SCR. This means they will need to:

- a) build on the analysis produced by the Access and Forward-Looking Charges Task Forces³, and outlined in Ofgem's July 2018 consultation⁴ and the SCR decision documents⁵;
- b) contribute to the development of a set of high-level options, guided by Ofgem's own thinking and analysis;
- c) contribute to the assessment of the high-level options, identifying refinements and further analysis needed to assess the options;
- d) understand interactions between options and their practicality to help develop coherent packages of options to assess;
- e) contribute to the detailed assessment of the options using a range of analytical methods (quantitative, qualitative, behavioural). This will be in addition to Ofgem's own analysis and will contribute to Ofgem's working papers and SCR conclusions;
- f) provide input to the development of Ofgem's working papers, as required; and
- g) provide other deliverables to Ofgem, as requested.

²This could include: co-creation workshops and ongoing accessible outputs with opportunities to feedback. These methods will lend themselves to some deliverables more than others. For example, a limited number of parties will have the necessary expertise to develop and model the technical feasibility of different options. However, understanding how well these options meet user needs (ie desirability) and achieve good outcomes is clearly open to, and would benefit from engagement with, a wider group.

³<http://www.chargingfutures.com/media/1203/access-and-flc-final-report-and-conclusions.pdf>

⁴https://www.ofgem.gov.uk/system/files/docs/2018/07/network_access_consultation_july_2018_-_final.pdf

⁵SCR launch documents can be found [here](#).

3. Chair

The Delivery Group will be chaired by Ofgem.

The Chair will provide clear leadership to the Delivery Group and will be responsible for ensuring that each meeting is conducted in accordance with the Terms of Reference and in an orderly efficient manner. The Chair will ensure that all Delivery Group members are able to contribute their views to the Delivery Group. The Chair will coordinate with the Secretariat to ensure that appropriate policies and procedures are in place for the effective management of the Delivery Group.

Commissioned working groups will be chaired by either industry representatives or Ofgem. The Chair of any working groups will provide the same functions as outlined above.

4. Membership

Membership will be limited to Ofgem, the Electricity System Operator (ESO), electricity distribution and onshore electricity transmission network owners, the Energy Networks Association (ENA), relevant code administrators (eg DCUSA and CUSC), and a representative for IDNOs. These organisations should nominate the representative of their organisation to the Secretariat. The Chair will retain flexibility to determine an appropriate number of representatives from each organisation.⁶ If a member of the Delivery Group or working groups are unable to attend a meeting, the member should inform the Secretariat and identify an alternate to attend the meeting on their behalf.

Membership of the Delivery Group and any commissioned working groups is limited, to ensure that there is a sufficient level of expertise and that the work can be driven forward at pace.

Wider stakeholder involvement in the Delivery Group will be addressed in a number of ways.⁷ This includes -

- the Chair may invite up to two CFF members to observe Delivery Group meetings. CFF members who would like to attend the Delivery Group as observers are welcome to contact the Secretariat.
- the Challenge Group or Delivery Group can propose where additional members to the Delivery Group workgroups could bring value, with the Chair approving any additions. The Delivery Group should clearly define the types of information and involvement required for workgroup deliverables to support the Challenge Group in making any proposals.

The Chair(s) will keep the composition of Delivery Group under review and can invite wider stakeholders to be (potentially temporary) members of the Delivery Group or its workgroups, if and when the Chair considers it beneficial for the work of the project.

Ofgem will provide at least one member of the Delivery Group, in addition to the Chair.

Delivery Group members will:

- a) have relevant expertise and experience;

⁶ Generally, we would expect this to be 1-2 per organisation.

⁷ See ToR for Challenge Group and section 1 of this ToR.

- b) be committed to making improvements to delivering benefits to consumers through more efficient use and development of network capacity;
- c) be available to attend all meetings/engagements (or send an appropriate alternate representative);
- d) be able to work collaboratively with other members that may have different views and seek to find consensus, where possible;
- e) actively contribute to the work of the Delivery Group and working groups outside of meetings. This will include being responsible for completing tasks (eg undertaking analysis) that have been allocated to a member and reporting back to the Delivery Group and/or working group; and
- f) be expected to contribute towards deliverables.

All members of the Delivery Group are expected to contribute to the work identified. If a Member fails to contribute, the Chair(s) will engage with that specific Member to understand the reasons for this. Ultimately, if a Member continues to fail to contribute to the work without adequate justification, the Chair is able to replace the Member with another individual.

5. Secretariat

We are in discussions with the ENA on the secretariat function for both the Challenge Group and the Delivery Group.

The Secretariat will -

- a) Provide the following services to the Delivery Group and any sub-workgroups, and the respective Chairs:
 - x. organise meetings, including booking venues, in consultation with Ofgem;
 - xi. send out meeting invitations;
 - xii. prepare agendas, minutes and collate other papers;
 - xiii. circulate meeting agendas and supporting documents/papers; where possible, two working days prior to each meeting;
 - xiv. circulate minutes to members after each meeting (within five working days);
 - xv. share all agreed meeting documents with the Charging Futures Lead Secretariat who will add them to the relevant section of the Charging Futures website;
 - xvi. maintain membership lists of meetings and handle any membership issues;
 - xvii. maintain a list of actions and engage with members to ensure they are on course to complete their actions in a timely manner; and
 - xviii. produce and update a detailed project plan to ensure delivery of outputs, in consultation with Ofgem.
- b) Have sufficient understanding of the issues being discussed in order to successfully complete its role
- c) Manage stakeholder engagement:
 - i. Act as a first point of contact for stakeholders who wish to contact the Delivery Group
 - ii. Create and maintain a distribution list of members
- d) Provide the necessary information to enable the Secretariat for the CFF and CDB to maintain the Delivery Group section of the Charging Futures website. This will provide stakeholders with information including:

- i. A calendar of upcoming meetings of the Delivery Group
 - ii. Membership of the Delivery Group
 - iii. Papers and other documents for Delivery Group meetings; and
 - iv. Contact routes for stakeholders wishing to communicate with the Delivery Group
- e) Provide the Charging Futures Lead Secretariat with the documents identified in Section 6.

6. Reporting and Output

The Secretariat is required to provide the Charging Futures Lead Secretariat with the following for publication:

- The Delivery Group Terms of Reference
- A list of Delivery Group members and contact email addresses
- All finalised Delivery Group minutes
- All finalised Delivery Group reports or presentations.

The Delivery Group is not required to publish documents that are still in draft version (eg draft minutes, slides or reports) or are commercially sensitive. The published minutes and reports will not attribute comments to individual organisations, unless agreed otherwise with the relevant organisation. The published minutes must include all talking points, actions and decisions discussed within the meeting.

Ofgem will ensure that the Delivery Group is kept up-to-date with related policy development in Ofgem-led projects (such as the Targeted Charging Review, RII02, our other work on flexibility and the introduction of market-wide Half-Hourly Settlement).

The Delivery Group will, in consultation with Ofgem, provide timely and appropriately designed updates, and opportunities to engage, to the Challenge Group, CFF, CDB and ENA on its (and any individual working groups') work and progress. The Delivery Group will provide updates and associated documents in a timely manner before Challenge Group meetings to enable the Challenge Group to effectively provide their input and challenge function.⁸ There will be updates and discussion sessions at the CFF, in addition to newsletters, webinars, podcasts and surveys publicised via the Charging Futures website.

The Delivery Group will also keep up-to-date with, and provide regular updates to, wider industry groups, as determined by the Chair. These groups include the ENA Open Networks Steering Group, ENA Open Networks Project Advisory Group, ENA Distributed Energy Resources (DER) – DNO Steering Group, the Transmission Charging Methodologies Forum (TCMF) and the Distribution Charging Methodologies Development Group (DCMDG).

Opinions expressed in published outputs do not bind individual Delivery Group members from expressing alternative views. Where members are not able to agree on conclusions then the different opinions should be noted in the outputs.

7. Meetings

Meeting frequency will be reviewed on a regular basis, as decided by the Chair, in consultation with Delivery Group members, as appropriate. Delivery Group members will be available to

⁸The structure of these updates is flexible but could include briefings, use cases, case studies, and presentations.

meet formally at least once a month. A shorter update meeting (eg via teleconference) may also be set up as required, to update members on the progress of workgroups and incorporate input from Challenge Group meetings.

The formal Delivery Group meetings will be primarily face-to-face, but the Delivery Group can decide to meet via alternative arrangements (eg teleconference). The Secretariat will make alternative arrangements for those that are unable to attend in person.

Workgroups will be expected to meet as required to deliver the outcomes identified, in the timescales required by the Delivery Group. They will need to provide the Delivery Group with regular updates and discuss progress on a regular basis.

Generally, all members are free to use any non-confidential information discussed at Delivery Group (or working group) meetings and identify the affiliation of the speaker (or any other participant). Where the Chair specifically identifies a need, the Delivery Group (and working groups) will operate discussions under 'Chatham House Rules' (where members are free to use the information, but neither the identity nor the affiliation of the speaker may be revealed).

8. Review of the role and form of the delivery group

Ofgem will keep the role and form of the Delivery Group under review throughout the SCR process, and may evolve the arrangements as it sees fit. Any proposed changes will be discussed with the Charging Delivery Body and/or the Delivery Group and reflected in an updated Terms of Reference, which will be published on the Charging Futures website.