Technology Advisory Council

Terms of Reference Version 2 – March 2021

Introduction and background

Our ambition is to be able to operate a zero-carbon electricity system by 2025 and be a trusted partner. Our RIIO-2 Business Plan[1] sets out the proposed activities we will undertake to enable this. It represents a significant investment – an average of £257 million for each of the 5 years, including over £400 million in IT investment - but has the potential to deliver £2 billion consumer benefits from our transformational activities alone.

Our proposals are ambitious, and stakeholders have asked if we can deliver such a scale of change. We also recognise that we have the opportunity to be more transparent in our change delivery. Our 2025 zero-carbon ambition will need the support, insight and experience from the wider industry to help guide and inform the delivery of our transformational proposals. This includes the development of new systems (encompassing processes and technological solutions), which must facilitate greater volumes of data and more market participants.

To help develop and implement these systems, we committed in our RIIO-2 business plan to introduce a cross-sector Technology Advisory Council (TAC)[2]. It will set the guardrails for our system transformation, provide stakeholders the opportunity to be involved in our strategic decision-making, and afford greater visibility and confidence of agile, transparent delivery. In addition, it will leverage the expertise of out-of-sector of organisations who have been through similar transformations.

We engaged extensively on the creation of the TAC during the development of our RIIO-2 Business Plan. Overall stakeholder sentiment has been positive, and their comments have been incorporated to help create this term of reference document.

Purpose

At an overall level, the TAC will:

1. Help set the **strategic direction** of the ESO transformation journey in systems (including process and technology) development
2. Provide **stakeholder input** into the ESO transformation, ensuring the changes we make reflect wider market needs.
3. Bring **transparency** around our decision making and help the ESO communicate change externally in the appropriate manner. This will help stakeholders plan their own IT system changes, including those that will interface with the ESO.
4. Ensure **accountability** from the ESO for delivering on its promises and proactively communicating changes.
5. Allow us to consult and engage on the experience of interacting with the ESO and **invite input into key design, development and testing phases of our solutions development**. It will also provide transparency of the decision-making logic behind our systems.

Structure of the Technology Advisory Council

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[1] https://www.nationalgrideso.com/our-strategy/business-planning-riio/riio-2-final-business-plan

[2] In our RIIO-2 Business Plan and associated stakeholder engagement, the TAC is referred to as the Design Authority

We envisage the TAC having a strategic layer and a technical layer. The strategic TAC will help set the requirements for solution development, with the technical levels overseeing design, testing and implementation.

. It is envisaged that this document will apply to the strategic level, with additional terms of reference created for any technical level groups created. The group has been modelled on the ESO RIIO-2 Stakeholder Group (ERSG). [3]

Roles and Responsibilities

Strategic level

- Works with ESO to translate ambition and business direction into a technological and digital transformation strategy
- For system development, provide input into:
  - Product strategy
  - Product roadmap
- Verify user-journeys (created by ESO)

Technical level

Area	Role
Requirements and design	- Input into: - Understanding market participant requirements - Ensuring tools meet market participant requirements - Attachment and hand-over points.
Development and testing	- Oversee development of product and associated market processes (eg data transfers) - Advises on proof-of-concept, simulation, testing and trialling in-beta.
Implementation	- Oversee implementation - Incorporate best practice from external organisations that have been through the digital transformation - Input into lessons learned - Assess value for money / input into formal performance evaluation[4].

Constitution
The TAC is an independent body, comprising members with a wide range of expertise who collectively represent the views and interests of customers, service providers, consumers, technology companies and other stakeholders.

Chair and Membership
The group is representative of the ESO's role and the wider industry. This is subject to change as we await agreement with members.

Sector	Name	Organisation
Chair	Vernon Everitt	Transport for London
Networks	Randolph Brazier	Energy Networks Association
	Graham Campbell	Scottish Power
Markets	Andy Hadland	Arenko
	Alastair Martin	Flexitricity

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[3] https://www.nationalgrideso.com/our-strategy/business-planning-riio/riio-2-stakeholder-group
[4] Subject to discussion with Ofgem, there could be a formal input from the TAC into the ESO's performance evaluation

	David Sykes	Octopus
	Kate Garth	RWE Renewables
	Alvaro Sanchez Miralles	STEMY Energy
	Chris Kimmett	Reactive Technologies
	Dennis Leach	Limejump
	Emma Pinchbeck	EnergyUK
Technology & Transformation	Teodora Kaneva	TechUK
	Jo-Jo Hubbard	Electron
	Simon Pearson	Energy Systems Catapult
	Peter Stanley	Elexon
	James Houlton	AWS
	Ulrika Wising	Shell Renewables & Energy Solutions
	Anastasia Vaia	BP
	Melissa Stark	Accenture
	Claudia Centazzo	Smith Institute
Academia	Chris Dent	University of Edinburgh
Consumer	Judith Ward	Sustainability First

The ESO will be represented by:

- Norma Dove-Edwin (IT Business Partner)
- Graham Dolamore (Programme Manager – Balancing and ENC Compliance)
- Pirvinder Bansel (IT Portfolio Manager)
- Colm Murphy (Head of Electricity Market Change Delivery)
- David Bowman (Strategy & Data Product Manager) – technical secretary

The ESO membership is still to be finalised. At the strategic level, there are likely to be two senior business representatives and one senior IT representative. Additional representation from the ESO will support the meetings as required. At the technical level, ESO representation will consist of product managers / owners and, where appropriate, subject matter experts.

Ofgem may be invited to nominate individuals to attend as observers to all meetings. Ofgem will be encouraged to periodically provide feedback on how the group is performing against its purpose.

Membership can be reviewed by the Chair in consultation with the group and ESO from time to time and if necessary adjusted to ensure suitable representation from across the ESO's stakeholders or to add particular areas of expertise in accordance with the agreed purpose of the group.

Chair
The Chair will be appointed by the ESO, in an open and transparent manner. The recruitment process will be like that used for ERSG. The Chair shall act as an individual and not represent any particular organisation.

If the designated Chair is not available for part or all of a meeting, then a formal nominee shall be agreed at that meeting with group members and will be responsible for convening and conducting the relevant meeting or section of the meeting. This will be facilitated by the Technical Secretary and be referred to as the Alternate Chair. The Alternate Chair is responsible for informing the Chair as to the salient points and decisions raised and agreed at the meeting.

The Chair will attend National Grid ESO's Board meetings at least once a year to provide an update on the TAC. The Chair and the Board will be free to discuss suitable topics. In addition, the Chair may attend occasional meetings with Ofgem to discuss the progress of the group.

The Chair, supported by the secretariat, will be responsible for producing publicly available reports at least once per year on the work of the TAC.

The ESO cannot unilaterally dismiss the Chair without first notifying the group. The group will need to understand the exact reasons for dismissal and may seek further information ahead of any dismissal.

Technical Secretary
The ESO will appoint a Technical Secretary who will report to the Chair. The Technical Secretary shall support the Chair in ensuring the smooth functioning of the group. The Technical Secretary will act as an independent support for the Chair and the group ensuring arm's length interactions with wider ESO employees.

The Technical Secretary will be responsible for producing and circulating relevant materials as described in the sections below called "Inputs" and "Outputs".

Role of Technology Advisory Council members
Members of the TAC are responsible for scrutinising and providing input and expert challenge. While members do not formally represent all of the organisations in their sector, we expect members' views to be influenced by the type of organisation they are from, and their experience of a particular sector. Hence, we have made efforts to ensure a good range of representation across the different sectors.

In practice, this means individual members will:

- Bring their expertise, new insights and engagement skills.
- Consider and review all documentation circulated.
- Identify areas of agreement and disagreement, and input into the group's report.
- Provide representation as an individual.
- Sign on to an agreed programme of work / forward agenda for the group. This will be discussed and adjusted with agreement from the group as requirements change or are further understood.
- Be required to formally approve the group's Terms of Reference (i.e. this document).

Commitment needed
Members of the group will serve from Q3 2020/21 until the completion the ESO funding cycle in March 2023. Members will be invited to review their ongoing membership of the group at this point and if they would like to continue as a member with a separately updated ToR, to do so until the end of 2023-25 funding cycle in March 2025. Members must advise the Chair of any change in their circumstances as the earliest opportunity. The expectation is that all members will make every effort to attend all meetings. Any proposal (by the ESO, the group or otherwise) to extend the commitment of the group will be discussed and agreed by the group.

As members should act in their capacity as an individual, they are not expected to propose delegates/ substitutes should they be unable to attend a meeting.

Meetings may take place virtually or at a suitable location and will be arranged by the Technical Secretary. Meetings are expected to be held once per quarter – this may be amended after appropriate consultation with the group. Members shall confirm notice of attendance or apologies of absence to the Technical Secretary no less than two weeks in advance.

Remuneration
The Chair will receive remuneration to recognise the level of commitment required.

Requests for expenses and/or remuneration from other members of the group will be considered by the Chair and the ESO. Any remuneration and expenses that are agreed will be paid by the ESO.

Non-disclosure and declaration of interests

Each member of the group is required to sign a non-disclosure agreement (NDA) that prohibits the use of information marked as "CONFIDENTIAL" that they obtain in their role on the group for any other purpose (including commercial purposes).

Meetings shall be conducted, unless otherwise stated by the Chair or Alternate Chair (for example, where the discussion relates to information marked as "CONFIDENTIAL"), under "Chatham House Rules" – that is, information disclosed during a meeting may be reported by those present, but the source of that information may not be explicitly or implicitly identified.

Each member of the group is required to complete a Declaration of Business Interests form that requires them to disclose any business interests (including, but not limited to, shares, consultancy arrangements, directorships) that they or their partner or spouse have in National Grid plc. The Chair, in consultation with the ESO, shall consider any interests disclosed before making a final decision on the individuals' appointment to the panel and/or to share any information with them.

Where there are individuals where there is an increased risk of a perceived conflict (such as individuals who work for an organisation that supplies services to National Grid) the ESO will on a case by case basis assess whether it is appropriate for that individual to be excluded from forming part of the team that bids for or supplies services to National Grid ESO.

At the beginning of each meeting the Chair and the group shall ascertain with the assistance of members the existence of any conflicts of interest. The agenda (including the participation of members with identified conflicts of interest in relevant agenda items) and circulation of materials will be managed to ensure that these issues are managed appropriately.

Presence of a quorum
At least 10 members of the group, including the Chair or Alternate Chair, shall be required to constitute quorum for each group meeting, or part of a group meeting.

Inputs
For each meeting the Technical Secretary will produce a pack consisting of:

- Agenda and apologies for absence
- Minutes from the previous meeting
- Papers and other items for discussion, decision and noting (clearly demarcated)
- Actions log

This pack will form pre-read material that will be circulated to the group at least one week in advance of each meeting.

A skeleton forward agenda will be agreed at the preceding meeting and finalised and approved by the Chair through iteration and approval of inputs. The agenda for the first meeting will be drafted by the ESO and approved by the Chair.

At the beginning of each meeting that Technical Secretary should confirm with the group whether the minutes from the previous meeting are an accurate and complete record of the discussion that took place.

Outputs
The Technical Secretary will circulate to the group the following materials no later than one week after each meeting, for comment:

- Meeting minutes (including decisions made, items discussed and noted, and recommendations
- Actions log
- Skeleton agenda for next meeting

The minutes should anonymise or redact any commercially sensitive information. They will be made publicly available.

Each year, the TAC will produce and publish a report on its work. Stakeholders will be invited to comment on the report.