

246/05 - PANEL GOVERNANCE REVIEW: FINAL FINDINGS REPORT

MEETING NAME	BSC Panel
Date of meeting	12 November 2015
Paper number	246/05
Owner/author	Victoria Moxham
Purpose of paper	For decision
Classification	Public
Summary	This paper sets out the findings of stage 1 of the Panel Governance Review and describes an approach for implementing its recommendations. The Panel is invited to agree the proposed implementation steps.

1. Background

- 1.1 In November 2014, the BSC Panel initiated a review of its governance. It established a small group to conduct the review and requested that this group report back its findings as work progressed.
- 1.2 The aim of the review was to make recommendations for changes to BSC Panel processes, working practices, operating policies and, if and where applicable, the provisions to the BSC.
- 1.3 The review group considered the following areas:
 - Panel accountability
 - Panel role and functions
 - Delegation of responsibilities
 - Operating practices
- 1.4 Thought pieces on all of these areas have been agreed by the Panel and published for reference on the [ELEXON website](#).

2. Final findings of the review

- 2.1 The attached report consolidates the recommendations arising from the Panel governance review and sets out an implementation approach for each.
- 2.2 The review makes the following recommendations (discussed in detail in appendix 1):
 - i) The Panel should establish a library of policies (including reviews of existing policy documents such as Panel Committee Terms of reference) to provide clarity in how it delivers its responsibilities;
 - ii) The Panel should make a number of minor changes to its working practices to better share information ahead of meetings and clarify the approach to the production of minutes after meetings;
 - iii) The approach to presentations should be revised to promote effective deliberations;
 - iv) The Panel should work with its Panel Committees to document and implement a range of mechanisms designed to facilitate the delivery of its functions in a more pro-active fashion; and
 - v) A revised reporting framework should be implemented (supported by an amended standard Panel agenda) to take account of revisions to the Panel's working practices and its approach to delivering key functions.

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2.3 The review also recommends that the Panel should raise Modifications to the BSC (discussed in detail in in order to:

- i) Remove the requirement to produce quarterly reports; and
- ii) Permit decision-making by teleconference;
- iii) Increase efficiency and reflect custom and practice in the appointment of Panel Alternates;
- iv) Clarify the deadline for notification associated with the use of Panel Alternates; and
- v) Amend the rules relating to quorum and voting as they pertain to Panel Alternates to remove ambiguity and ensure good governance.

2.4 A proposed implementation timetable is set out in appendix 2.

3. Recommendations

3.1 We invite you to:

- a) AGREE that the recommendations outlined in paragraph 2.2 and detailed in appendix 1 should be approved and that work should be undertaken to implement them;
- b) AGREE that the Modifications to the BSC outlined in paragraph 2.3 should be raised by the Panel; and
- c) AGREE the proposed implementation timetable set out in appendix 2.

Appendices

Appendix 1 – Final findings report

Appendix 2 – Proposed implementation timetable

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Appendix 1

Panel governance review – Stage 1: Final findings report

1. Aim

This report summarises the findings of stage 1 of the Panel Governance Review and describes an approach for implementing its recommendations.

2. Summary

2.1 The review has reached conclusions regarding:

- The purpose of the Panel and the responsibility of Panel Members as trustees;
- The importance of transparency in the work of the Panel;
- The role of the Panel, its four main functions and the way in which these can be delivered in a pro-active manner;
- Clarification of the significant roles and responsibilities that should be considered 'officers of the Panel';
- The importance of effective delegation; and
- The relationship between the Panel and the BSCCo.

2.2 In light of these conclusions, the review makes the following recommendations:

- The Panel should establish a library of policies (including reviews of existing policy documents such as Panel Committee Terms of reference) to provide clarity in how it delivers its responsibilities;
- The Panel should make a number of minor changes to its working practices to better share information ahead of meetings and clarify the approach to the production of minutes after meetings;
- The approach to presentations should be revised to promote effective deliberations;
- The Panel should work with its Panel Committees to document and implement a range of mechanisms designed to facilitate the delivery of its functions in a more pro-active fashion; and
- A revised reporting framework should be implemented (supported by an amended standard Panel agenda) to take account of revisions to the Panel's working practices and its approach to delivering key functions.

2.3 The review also recommends that the Panel should raise Modifications to the BSC in order to:

- Remove the requirement to produce quarterly reports; and
- Permit decision-making by teleconference;
- Increase efficiency and reflect custom and practice in the appointment of Panel Alternates;
- Clarify the deadline for notification associated with the use of Panel Alternates; and
- Amend the rules relating to quorum and voting as they pertain to Panel Alternates to remove ambiguity and ensure good governance.

2.4 The appendix proposes an implementation timetable for these recommendations.

3. Background

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The BSC Panel initiated a review of its own governance in November 2014. It established a small group to conduct the review and requested that this group report back its findings as work progressed.

Initially, the review group considered:

- b) Panel Accountability; and**
- c) Panel Role and Functions.**

The group met in January and refined its thinking on these matters over February. The Panel approved these thought-pieces and published them, inviting industry parties to comment in April 2015.

The review group met again in July to consider and make recommendations in respect of the second two areas of the review:

- d) Delegation of Responsibilities; and**
- e) Operating Practices.**

The Panel approved these thought-pieces and published them in September 2015.

In developing its recommendations, the review group has taken account of feedback and review comments from BSC Parties, Panel Sponsors and Panel Committee and Workgroup Chairs.

4. Conclusions

The Panel as Trustees

- 4.1 The BSC Panel is responsible for independently ensuring that the terms of a multi-party contract (the BSC) are given effect and operate fairly and effectively for the benefit of all parties (or prospective parties) to the contract but always in favour of the greater common good in a way which is consistent with achieving the Applicable BSC Objectives in a transparent, economic, efficient and non-discriminatory fashion.
- 4.2 The BSC Panel and Panel Members, as trustees, are collectively and individually accountable to BSC Parties and the wider industry for:
 - i) independently ensuring that the BSC is given effect as a multi-party contract and operates fairly and effectively for the benefit of all; and also
 - ii) independently ensuring that any proposed changes to the contract are robustly assessed in a timely fashion and that parties to the contract comply with its provisions.

Transparency

- 4.3 The Panel should be as transparent as possible in how it conducts its business so as to ensure that those interested parties who are able to (re-)appoint Panel Members from time to time, can do so in an informed way, based on the work of the Panel and the performance of Panel Members as engaged and impartial trustees of the balancing arrangements.
- 4.4 The Annual BSC Meeting provides an opportunity for the Regulator and BSC Parties to consider and discuss the performance of the BSC Panel.

Role and Key Functions

- 4.5 The BSC Panel is the curator of the BSC and its core role is to make decisions regarding the application, amendment and interpretation of the BSC (in consultation with BSC Parties as appropriate).
- 4.6 The four main functions of the BSC Panel can be summarised as:

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- iii) **Setting certain parameters and directing certain actions** to ensure the BSC provides appropriate signals and intended outcomes that demonstrably achieve the Applicable BSC Objectives and align with the greater common good;
- iv) **Amending the BSC** to ensure it is robust, fair and continues to facilitate the Applicable BSC Objectives and aligns with the greater common good;
- v) **Providing assurance to interested parties** that BSC Parties comply with the terms of the BSC and that identified issues are appropriately resolved; and
- vi) **Setting the requirements for BSC services**, including those for BSCLCo as an independent provider of services to BSC Parties and the BSC Panel.

A Pro-Active Panel

4.7 A pro-active Panel should:

- Establish principles to underpin its work;
- Prioritise issues and risks;
- Plan and direct action and expert analysis;
- Set expectations and be clear about desired outcomes; and
- Establish and oversee monitoring programmes to track progress and review success.

Officers of the Panel

4.8 The BSC identifies a number of roles which might be considered 'officers of the Panel'. Like officers of a company, these roles are in most cases appointed by the Panel, have particular responsibilities set out in the BSC or in BSC subsidiary documentation and have certain delegated authority¹. Officers of the Panel include:

- Individual BSC Panel Members;
- The Panel Secretary;
- The Modification Secretary;
- ELEXON when acting as the Performance Assurance Administrator;
- The Panel's representative on the Grid Code Review Panel;
- Panel Committee Members and Alternates;
- Panel Committee Chairs and Secretaries;
- Change Workgroup Chairs and Workgroup Members.

Effective Delegation

4.9 Effective delegation is clear and unambiguous. There should be transparency in those matters which have been delegated. The individual or group to which authority is delegated should clearly understand the limits of their delegated authority.

¹ Although the Panel remains responsible for ensuring that such powers are exercised in accordance with the BSC.

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- 4.10 The Panel should monitor and evaluate the implementation of policies, strategies and activities to ensure delegation is effective and that delegated responsibilities are delivered in a sound way in line with the relevant Terms of Reference.

A client-service provider relationship with BS^Co

- 4.11 The existing BSC provisions set out in the BSC establish BS^Co as a service provider to BSC Parties, operating under the terms of a contract (the BSC) and the terms of the BSC are, in turn, overseen by the BSC Panel in accordance with its purpose. However, BS^Co is required provide its services in a way that is independent from BSC Parties and the BSC Panel.
- 4.12 Viewing the relationship of the BSC Panel and BS^Co from the perspective of a customer and service provider provides some insight into how the BSC Panel and BS^Co should work in partnership with each other. It also places context around those areas being discussed under the review of BS^Co governance.

5. Recommendations

- 5.1 Recommendations arising fall into two broad categories: those that can be implemented directly by the BSC Panel; and those that require a change to the BSC or its subsidiary documents. The elements of each recommendation are therefore broken down into these two categories.

Establish Policies – can be implemented by the BSC Panel (no BSC changes required)

- 5.2 It is recommended that the BSC Panel establish (or refine) the following policies. Where relevant, the thought-pieces relating to delegation and operating practices explore the potential content of many of these policies in more detail.
- Each policy should be concise and readily available.
 - Panel policies should be owned and maintained by the BSC Panel.
 - While nothing should preclude the Panel consulting with industry on any potential changes (should the Panel feel this appropriate), policies should not be classed as Code Subsidiary Documents and should not be subject to the BSC change processes. However, the content of certain policies may be impacted by changes to BSC documentation.
 - In the case of any conflict between the BSC and a Panel Policy, the BSC must take precedence.
- 5.3 The following tables set out the policies that should be reviewed or developed.

Long Range Planning Policies: to help the BSC Panel define its purpose and the resources that will be required to deliver that purpose.

<ul style="list-style-type: none">• High-Level statements about Purpose and Role• The BSC Panel Strategy	<p>These have been explored and outlined in the companion thought-pieces on 'Accountability' and 'Role and Functions'. <i>(See Initial Thought-Piece providing and overview of 'BSC Panel Purpose, Objectives, Functions and Priorities')</i></p> <p>The BSC Panel has already published a strategy and agreed a process for continuous review. The strategy has fed directly into the BS^Co Business Plan which encompasses consideration of the resources required to deliver this work. It is also available to BSC Parties to aid their understanding of the resources that will be needed to support BSC activities.</p>
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(See published Panel Strategy)

- **The BSC Panel Strategic Work Programme**
(an appendix to the Strategy)

The BSC Panel has already published a Work Programme and agreed a process for its continuous review. The Work Programme has fed directly into the BSCCo Business Plan which encompasses consideration of the resources required to deliver this work. It is also available to BSC Parties to aid their understanding of the resources that will be needed to support BSC activities.

(See published Panel Strategic Work Programme)

Governance Policies: to articulate the Panel's philosophy and accountability in governing the Balancing and Settlement Code.

- **A statement of how the Panel operates in the Annual BSC Report**

Extracts from the Key Information for Panel Members documentation regarding the Panel and Panel Committees may deliver much of this. It could include an overview of the Panel's committee structure and it should clearly set out the attendance records for the Panel and each Panel Committee.

- **Panel Committee Terms of Reference**

Terms of Reference are already in place and have been published. These should be reviewed and maintained in line with the findings of this review (as reflected in the delegation thought-piece)

(See published Panel Committee/Workgroup Terms of Reference)

- **Job descriptions for the Officers of the Panel**

The Panel has agreed a job description for the Panel Chair (used in the recruitment of the current chair). A library of job descriptions should be established based on the delegation thought piece.

- **Access to advice and information**

This should set out how Panel Members may obtain access to professional advice and information that they need to fulfil their Panel responsibilities. The Panel has agreed an approach to the provision of legal advice for itself and for its Panel Committees. This could be used as the basis of a policy regarding access to professional advice and information.

- **Code of conduct, including standards of behaviour**

The Panel has agreed a code of conduct in relation to Panel Meetings. This is captured in the Key Information for Panel Members documentation. It should be expanded to include:

- confirmation that Panel Members should arrive at Panel meetings fully prepared, having read the paperwork ahead of the meeting;
- an expectation that responses to any questions raised by Members with the secretariat will be circulated to all Members ahead of the forthcoming meeting where such queries are raised three or more days in advance of the meeting;
- particular steps to ensure the Panel avoids behaviours associated with 'group think' and supports the principles of Critical Friend;
- an expectation that monthly scheduled meetings will last no longer than five hours (i.e. 10am to 3pm) and that Panel Members (and any officers of the Panel who are required to attend each Panel Meeting) are expected to be able to attend in person for the whole meeting and will make reasonable endeavours to attend additional meetings should

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<ul style="list-style-type: none">• Disclosure and management of conflicts of interest• Communication and stakeholder engagement	<p>these be required; and</p> <ul style="list-style-type: none">• a requirements that Panel Members must confirm the use of an appointed Alternate at least 5 days before a meeting². Otherwise, the participation of the Alternate in the forthcoming meeting shall be at the discretion of the Chairman and subject to the agreement of the Alternate. <p>Conflict of interest is dealt with in the BSC and is explored in the Key Information for Panel Members documentation. It is also covered in the Panel's policy for hearing referred Trading Disputes. These elements should be consolidated into a dedicated policy which should include:</p> <ul style="list-style-type: none">• An agreed approach regarding Panel Member participation in Panel Committees and Workgroups;• The extent to which Panel Sponsors (particularly the PAB or TDC Sponsors) may participate in any Panel decision-making on a matter that has been referred to it following the determination of the relevant Sponsor's Committee; and• Guidance on those matters which may constitute actual or perceived conflicts of interest on the Part of a Panel, Panel Committee or Workgroup Member; and• Clear procedures for declaring and subsequently dealing with such conflicts when they arise in a robust and transparent manner. <p>The Panel has agreed a communication policy as captured in the Key Information for Panel Members documentation and clear communication policy elements have been inserted into all Panel Committee terms of reference. Less commentary is available on stakeholder engagement although there is a great deal of relevant drafting captured in the Code Administration Code of Practice which may form an appropriate basis for a policy.</p>
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Delegation Policies: to articulate how powers are delegated to officers of the Panel.

<ul style="list-style-type: none">• Principles of delegation and cycle for reviewing delegated authorities	<p>There are currently no policy statements relating to the Panel's approach to delegation. A policy should be established based on the principles contemplated in the delegation thought-piece. In particular:</p> <ul style="list-style-type: none">• Panel Members should not be members of groups or committees where the Panel acts as an appeal body• Panel Members may be members of groups or committees where the Panel has created that group to assist it in its work• Best Practice in effective delegation including:
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² Any prescribed deadline should be able to be waived in the event of an Urgent or ad-hoc Panel Meeting being called.

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	<ul style="list-style-type: none">○ Ensuring there is a case for delegation;○ Approach to commissioning work;○ Monitoring work being conducted under delegated authority; and○ Appropriate checks and balances
<ul style="list-style-type: none">• Schedule of matters reserved for the BSC Panel• Schedule of delegated authority (including authority limits)	<p>The BSC is clear where certain activities cannot be delegated by the BSC Panel. There would be benefit in capturing these and any other powers that the BSC Panel, in its view, would not delegate.</p> <p>Panel Committee Terms of Reference outline the committees' delegated authorities at a high level. The Panel minutes record where the Panel delegates responsibilities to officers of the Panel (e.g. individual Panel Members, the Panel Secretary or the Modification Secretary). However, there would be benefit in creating a consolidated schedule of enduring delegated authorities.</p>

Changes to Working Practices – *can be implemented by the BSC Panel (no BSC changes required)*

- 5.4 Pre-meeting questions: For transparency and clarity, where Members raise questions on panel papers or processes via the secretariat three or more days in advance of the meeting, the responses to these questions will be circulated to all Members ahead of the forthcoming meeting.
- 5.5 Use of zip-files: The secretariat will post zip files containing the full set of non-confidential Panel papers on the ELEXON website. A single e-mail will then be sent to Panel Members containing a link to this zip file. The only papers directly attached to this e-mail will be the confidential Panel papers. In rare cases the size of the confidential papers may still necessitate multiple e-mails but this is anticipated to be the exception.
- 5.6 Effective presentations to promote effective deliberations: It should be assumed that Panel Members have read the paperwork in advance of Panel Meetings. Late papers or particularly complex matters may require more detailed presentation, but this should be the exception. In all cases presentations should help focus and structure the resulting debate. Save for the exceptions noted above, the majority of presentations should:
- aim to be no longer than 5-10 minutes;
 - adopt the following structure:
 - vii) Confirm the purpose of the paper in plain English;
 - viii) Outline the required decisions in plain English;
 - ix) Provide prompts (e.g. suggested areas for debate as a mini-agenda) to help structure the resulting discussion³;
 - x) where required, offer a framework to help Panel Members express their rationale in a consistent manner; and
 - xi) conclude with a set of clear recommendations as is current custom and practice⁴.

³ This may include additional slides containing pictures / graphs / new information arising since the paper was drafted if required.

⁴ Wherever possible, recommendations should be broken down into simple propositions that can be agreed with or disagreed with. Complex, multi-part decisions may need to be distilled into their component parts.

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- 5.7 Preparation of Minutes: The current approach to Panel minutes should be retained. That is: capturing the Panel's broad deliberations, but attributing views expressed to Panel Members by exception and only where individual Panel Members express a desire/do not object to be identified through the review process. Where decisions are not unanimous, individual votes cast should continue to be recorded. However, where the transparency of Panel minutes includes referencing the names of Panel Members, and consistent with the Panel's approved policy for holding meetings by webinar, they should contain a statement confirming Panel Member obligations to act impartially. Such a statement should read:
- *"It should be noted that Panel members are bound by the provisions of the BSC, in particular, that they must act impartially and not be representative of any one Party or class of Parties. Consequently, the views expressed by Panel members are their own, and should not be interpreted as the views of their employer or any affiliated person or persons."*

Pro-active Approach to Key Functions – can be implemented by the BSC Panel (no BSC changes required)

- 5.8 The Panel should work with its Panel Committees to document and implement the mechanisms recommended in section 5 of the Operating Practices thought-piece. This includes:
- A parameter review framework;
 - A monitoring regime for these parameters;
 - An industry change programme;
 - An agreed approach to exploring and commissioning potential improvements to BSC provisions;
 - An agreed approach to commissioning and conducting post implementation reviews of changes;
 - An agreed approach to reviewing and prioritising Settlement Risks according to BSC Parties' Risk Appetite; and
 - Setting the agenda for BSC services though continued development of the BSC Panel Strategy.

Amendments to Panel Reporting and the standard BSC Panel Meeting Agenda – can be implemented by the BSC Panel (no BSC changes required)

- 5.9 Revised Reports: The Monthly reporting to the Panel should be revised to take account of revisions to the Panel's working practices and approach to delivering its key functions. This should encompass the proposals set out in section 6 of the Operating Practices thought-piece. In particular:
- An expanded and revised **Change Report**, incorporating an industry change programme and prepared for Panel approval by the Modification Secretary on behalf of the Panel for the benefit of the Authority (and BSC Parties);
 - A re-focused **ELEXON Report** focusing on the delivery of BSC services, prepared for information by ELEXON for the benefit of the BSC Panel (and BSC Parties);
 - A new **Panel Committee Report** prepared for information (and for decision as required by exception) by the Panel Secretary on behalf of Panel Committee Chairs for the benefit of the BSC Panel (and BSC Parties);
 - A new **Industry Development Report** prepared for information by ELEXON for the benefit of the BSC Panel (and BSC Parties); and
 - Revisions to the **BSC Operations Headline Report** as required to support the agreed parameter review framework.

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- 5.10 Revised Agenda Framework: In order to support the amendments to the Panel's delivery of key functions and its revised reporting, the agenda for Panel meetings should be adjusted in line with appendix 2 of the Operating Practices thought-piece. This makes provision for the Panel to consider strategic matters, undertake tactical reviews as well as delivering operational business from month to month.

Amendments to BSC Reporting – (requiring Modification to the BSC)

- 5.11 Remove the requirement to produce quarterly reports: The existing requirements in BSC Section C3.9.1 are intended to provide a summary of the implementation of the BSC, the activity of the Panel and its Committees as per the Annual BSC Report. It is not clear that there is significant appetite for these reports among BSC Parties or Panel Members. It could be said that some overlap exists between these quarterly updates and the Panel's own quarterly updates to its Work Programme. A Modification should be raised to remove the requirement for the Quarterly reports set out in BSC Section C3.9.1. It could be that these are replaced with quarterly summaries provided as appendices to the relevant reports (i.e. The ELEXON Report, The Change Report and the Panel Committees report (see below)) every three months.

Changes to Working Practices – (requiring Modification to the BSC)

- 5.12 Decision-making by teleconference: All Panel business should be able to be discussed via teleconference, but only subject to the agreement of the Chairman, and no objections from Panel Members. A Modification to the BSC is required to permit Modification business to be transacted via teleconference. This was previously considered under [Modification P287](#). This Modification should be used as the basis of a revised proposal.
- 5.13 Appointment of Alternates: Since Alternates are required to act impartially and not as representatives of the Panel Member that appointed them, it would be more efficient to operate appointed Alternates as a pool. This reflects evolving custom and practice. It would avoid the need to continually appoint and de-appoint alternates and would further emphasise the need for impartiality on the part of alternates. A Modification to the BSC should be raised to establish a pool-based approach. The pool should be divided in a similar manner to the composition of the Panel such that:
- Each Panel Member can appoint an alternate in the existing fashion, however, once appointed, alternates are allocated to an appropriate pool (i.e. Industry Alternates, Consumer Alternates, Independent Alternates)⁵.
 - Once appointed, any Panel Member could request any alternate from the relevant pool attend the BSC Panel as their alternate (even if they had not appointed the alternate into the pool themselves);
 - The Panel Member that appointed the alternate could remove that alternate from the available pool and the existing provisions relating to the removal of alternates set out in BSC Section 2.10.7 would continue to apply.
- 5.14 Deadline for notice of attendance by Alternates: Alternate Members must be allowed sufficient time to read through the paperwork ahead of a Panel meeting. To support the amendments to behaviours noted above, the proposed Modification relating to the appointment of Alternates should also require that Panel Members confirm the use of an appointed Alternate at least 5 days before a meeting⁶. Otherwise, the participation of the Alternate in the forthcoming meeting shall be at the discretion of the Chairman and subject to the agreement of the Alternate.

⁵ The pool concept would not apply to the Transmission Company Appointed Panel Member since there is only one Panel Member appointed in this way. This alternate would remain appointed on a one to one basis (effectively a pool of one).

⁶ Any prescribed deadline should be able to be waived in the event of an Urgent or ad-hoc Panel Meeting being called.

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5.15 Attendance and voting by Alternates: A separate Modification should be raised to clarify the contribution that Alternates make towards voting and quorum. This Modification is independent of any changes to the appointment rules for Alternates considered above. It is required due to the current ambiguity in the BSC which undermines good governance. The Modification should seek to make it clear that:

- A quorum is based on the number of individuals in attendance (whether Panel Members or alternate Members); and
- Alternate Members should only ever receive one vote, regardless of however many Panel Members requested that they attend the Panel Meeting.

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Appendix 2: Proposed implementation timetable

Workstream	Task	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16
Policies	High-level statements about Purpose and Role		Draft & publish												
	BSC Panel Strategy												Draft & publish		
	BSC Panel Strategic Work Programme			Review		Review		Review				Review			Review
	Statement of how the Panel operates in the BSC Annual Report								Publish						
	Panel Committee Terms of Reference														
	Job descriptions for Officers of the Panel		Draft & publish												
	Access to advice and information					Draft & publish									
	Code of conduct, including standards of behaviour					Draft & publish									
	Disclosure and management of conflicts of interest					Draft & publish									
	Communication and stakeholder engagement					Draft & publish									
	Principles of delegation and cycle for reviewing delegated authorities							Draft & publish							
	Schedule of matters reserved for the BSC Panel			Scoping/ planning											
	Schedule of delegated authority														
Changes to working practices	Pre-meeting questions						Implement				Review/ amend				
	Use of zip-files						Implement				Review/ amend				
	Effective presentations to promote effective deliberations						Implement				Review/ amend				
Pro-active approach to key functions	Parameter review framework			Scoping/ planning											
	Parameter monitoring regime														
	Industry change programme			Scoping / planning											
	Approach to exploring and commissioning potential improvements to BSC provisions			Scoping / planning											
	Approach to reviewing and prioritising Settlement Risks according to BSC Parties' risk appetite			Scoping / planning											
Amendments to Panel Reporting and Panel meeting agenda (no Mod required)	Expanded and revised Change Report			Plan & implement											
	Re-focussed ELEXON Report			Plan & implement											
	New Panel Committee Report			Plan & implement											
	New Industry Development Report			Plan & implement											
	Revisions to the BSC Operations Headline Report (to support parameter review framework work)			Plan & implement											
	Revised agenda framework				Implement										
						Mod progression									
Amendments to BSC Reporting (Mod required)	Remove requirement to produce quarterly report					Mod progression									
	Decision-making by teleconference					Mod progression									
	Appointment of Alternates & deadline for notice of attendance by alternates					Mod progression									
Changes to working practices (Mod required)	Attending and voting by Alternates					Mod progression									