

Connections Delivery Board - Terms of Reference

1. Context

The current processes for connection to electricity networks (both transmission and distribution) are in need of significant reform in order to respond efficiently to the extremely high levels of new applications to connect, as well as the significant number and capacity (c380GW) of projects already holding connection agreements and seeking to connect. There are various workstreams being taken forward to address this need for reform.

In electricity transmission, the ESO is leading work with TOs and DNOs to progress and propose wide-ranging changes to the current GB connections process. The ESO is responsible for initiating reform solutions to facilitate quicker connection to and use of the GB electricity transmission system, in a more coordinated and efficient way, in order to help meet net zero ambitions and targets. These changes are being identified and progressed as follows:

- The **GB connections reform project**, which is designing a new enduring connections process (including at the T/D Interface), which will require changes to current industry code and licence frameworks;
- The **5-Point Plan**, which is making tactical improvements under the current frameworks ahead of these enduring reforms; and
- The above may also be supplemented by any additional '**transitional changes**', that involve further material changes / actions introduced before 'go live'¹ of the enduring GB connections process.

In electricity distribution, the ENA runs the Strategic Connections Group (SCG), which is considering and progressing changes to the arrangements for connecting to and managing distribution networks and for managing the interface between distribution and transmission networks.

All of the above also needs to be considered within the wider context of government ambitions for sustainable energy system that supports achievement of the net zero targets and promotes energy resilience and economic growth. Ofgem and government jointly published the Connections Action Plan which sets out ambitious actions to significantly reduce connection timescales and ensure a timely transition to net zero.

¹ This is currently estimated as mid-to-late 2025 and the Electricity System Operator will work with CDB members to determine if this can be achieved earlier.

2. Purpose and scope

The purpose of the Connections Delivery Board (CDB) is to help inform and support efficient design and delivery of changes to the GB connections process (at transmission and distribution level) as a result of the above workstreams. The CDB will work collaboratively to ensure timely and efficient design and implementation of changes by:

- setting overall strategic direction to align short term changes with longer term actions and strategic planning;
- tracking progress against key milestones and deliverables and monitoring overall delivery of workstreams, thereby holding organisations to account for delivery;
- providing a steer on key strategic matters of policy and process design, including where relevant endorsement of key matters and deliverables² based on specific prioritisation criteria developed by CDB to identify minimum viable product changes required to reform the connections process;
- promoting coordination across workstreams:
- monitoring benefits and identifying and providing advice, guidance and where appropriate recommendations for managing key risks, issues and opportunities;
- communicating progress and achievement of milestones externally, as agreed by the members of the CDB, while maintaining appropriate levels of data confidentiality.
- Where actions fall within the remit of the groups' members, papers providing more detail on the progression of those actions will be produced as agreed.

Out of scope

- The CDB will **not** be responsible for making decisions on specific changes to industry code and licence frameworks. Those decisions will be made by the relevant organisations through appropriate governance processes in line with their remit. The CDB (and the CPAG) should however look to inform the scope and direction of relevant code modifications being considered by code working groups and code panels, either through informal advice and guidance or, where appropriate, formal requests.
- Detailed changes to policies or processes underpinning the in-scope workstreams are out of scope, unless those detailed changes have material impact / risk; and
- Network charging, connection charging and user commitment, other than to ensure that changes to the connections process do not lead to unintended consequences that move away from the policy intent of the prevailing arrangements.

² an escalation matrix based on impact and risk will be developed and used to ensure the appropriate matters are considered by CDB

3. Membership

The CDB is comprised of organisations and representatives responsible for delivery of in-scope changes to regulatory, legal, industry and commercial frameworks for connections. The membership comprises:

Role Category	Representative	Organisation
Chair	Jack Presley-Abbott	Ofgem
Technical Secretary	David Boyer	Energy Networks Association
Electricity System Operator	David Wildash	Electricity System Operator
Transmission Owners	Jon Twomey	National Grid Electricity Transmission
	Scott Mathieson	Scottish Power Transmission
	Christianna Logan	Scottish Hydro Electricity Transmission
Distribution Network Operators	Andrew Scott	Scottish and Southern Electricity Networks Distribution
	Mark Adolphus	UK Power Networks
	Daniel Randles	Electricity North West
	Paul Glendinning	Northern Powergrid
	Gareth Hislop	ScottishPower Distribution/ Manweb
UK Government	Paul van Heyningen	Department for Energy Security and Net Zero
National Governments	Jasmine Killen	Scottish Government
	Jennifer Pride	Welsh Government
No 10	Nadya Thorman	Energy, Net Zero & Environment No 10 Delivery Unit
CPAG chair	Merlin Hyman	Independent Chair of Connections Process Advisory Group (CPAG)
Connections Customer Representatives	Eddie Proffitt	Large Generation
	Jon Phillips	Global Infrastructure Investor Association
	Barnaby Wharton	Renewable UK
	Charles Wood	Energy UK
	Andy Manning	Citizen Advice
	Alastair Wilcox	Citizen Advice Scotland
Code Panels	Trisha Mcauley	CUSC/ Grid Code Panel
	Deborah Spencer	STC Panel

Membership can be reviewed by the Chair in consultation with the remainder of the group, and, if necessary, adjusted to ensure suitable representation from across delivery partners.

Members may propose delegates / substitutes should they be unable to attend, but these should be at a level of seniority sufficient to engage with the group in line with these terms of reference.

Guests can be invited to provide input on specific topics.

Chair

For each issue and action, the Chair will seek agreement on the lead organisation and those involved in preparing material and progressing actions.

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.

Expectations of Board Members

Members of the CDB are ultimately responsible for supporting efficient and consistent implementation of agreed changes to the GB connections processes. As such, members will be responsible for proactively identifying and raising issues to be addressed, taking the lead and progressing actions as agreed, and inputting to relevant actions other group members are progressing. Members should be following specific prioritisation criteria, as agreed by the CDB to ensure agile decision-making processes.

CDB members should provide regular updates on progress being made by their organisation, whether leading or supporting workstreams, highlighting any material achievements, opportunities, risks or issues, including changes to delivery timetable.

Where a member represents a range of organisations, while that member will 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 they should, to the best of their knowledge, attempt to reflect the views of as many stakeholders in their sector as possible.

In carrying out the above individual members will:

- Make reasonable endeavours to attend all meetings. Where a member cannot attend it is expected that they send an appropriate deputy and inform the technical secretary of the change prior to the meeting.
- Consider and review all documentation circulated ahead of the meeting.
- Bring their expertise, insights and engage with new ideas.
- Identify areas of agreement and disagreement, and input.
- Provide input and progress agreed actions.

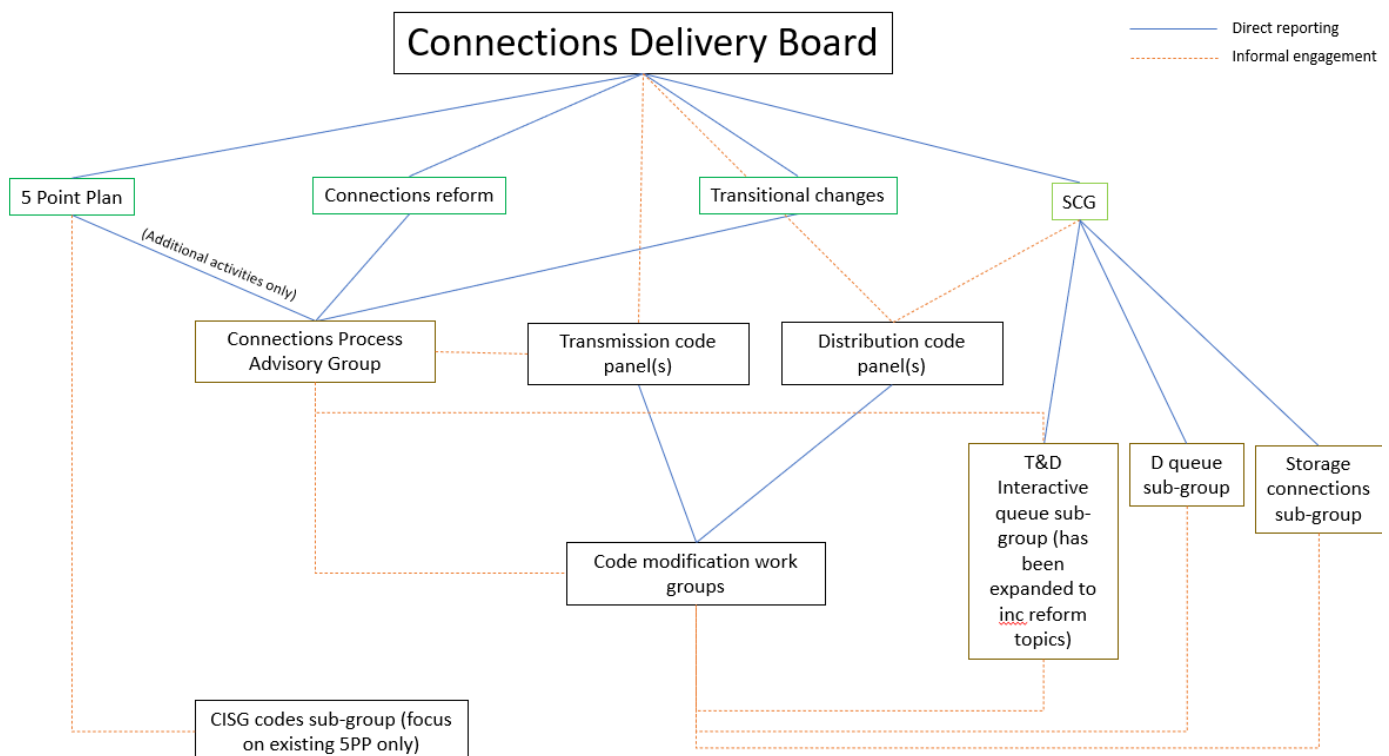
Expectations of Board members

- **Government:** responsible for setting strategic priorities and setting the environment for Ofgem and NESO to deliver on priorities.
- **Ofgem:** responsible for setting connections reform outcomes and expectations, delivering on changes to regulatory framework (licenses and codes) and holding action holders to account for delivery.
- **ESO:** responsible for providing strategic advice and recommendations, including in the context of wider reform programmes, and for proposing and delivering solutions and ensuring actions realise expected outcomes.
- **DNOs (and coordinated by ENA SCG):** responsible for proposing and delivering solutions and ensuring actions realise expected outcomes.

- **TOs:** responsible for actively participating in options development and delivering on their own actions.
- **Connection customer representatives:** responsible for representing and advocating for relevant connections customers and sharing information on proposals with members.
- **CPAG and Code Panel representatives:** responsible for relevant liaison and coordination.

4. Interactions with other groups

The CDB is part of the overall governance of the changes to the current GB connections process as shown in the diagram below.



The CDB replaces the Delivery Partners Executive Group (DPEG) which was part of the overall governance of the GB Connections Reform project for Phase 2.

Working groups

Working groups beyond the groups referenced above may be established to progress actions needing focused expertise, reporting back to the CDB as appropriate.

5. Technical Secretary

The Chair will appoint a Technical Secretary who will report to the Chair and shall support the Chair in ensuring the smooth functioning of the CDB. The Technical Secretary will be responsible for producing and circulating relevant materials as described in the sections below called “Inputs” and “Outputs”.

The Technical Secretary will support the Chair and the CDB achieving the aims of the group through engaging with the various delivery fora to actively review and escalate programme delivery issues, risks, and/or opportunities, and by providing reporting, visibility, and other materials that support decision making by the

board. It is expected that this will include ad hoc and regular off-line reviews with the chair and the delivery fora to best identify and prepare for required CDB discussion topics.

Inputs

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

- Agenda and apologies for absence
- Minutes from the previous meeting
- Delivery dashboard and reporting, collated from content submitted by the relevant delivery programmes overseen by the CDB (e.g., ESO 5 Point Plan, ENA SCG Action Plan, ESO Connections Reform, ESO Transitional Arrangements, and the CPDG) and to include:
 - project plan(s)
 - regular status reports against milestones and deliverables
 - delivery risk register
- Papers and other items for discussion (where CDB cannot decide, eg. code mods), decision and noting (no asks) (clearly demarcated). Papers must be clearly marked if they are to be 'private for CDB only'. If not, the default assumption is that all papers can be shared by representative bodies with their members to gather views in advance of the CDB. However, these are not to be shared wider, and are not to be published.
- Actions log
- Challenge log

This pack will form pre-read material to be circulated to the CDB 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.

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

Outputs

The Technical Secretary will circulate to the CDB 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 and challenge log.
- Skeleton agenda for next meeting.
- Meeting minutes and data to be published externally along with an agreed summary of progress and impact.

The minutes should anonymise or redact any commercially sensitive information.

6. Logistics

Members of the group will serve from December 2023 until at least December 2024 (and potentially longer depending on progress towards implementation of changes).

Members must advise the Chair of any change in their circumstances at the earliest opportunity. Any proposal to extend the commitment of the group will be discussed and agreed by the group.

Frequency, duration and location: The CDB shall typically meet once a month with meetings lasting for up to 2.5 hours. Meetings will ordinarily take place via Microsoft Teams and will be arranged through the Technical

Secretary. Meetings may occasionally be moved to a different date, held at other locations or rescheduled after appropriate consultation with the CDB. Members shall confirm notice of attendance or apologies of absence to the Technical Secretary no less than a week in advance.

Quorum: The Chair (or Alternate Chair), and at least one member from Ofgem, the Department for Energy Security and Net Zero, one of the Transmission Owners, one of the Distribution Network Operators and the Electricity System Operator members of the group, shall be required to constitute quorum for each meeting.

7. Minutes of Meetings

Minutes from the meetings will capture key decisions, messages and required actions.

Full copies of the minutes, including attachments, shall be provided to all members no later than one week following each meeting.

The minutes of each meeting will be monitored and maintained by the Technical Secretary as a complete record. Unless otherwise agreed, all agendas, minutes and action lists shall be electronically filed and accessible only by authorised personnel.

8. Fast Track Advice Process

Where urgent updates or advice are required prior to the next scheduled meeting, information will be shared and views will be sought from all members outside of the standard timeframes, with clear timeframes provided for a response.