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CHANGE MANAGEMENT DEEP DIVE

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FOR INFORMATION	This paper has been prepared to share with the REC PAB information on the REC Change and Release team. It provides and overview of the deliverables, activities, and shares information on the continuous improvement activities of the REC Change Team. It is for information purposes only.

2 THE ROLE OF CHANGE AND RELEASE IN THE REC

Change under the REC is designed to allow any interested person, stakeholder, REC Party or the Code Manager to raise a REC Issue or propose a Change to the REC. REC Party's can contact their Operational Account Manager, or they can contact the REC Service Desk

As a digital code, to understand anything Change related, or to raise an Issue or a Change is via an online form on the REC Portal.

Definition of an Issue and a Change

Code Issue

A Code Issue is a problem that affects the rules or principles of the REC. It can be related to the legal, regulatory, or policy aspects of the code. A Code Issue may ultimately require a change to the code itself, such as a modification, an addition, or a deletion of the code text.

When a Code Issue is raised, it will be reviewed by the REC Change Team. They will verify the issue and advise the proposer of the next steps. If a REC Code Issue is accepted it may be progressed through solution development to a REC Change Proposal.

Operational Issue

An Operational Issue is a problem that affects the day-to-day operation of the REC. For example, an Operational Issue may be raised if a technical error, a data quality issue, or a difference in interpretation with respect to an obligation is encountered.

When an Operational Issue is raised, it will be reviewed by the Code Manager and assigned to an Operational Group to investigate and propose a resolution. The resolution will be communicated to the proposer and the other affected parties, along with any associated timescales.

REC Change

A REC Change is a problem or a concern that is encountered while operating under the REC which has a fully defined solution and is ready to be progressed as a fully developed change. It can be related to the technical, operational, or governance aspects of the code.

The REC Portal also allows REC Parties to investigate and view the following: -

- Published Impact Assessments
- Withdrawn Change Proposals
- Published Consultations
- View current and future releases
- View the Change Register
- View the Code Roadmap
- Understand how Issues and Changes are prioritised

In addition to managing the REC Portal, the REC Change team provide weekly Change Bulletins to an 'opt-in' distribution list.

The Change team also host webinars, provide podcast input, run REC Change and Release meetings and update the REC Portal as the Change or Issue progresses through its journey to Release.

Throughout the change process and depending on the complexity of the Change, the team hold numerous internal and external consultation meetings with or without the support of an SME, with both the Code Manager and Industry to ensure that the solution being developed with input from stakeholders and the outcome is the correct one for industry. This may extent from months, to over a year.

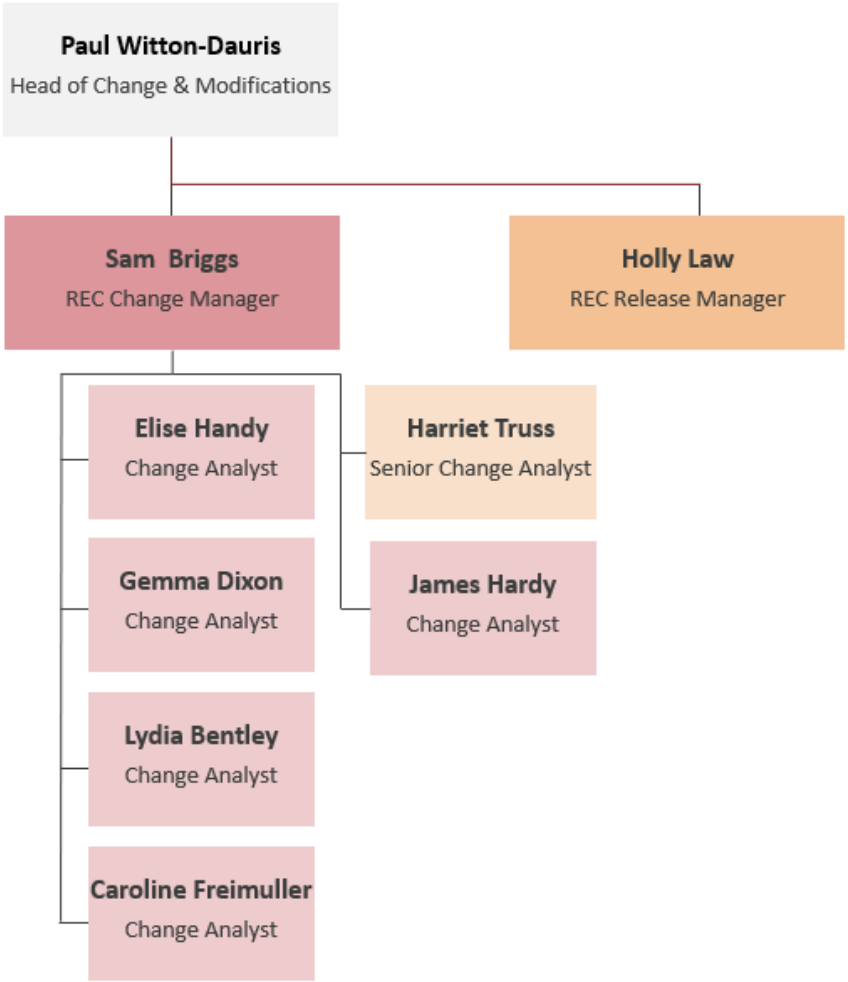
Since go-live over 200 REC Changes and Issues have been raised and the REC processes have had to evolve to remain effective.

3 TEAM STRUCTURE

The team currently consists of a Change Manager, a Release Manager and six Change Analysts, one of which being a Senior Analyst.

The Change Manager and Release Manager roles are interchangeable so that each role is able to support and cover for the other in cases of absence and ensure that any absence does not contribute to the delay of any stage of the process or a release.

The change Analysts are assigned a Change or Issue shortly after they are raised. At the same time, they are allocated an SME in order to support them if the Change or Issue is particularly complex.



4 STAKEHOLDER FEEDBACK AND PROCESS IMPROVEMENTS

By collating, monitoring, and sharing feedback and identifying future Party needs, the Code Manager has worked to improve and evolve the Change Process. The following points were gained from this.

- The Change Process is long
- These was a duplication of Change material
- Stakeholder Engagement was missing

- Membership and role of expert groups, committees and Change Panel was inconsistent
- Some solutions have needed to be reworked
- Changes go into a "black hole"

As a result of this feedback, we established a Change Improvement Project to understand the issues, map the Change process, identify improvements and implement solutions.

We created a taskforce to review all outstanding Changes and clear the backlog whilst reviewing the processes involved in Change which included documentation, engagement and guidance. This taskforce was also used to test, and sandbox proposed amendments.

We also reviewed REC Schedule 5 (Change Management) and proposed a series of amendments facilitate some of the findings of the Change Improvement Project.

Finally, we engaged directly with parties and stakeholders to ensure that the new process was fit for purpose and engagement levels increased. Out of the back of that feedback we created a Change Issues Group which has over 75 individuals signed up to receive invites and actively participate in the meeting. This increased engagement has also seen an increase in a number of Change Proposal responses, in which before we would have received minimal feedback, but are seeing responses into double figures for some Changes which previously would have received little or no responses.

In order to formally make these amendments to the process open to all we created a new Change - R0167 Change Improvements.

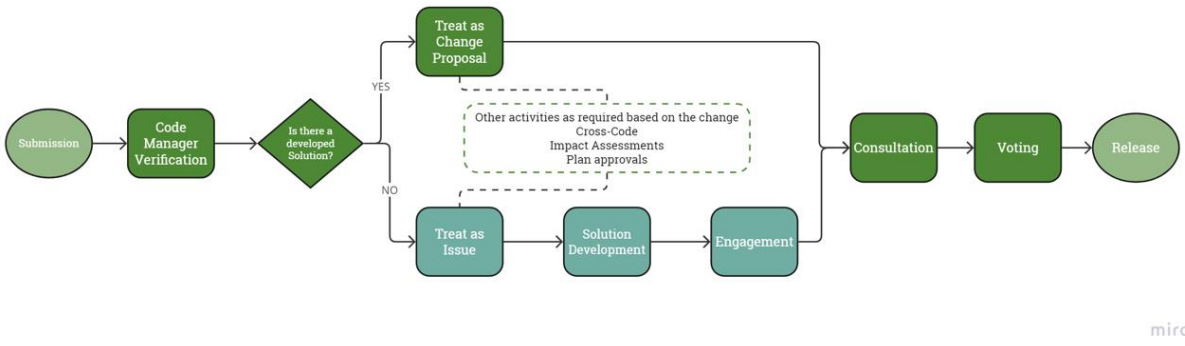
We looked enhancing the current Issue process in order to treat proposals for Change as Issues until they have a developed solution, thus being able to ensure that by the time a Change is proposed, it has followed a stringent process and is classed as a valid Change by carrying out front end engagement and ensuring effective solution development with the right stakeholders.

We have removed the Preliminary Change Report (PCR) which has assisted in the consolidation of existing change documentation and create flexibility in the Change Process.

Whilst working on these enhancements, we have ensured that the process DOES not

- Create more work for Proposers
- Remove engagement with Service Providers and other Codes
- Remove any current information shared in published documents

High Level Process & Principles

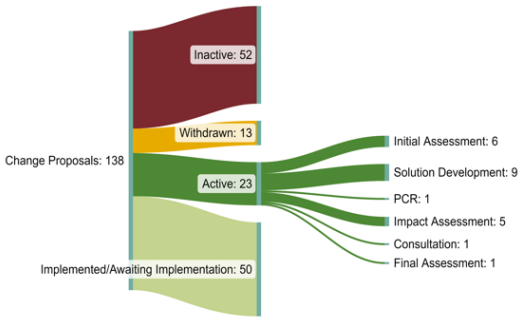


- Each stage defines several actions - some are optional which can be added or removed as required
- The Code Manager identifies the Change Plan for each change in the Assessment Stage

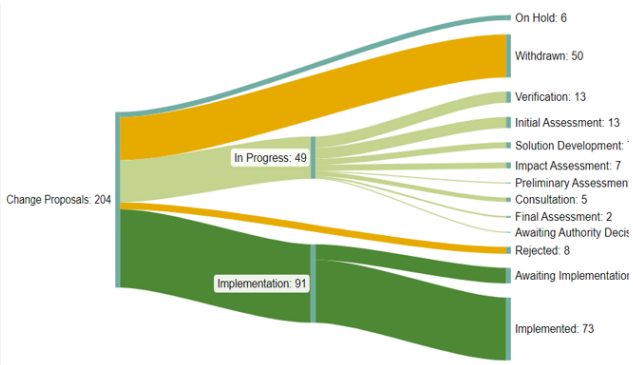
- The Change Plan is ratified by the Change Panel
- The Change Plan is clearly communicated to Industry
- We have implemented a Behavioural shift in terms of a desire is to preload debate and engagement into the definition stage
- We have added greater use of SME's if required, focused expert groups in the definition stage and transparency in output during each stage / workflow

Outcome of the Change Improvements Project

Change Proposal pipeline as of July 2023



Change Proposal pipeline as end July 2024



12 months ago, we had 138 Change proposals in the team, 38% of these were inactive, 17% were active and 38% had been implemented.

Further to the work of the taskforce and implementation of the new process, the number of implemented changes has increased from 50 to 91, which is 45% of the total number of Changes raised to date.

There are no inactive Changes anymore, and the number of active Changes has increased from 23 to 49 which is and increase from 17% to 25% of the total number of Change Proposals.

Finally, having been through the process it was deemed that 50 Changes should be withdrawn for numerous reasons allowing focus to be given on the remaining Changes.

This paints a much healthier picture and through ongoing continuous improvement, we will continue to look at efficiencies and process enhancements.

5. FUTURE CHANGE AND RELEASE INITIATIVES

Following on from the work of the task force and improvement project, further internal meetings and initiatives have been introduced to ensure that all internal stakeholders are aware of the progress of each change and issue, as well as ensuring that our internal systems and processes are robust and continuously reviewed.

We have introduced a weekly Change Planning and Prioritisation (CPP) meeting in which all Code Manager representatives are invited to discuss the following: -

- Review any outstanding actions
- Discuss and review Change Proposals (In Flight and New Submissions that require Initial Assessment)
- Review and discuss new issues Raised
- Review Change Issues Group Agenda

- Identify opportunities to combine new submissions with any relevant in-flight changes
- Gain an overview of Technical and Non-Technical Changes
- Receive updates on: -
    - Derogations
    - The Code Roadmap
    - The Technical Change Pipeline
    - Cross Code Activity (from CCSG)

We also hold a weekly Internal RTS Change Advisory Board (CAB) in which we discuss: -

- The forward view of Change pipeline
- Resource availability
- New RIG Referrals
- Submissions not yet accepted
- New Changes/Issues Raised

Over and above the meetings above, the New Head of Change and Modifications is looking to review and improve the relationship, engagement and communications with RTS/ RPA / RECCo, to ensure constant and continuous focus.

As a team, the REC Change and Modifications team are holding regular internal best practice workshops & continuous improvement sessions to ensure that the tools and systems used are suitable for purpose.

As an outcome of this, we are improving our internal trackers, giving us increased visibility of all Changes and Issues, their progress, their stage in the process and allowing us to plan resource more effectively and efficiently.

We are also looking at other software tools to improve, planning, efficiency and visibility of the Change tracker.

The Change team are also working alongside RECCo and closely with the wider industry programme to prepare for the implementation of areas of industry change to understand any associated Changes affecting the REC, prior to the go live of MHHS.

Out of the five actions raised in a previous Change Process Assurance paper, two are still ongoing as we are looking for the Change Improvement Project processes to bed in and require at least six months' worth of data in order to report confidently on improvements. The other three are in progress as they require input from the wider code manager, but high-level updates have been giving earlier in this report and we will continue to update in due course.