

Through the delivery of a REC Portal, Gemserv introduced a secure infrastructure for the exchange of critical business information between REC Parties which has become an essential service with over 5,000 registered users.

**7** AFFORDABLE AND  
CLEAN ENERGY



**9** INDUSTRY, INNOVATION  
AND INFRASTRUCTURE



**13** CLIMATE  
ACTION



## THE CHALLENGE

The Retail Energy Code Company (RECCo) required a code manager to meet the requirements of the Retail Energy Code (REC). REC is a set of regulatory obligations that define the arrangements for the retail energy market in Great Britain.

As part of this role, the code manager would be responsible for the provision of a Change Management Process that adds meaningful, efficient, and relevant benefit to both the Retail Energy Market and Consumers.

RECCo wanted to define and drive the Change Management process, ensuring that code arrangements evolved to support effective innovation in the market and advance consumer protection. The client sought an empowered Code Manager in this role, focused on the prioritisation of changes. Rather than progressing in order, they would be focused on those changes that add the largest impact and benefits whilst still ensuring a change plan across industry that is not onerous and still delivers change requested.

## THE SOLUTION

During Gemserv's first year in operation, we measured the effectiveness of our change processes through a variety of methods. With over 200 parties to the REC operating in different business types, with different requirements, we needed to employ a selection of methods to ensure that we collated meaningful data.

In defining the Change Management process for the REC, Gemserv has introduced a framework that puts onus for decision making on itself as the Code Manager. This way change is prioritised, developed, and agreed by us, and we can independently and objectively determine the best solutions for industry, the consumer, and the environment. Equivalent processes in other industry codes place these responsibilities in the remit of the industry participants which can introduce bias or other commercial drivers, setting us apart as a code manager.

## THE IMPACT

Following our review, we implemented several key recommendations in the change process including:

- Updating the method for change prioritisation so focus is given to changes that offer the most benefit whilst not forgetting lower priority change.
- Improvement to change documentation, reducing duplication and supporting industry to engage with the change process.
- Adding a housekeeping process enabling proportionate change process for non-contentious change.
- Establishing REC issues groups; we could work closer with industry allowing a greater refinement of solutions in Change Proposals.

Gemserv appointed a dedicated Consumer Advocacy team, which works independently of the rest of the Change Management process to ensure that consumer interest is at the heart of solutions. The team works closely with consumer charities and Citizens Advice to ensure that the evolving needs of consumers are understood and considered. We also work closely to deliver a resilient infrastructure for the REC, supported industry by designing systems and workflow for the exchange of information between parties, and performed Data Protection Impact Assessments on core REC services to identify vital improvements.

A full analysis of the change proposals that we had either implemented, or were in the process of implementation, were benchmarked by our team against not only our own Service Level Agreements but against similar change processes used by other Energy Codes to ensure a holistic picture.

RECCo and industry have embraced the improvements with RECCo stating 'the Code Manager has responded positively' and REC Parties acknowledging the changes that have been made, in particular the introduction of issues groups. We continue the discussion with RECCo and REC Parties and have committed and commenced a second refinement of the change process aimed at streamlining and simplifying the process further using digital solutions which has been welcomed by all stakeholders.

Our processes are designed to support the REC objectives including to further innovation, customer focus, and a drive towards net zero through a transition to decarbonised energy.