

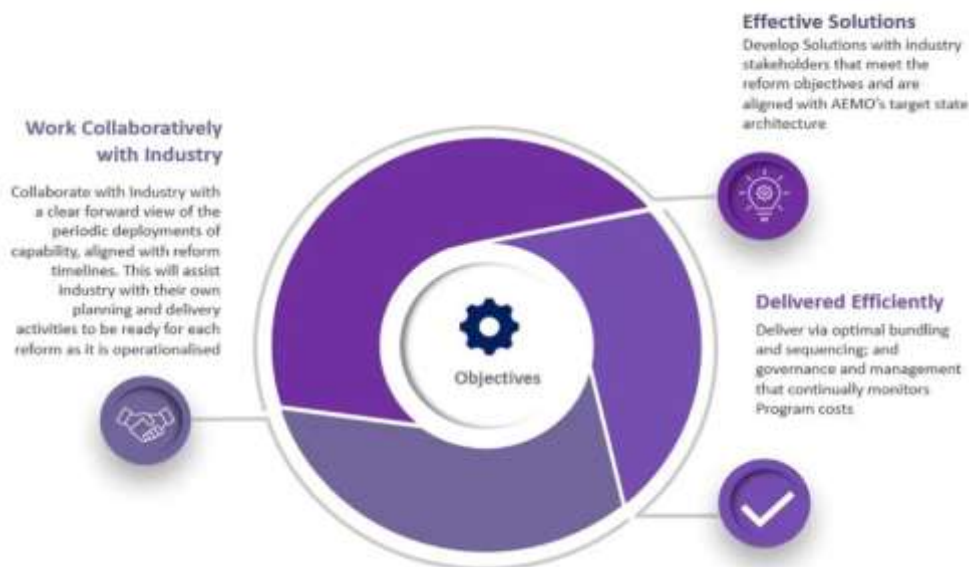
# Terms of Reference

## NEM Reform Program - Executive Forum

### 1 Background & context

The Australian Energy Market Operator (AEMO), together with industry, is delivering a comprehensive package of reforms, covering the Energy Security Board's (ESB) Post 2025 reforms, AEMO Strategic and Foundational initiatives and other NEM market reforms. AEMO has formed the NEM Reform Program to manage the implementation of this reform package.

### 2 NEM Reform Program Objectives



### 3 The Challenge

The NEM Reform Program is a major and complex industry-wide change program, requiring a significant contribution from participants right across the NEM to deliver and implement the reforms successfully.

Industry participants are currently contending with many competing priorities, challenges and demands. This broader context highlights the importance of a carefully considered implementation approach under-pinned by industry-wide co-ordination and collaboration to deliver reforms effectively and efficiently.



## 4 Purpose

AEMO has established an industry-wide structure to support, guide, collaborate and mitigate risk on the implementation program. The structure supports overall implementation planning as well as implementation.

The Executive Forum will build on AEMO's industry wide engagement structure and facilitate engagement between executive level organisational representatives from across industry.

The Executive Forum will provide a forum for industry executives to:

- Get a first-hand account of overall plans, status, and risks in relation to industry readiness.
- Discuss issues and success factors relating to timely industry investment/mobilisation for delivery.
- Consider and raise risks relating to delivery effectiveness and efficiency.
- Raise and consider risks external to NEM Reform that may require action/mitigation.
- Identify ways for industry to collaborate more effectively and address the challenges identified.

## 5 Participation

The Forum is targeted at **Executive level** organisational representatives. The committee should include suitably qualified members representing the breadth of NEM Reform stakeholders with an interest in implementation. AEMO is inviting organisations to each put forward one representative to attend each Executive Forum.

Participation in the Executive forum is open to all parties.

## 6 Scope

The scope of the NEM Reform Program Executive Forum includes:

- Overall program delivery status and progress against budget.
- Industry impact, readiness, and mobilisation through the reforms.

- Issues escalated from the NEM Reform Program’s industry engagement channels regarding program delivery.
- Any significant changes required to the NEM Reform Implementation Roadmap brought about changes in policy and reform scope.
- Any reform or industry wide change impacting the NEM with particular attention on those requiring change to market-wide systems and processes.

The Executive Forum is a collaborative and consultative forum, rather than a decision-making forum. The intention of the forum is to focus on implementation-related matters rather than as forum for considering or debating specific policy associated with the reforms.

## 7 Governance

The NEM Reform Program Executive Forum will operate under the guidance of this Terms of Reference document. B2B changes will continue to be governed by the Information Exchange Committee.

The Executive Forum will act as an open information forum to complement the above governance channels in addition the Reform Delivery Committee and other working level groups as outlined in table 1 below.

**Table 1:** NEM Reform Program Engagement channels

Forum	Description	Cadence	Approach
<b>Executive forum</b>	Program overview and status update	3 to 4 times per year, ad-hoc sessions as required to align with decision points or milestones	Nomination
<b>Reform Delivery Committee (RDC)</b>	NEM Reform implementation planning and implementation roadmap	Quarterly	Nomination
<b>Program Consultative Forum (PCF)</b>	Inflight initiative status & coordination	Monthly	Open
<b>Implementation forum</b>	Covers the implementation of reforms	Monthly	Open
<b>Electricity Wholesale (EWCF) and Electricity Retail (ERCF) Consultative Forums</b>	Progress and development of procedures documentation.	Monthly	Open
<b>Testing working groups</b>	Testing updates and Q&A for inflight initiatives	Monthly	Open

Forum	Description	Cadence	Approach
Initiative working groups	Working through the implementation of Inflight Initiatives	As appropriate	As appropriate

## 8 Meetings

The Executive General Manager of AEMO’s Reform Delivery Division will chair the Executive Forum. AEMO intend to hold Executive Forums on a six-monthly basis with additional meetings held on as needs basis.

The Executive Forum meetings will be conducted via videoconference and will be of approximately 1~1.5-hour duration unless otherwise advised.

## 9 Administration

AEMO will prepare and distribute all meeting correspondence via email.

AEMO will endeavour to provide stakeholders with:

- A draft agenda one month prior to the meeting.
- Meeting material will be circulated one week prior to the meeting.

AEMO will provide Chair, secretariat services and subject matter expert(s) for each meeting. Minutes of the Executive Forum and documents or presentations provided to or by its members for the purpose of the Executive Forum will be made available publicly by AEMO.

Any expense incurred by attending meetings or activities associated with the Executive Forum are at the expense of the members or their employer.

## 10 Version control and contact details

Version	Effective date	Comments
0.1	17 August 2023	Draft Terms of Reference
1.0	20 September 2023	Final

For more information on the NEM Reform Program please email [NEMReform@aemo.com.au](mailto:NEMReform@aemo.com.au).