
Minutes of the meeting of the Gas and Electricity Markets Authority

From: Natalie Le Couteur (Secretary to the Authority)

Date: 4 & 5 November 2025

Location: London/hybrid

GEMA Minutes for 4 November

1. Welcome

Mark McAllister welcomed the Board to the November Briefing meeting. No conflicts of interest were noted.

2. Forward Work Programme (FWP)

The Board noted the draft forward work programme which Ofgem was required to consult on annually.

3. Organisational Health Deep Dive

The Board noted and discussed a deep dive on Ofgem's organisational health.

4. Organisational Change Deep Dive

The Board discussed how Ofgem will manage several expected organisational changes and how the Ofgem Review could be a catalyst for broader change. It was noted that progress against the conclusions of the Ofgem review are likely to be overseen by the People and Remuneration Committee.

GEMA Minutes for 5 November

1. Welcome

Mark McAllister welcomed the Board to the November meeting. No conflicts of interest were noted.

2. CEO Report

The Board noted the CEO's report, which included an update on SSEP and CSNP.

3. Enforcement Governance Review

The Board was invited to consider the proposals for future Enforcement decision making reform. Proposals would be subject to consultation in due course.

4. Quarterly Performance Report and Organisational Health Dashboard

The Board noted and discussed the Quarterly Performance Report and Organisational Health Dashboard.

5. Corporate Systems Refresh Outline Business Case

The Board noted and discussed the Corporate Systems Refresh Outline Business Case.

6. Vote of Thanks

The Board wished the Chief Operating Officer Melinda Johnson well for her retirement and expressed gratitude for her service at Ofgem and her successes during her tenure.

Apologies for absence

Sinead Murray (4 November)

Neil Lawrence (5 November)

Those present

Alena Kozakova
Barry Panayi
Graham Mather
Jonathan Brearley
Jonathan Kini
Mark McAllister
Nick Winser
Tony Curzon-Price
Warren Buckley

Those attending

Akshay Kaul
Neil Kenward
Neil Lawrence
Priya Brahmbhatt-Patel
Sinead Murray
Tim Jarvis
Melinda Johnson

Others present

Natalie Le Couteur (Senior Governance and Secretariat Manager)