



Strategic Panel Workstream Report



STRATEGIC
PANEL
& Committees

Summary of Panel Priorities and Workstreams

Market Outcomes

A market that delivers sustainable economic growth in its widest sense, creating social, economic and environmental value for customers, market participants, society and the environment.



Value Creation

Customers of all sizes, geographies and sectors have a diverse choice of services and market participants actively compete and innovate to meet changing customer, social and environmental needs at a fair price. Company Boards are actively engaged in creating value.



Customer Service Excellence

Customers buy products and services that meet their expectations in terms of time, cost and quality. The market delivers recognised best practice in customer service.



Water Efficiency is Core

Water efficiency is embedded as core to business across the market. Market participants enable customers to understand their consumption of water and wastewater services and to use resources efficiently.

Market Priorities

Get the Money Right

Create a commercial framework in which efficient and successful market participants make appropriate risk adjusted returns or better by; earning a fair and sustainable return on their investments and delivering services that demonstrate value for the customer.

Get the Basics Right

Customer bills and market settlement are based on accurate consumption data and there is improved access to data to promote innovation. Align Retailer, Wholesaler and Market Operator processes to improve efficiency and customer value, while recognising that appropriate variation may be in the customer interest. Get the basics right in customer interactions and communications. Create a flexible and responsive code change mechanism that prioritises the right outcomes

Get the Incentives Right

Align market participant incentives to drive customer, social and environmental benefits and value.

Water Efficiency

Market participants and customers are incentivised to use water efficiently. The market enables customer understanding of consumption and treats water efficiency as core business.

Innovation

Create the right market mechanisms to create new value, making the market genuinely attractive to new entrants and new business models, delivering organic innovation, new customer propositions and environmental benefit

Work Programmes

- PR24
- REC Review
- Supplier of Last Resort arrangements
- Consider Further Reviews (UK utility margins, costs and working capital, credit and settlement)

- Improve the Code Change Mechanism
- Review and Improve Data and Metering Technology, Roles and Responsibilities
- Process Alignment (Policies, Wholesale Tariffs, Dispute Provisions)
- Support Good Practice in Customer Service
- Market Performance Framework (MPF) to focus on meter and settlement accuracy

- Reform the Market Performance Framework (MPF)
- Ensure compatibility of MPF and PR24
- Review the role and operation of the Market Performance Committee

- Engage with RWG and other water efficiency programmes
- Consider CCW research
- Consider water efficiency in all programmes including PR24 and MPF Reform
- Further work as needed

- Review arrangements for the Market Improvement Fund
- Review blockers to innovation (including benefits of Open Data)

Strategic Panel - Workstream Dashboard							February 2023					
Priority	Workstream	Panel Focus	Status	Next Key Milestone(s)	22/23		23/24				24/25	25/26
					Q3	Q4	Q1	Q2	Q3	Q4		
Get the Money Right	Price Review PR24	Yes	COMPLETE TO DATE	FY23/24: The Strategic Panel will consider any further steps regarding PR24 at its February 2023 meeting, having sight of the PR24 Methodology by Ofwat.		◆						
	Review of the Retail Exit Code (REC)	Yes	COMPLETED	FY23/24: The Strategic Panel published its response on the REC review in Oct/22 and it will consider any further steps regarding the REC, expected to focus on Water Group 1 customers, market evolution and water efficiency.		◆						
	Supplier of Last Resort	Delegated	ON TRACK	June 23: A code change (CPW137) customer data provisions under interim supply has been raised with a working group being formed. Consultation to begin in June.			◆					
Get the Basics Right	Change Mechanism Review	Delegated	ON TRACK	Q4 22/23: The findings of the consultation will be taken forward to develop and implement a preferred model.		◆						
	Review of Metering and Data	Delegated	ON TRACK	February 2023: Strategic Metering Roadmap – Strategic Panel approval of the Roadmap recommended at SP09. Defined outcomes to then be delivered by MOSL and the Metering Committee.		◆						
	Process Alignment – Policies	RWG Activity	BEHIND SCHEDULE	December 2022: The Panel to consider a report on RWG activity regarding Approved Codes of Practice and policy alignment on leakage allowances and charging of consumption at vacant premises	◆							
	Process Alignment – Tariffs	RWG Activity	ON TRACK	February 2023: Depending on the work already done, the Strategic Panel may commission further research into tariffs		◆						
	Review of Disputes Provisions	Delegated	ON TRACK	February 2023: Recommendations regarding decision-making responsibility, committee composition and enforcement responsibilities prior to consulting.		◆						
	Customer Insights	Yes	ON TRACK	Spring 2023: CCW’s work on complaints guidance to be considered as household guidance is being updated.			◆					
	MPF Focus on Meter Data and Settlement Accuracy	Delegated	ON TRACK	Spring 2022: Consider the potential case for a co-ordinated settlement strategy to emerge from the findings of this initial work.			◆					
Get Incentives Right	MPF Reform Programme	Delegated	ON TRACK	February 2023: Report to Panel on focus and shape of MPF target model. MPF Metrics and Tools under the target model to be considered by the programme through Q4 22/23.		◆						
Water Efficiency	Water Efficiency	Yes	BEHIND SCHEDULE	May 2023: Water Efficiency Roadmap to be presented for Strategic Panel consideration.			◆					

Strategic Panel - Workstream Dashboard

February 2023

Priority	Workstream	Panel Focus	Status	Next Key Milestone(s)	22/23		23/24				24/25	25/26
					Q3	Q4	Q1	Q2	Q3	Q4		
Innovation	Review the Market Improvement Fund	Yes	NOT STARTED	February 2023: Preliminary review report to be considered by the Panel.		◊						
	Review blockers to innovation	Yes	NOT STARTED	May 2023: Scope for consideration by the Panel taking account of any learnings from Metering and Data and Water Efficiency workstreams.			◊					
n/a	Success Measures	Yes	ON TRACK	Panel Effectiveness Review – Questionnaire to be circulated for Panel member completion in February		◊						

Appendix 1: Price Review PR24

Update as at

February 2023

Aim:

Setting revenues at an appropriate level is important for customers in ensuring appropriate services are offered, including ensuring that Wholesalers are appropriately incentivised to invest in the delivery of efficient and effective services and technology in the non-household market that support the delivery of key market outcomes and priorities.

The Panel will engage with Ofwat, providing clear recommendations when necessary, at key milestones towards the final determination.

Sponsors:

Trisha McAuley, Andrew Beaver and James Cleave

Delivery:

- **Ofwat:** PR24 is part of the regulatory framework set and operated by Ofwat.
- **The Panel:** (supported by MOSL) is taking forward its own work to feed into Ofwat's considerations.

Status Summary:

The Panel [responded](#) to Ofwat's consultation on the PR24 Methodology on 7 September 2022.

The methodology will be used to set the revenues for water companies as well as the outcomes that they will need to deliver from 2025 to 2030.

On 13 December, Ofwat published the [final methodology](#) for the 2024 price review (PR24).

Company business plan submissions are due in October 2023.

Panel Members will be able to discuss the final methodology at the February Panel meeting (under agenda item 7)

Next Steps:

Feb 23: The Strategic Panel will consider any further steps regarding PR24 at the February 23 following publication of the PR24 Methodology by Ofwat.

22/23	●	23/24					24/25					25/26			
Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		

Appendix 2: Review of the Retail Exit Code (REC)

Update as at

January 2023

Aim:

Make recommendations to Ofwat on the REC Review and how best the REC can contribute to delivering priority market outcomes, particularly in relation to existing and future customer outcomes.

Sponsors:

Lucy Darch, Andrew Beaver and Rick Hill

Delivery:

- **Ofwat:** The REC is part of the regulatory framework set and operated by Ofwat.
- **The Panel:** (supported by MOSL) is taking forward its own work to feed into Ofwat's considerations.

Status Summary:

The REC protects those business customers who have not engaged in the market since it opened in 2017. The REC sets out requirements for price and non-price terms in the default tariffs offered to these customers.

The Panel responded to Ofwat's consultation on the REC Methodology on 18 October 2022.

On 15 December Ofwat published a final decision on changes to REC price caps.

Panel sponsors met on 11 January to review and consider Ofwat's final decision.

Panel Members will be able to discuss the final REC at the February Panel meeting.

Next Steps:

Feb 23: The Strategic Panel will consider any further steps regarding the REC at the February 2023 meeting following publication of Ofwat's determination.

22/23	●	23/24				24/25				25/26			
Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Appendix 3: Supplier of Last Resort (SoLR)

Update as at

February 2023

Aim:

Consider outcome of DEFRA and Ofwat work on Supplier of Last Resort (SoLR) Arrangements and whether to commission further work on SoLR arrangements.

Sponsors:

None

Delivery:

- **Ofwat** and **Defra**: are considering SoLR arrangements.
- **MOSL**: Interim code changes are being considered by MOSL.

Status Summary:

The Panel is awaiting the outcome of the work being considered by Ofwat and Defra and has commented on the impact that the proposed REC amendments may have on SoLR.

Two code changes have been raised in relation to aspects of the Supplier of Last Resort provisions.

- CPW136 - Drawing credit following Retailer exit
- CPW137 - Interim Supply: Customer Data Provisions

A further update will be provided at the February Panel meeting (under item 14)

Next Steps:

Winter 22/23: The Panel has noted that some code changes may arise and will consider the need for any further work in February 2023.

22/23	●	23/24				24/25				25/26			
Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Appendix 4: Review of the Code Change Mechanism

Update as at

February 2023

Aim:

To ensure that the review of the Code Change Mechanism (as delegated to the CCC by the Strategic Panel) provides for a more flexible and agile service that enables greater prioritisation and timely stakeholder engagement.

Sponsors:

Trisha McAuley

Delivery:

- **Code Change Committee (CCC):** (supported by MOSL) is taking forward this review based on aims set by the Panel.

Status Summary:

- The workstream sponsor and CCC Chair continue to meet on a monthly basis to monitor the progress of the workstream.
- The CCC has met in person to develop straw models for a revised Change Process that is better equipped to deliver change for the market. These models were used as the basis for a suggested Change Process model which was considered at the October CCC meeting, alongside potential variants.
- Following the October CCC workshop a small working group, formed of committee members including an Ofwat representative, worked with the MOSL team to finalise a suggested model for the Change Process, together with potential variants.
- The [consultation](#) phase commenced on 19 December 2022 and will conclude on 30 January 2023. As part of the engagement process the suggested model for the Change Process was highlighted at the January User Forum and all market participants were invited to attend a dedicated [webinar](#) on 20 January 2023.

Next Steps:

Q4 22/23: The findings of the consultation will be taken forward to develop and implement a preferred model.

Q1 23/24:

- Implement working practice changes where new code change provisions are not required.
- Progress a Change Proposal to reflect the revised process (anticipate implementation through summer 23/24)

22/23	●	23/24				24/25				25/26			
Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4



Appendix 5: Metering and Data

Aim:

To work with MOSL to understand the landscape of current work on metering and data to produce a roadmap or roadmaps for metering and data improvement activities that can be endorsed by the Strategic Panel.

Sponsors:

Lucy Darch and Cathryn Ross

Delivery:

- **MOSL:** is leading a strategic metering programme supported by the Panel's **Metering Committee**.

Status Summary:

- Workstream sponsors have worked with MOSL and the Metering Committee to develop a Strategic Metering Roadmap that sets out a programme of work through to 2025 and aspirational goals through to 2030, designed to deliver more meter reads and granular consumption data into the market. The Roadmap is set out in SP09_03 and will be presented for approval at this meeting along with a request that the Strategic Panel provides a mandate for the development of a National Metering Strategy (including a high-level element to be delivered in time to influence final PR24 submissions). Workstream sponsors have also requested the MOSL team consider the role of the new MPF in supporting the delivery of the Roadmap.
- Workstream sponsors have fed into the development of MOSL's central data cleanse proposals, funding for which is subject to approval by trading parties at MOSL's AGM on Thursday, 23 February. MOSL's data roadmap is available [here](#) on the MOSL website and was supported by workstream sponsors at the initial workstream meeting in September 2022.
- Enhancements in how data is shared and accessed in the market are included within the Strategic Metering Roadmap and are picked up as part of the ongoing work on a data interoperability standard and potential future work coming out of the metering roles and responsibilities workstream on the case for the establishment of a central data platform.
- A teach in for Strategic Panel members covering the learnings from energy smart metering programme and data consolidation has been arranged with DCC for Wednesday, 1 February.

Next Steps:

Strategic Metering Roadmap – Strategic Panel approval of the Roadmap recommended at SP09. Defined outcomes to then be delivered by MOSL and the Metering Committee

22/23		23/24				24/25				25/26			
Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Appendix 6: Process Alignment - Policies (RWG)

Update as at

February 2023

Aim:

To support the alignment of Retailer, Wholesaler and Market Operator processes, the Panel will consider a report on Codes of Practice from MOSL, developed with RWG support and expertise on the work to date, timelines, risks and deliverables associated with Approved Codes of Practice and policy alignment on leakage allowances and charging of consumption at vacant premises.

Subject to this report, this workstream will consider the case for any Panel action to support and co-ordinate improvement in these areas and outline these where appropriate.

Sponsors:

Trisha McAuley and Mike Keil

Delivery:

- **RWG:** (via RWG subgroups) is considering policy alignment and creating good practice guides
- **MOSL:** is working with RWG to summarise current and planned work for Panel consideration.

Status Summary:

- The Code Change Committee has recommended that Ofwat approve a code change to provide for the creation of Approved Codes of Practice.
- Meetings between the Panel Sponsors and the RWG Chairs were held In autumn 2022.
- A summary of process alignment work currently being progressed by the RWG has been prepared by MOSL in consultation with the joint chairs of the RWG. This summary is with the RWG Chairs for final review and will be circulated to the Panel for information ex-committee.

Next Steps:

February/March 2023: pending final review by the RWG Chairs and Panel Sponsors, MOSL to circulate with the Panel a summary report outlining RWG activity including work on Approved Codes of Practice, policy alignment on leakage allowances and charging of consumption at vacant premises. This will be ex-committee.

22/23	●	23/24					24/25					25/26			
Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		

Appendix 7: Process Alignment - Tariffs (RWG)

Update as at

February 2023

Aim:

Review Wholesaler tariff structures to enable market outcomes of creating value, excellent customer service and water efficiency across the market, while promoting competition and reducing costs and complexity to customers and Retailer.

Ensure the review simplifies tariffs whilst taking account of valid reasons for variation such as geography and cost reflectivity. But ultimately, the aim is to see innovative tariffs that support market outcomes and transparency whereby Retailers and customer can make easy tariff comparisons.

Sponsors:

Rick Hill and Andrew Beaver

Delivery:

- **RWG:** (via RWG subgroups) is considering wholesaler tariff simplification.

Status Summary:

- The RWG tariff sub-group is investigating how to simplify the existing primary tariff structure in the non-household water market. The RWG has published:
 - Amendment to [Return to Sewer Allowances Good Practice Guide](#) to harmonise the application of non-return to sewer allowances at 95%
 - [Wholesale Charges Scheme 2023-24 Good Practice Guide](#): to provide a standard structure and format for the publication of Wholesalers' annual Wholesale Charges Schemes and a common format for tariff summary tables
- A summary of process alignment work has been prepared by MOSL in consultation with the joint chairs of the RWG. This summary is with the RWG chairs for final review and will be circulated to the Panel for information ex-committee.
- RWG sub-group tariff review project with PA Consulting due to produce report now complete.
- RWG Tariff simplification sub-group considering next steps which may include a consultation based on the results of the PA Consulting work
- Information on the work of the [RWG](#) is available on the MOSL website.
- Next meeting of the Panel sponsors to be scheduled to discuss the above

Next Steps:

- **February 2023:** Depending on the work already done, the Strategic Panel may commission further research into tariffs

22/23	●	23/24					24/25					25/26			
Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		



Appendix 8: Review of Disputes Provisions

Update as at

February 2023

Aim:

The aim of this work is to review the current Disputes process to deliver recognised good practice and learning from other sectors. This work will assess the:

- Need for and purpose of Disputes in the Market Codes;
- Role and composition of the Disputes Committee (including the concept of drawing on a pool of Members to hear Disputes);
- Scope and powers of a DC as well as related provisions regarding monitoring, reporting and enforcement of its decisions.

Sponsors:

Rick Hill

Delivery:

- **MOSL:** is working with the **Disputes Committee (DC)** to review the code provisions for addressing disputes.

Status Summary:

Quick wins delivered to date include:

1. Updated guidance, Disputes Committee Procedure Disputes Process – Stage by Stage Outline, including a Quick Start Guide on what to do before raising a Dispute and more detailed guidance on Urgent Disputes in the light of recent Disputes.
2. Creation of a new end-to-end timeline allowing Trading Parties to understand when their Disputes would be heard before submitting a Dispute.
3. Integration of the Disputes Process within MOSL's new Query Management System.

A paper outlining initial findings of the review will be considered by the Strategic Panel in February 2023.

Subject to these deliberations it is anticipated that a consultation on Disputes Committee composition will be launched in spring 2023.

Next Steps:

- **February 2023:** Report on recommendations regarding decision-making responsibility, committee composition and enforcement responsibilities prior to consulting stakeholders on the way forward.

22/23		23/24				24/25					25/26			
Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	

Appendix 9: Customer Insights

Update as at

February 2023

Aim:

In a market that creates value, we expect customers to be able to choose their water Retailer using information about the quality of customer service, including customer complaints.

This workstream will draw together understanding of customer views of the market and establish the Panel's support for delivering good customer service, getting the basics right and consider how best to support CCW in its work to support best practice and consistency in customer communication and complaints handling.

Sponsors:

Trisha McAuley and Mike Keil

Delivery:

- **The Panel:** (supported by MOSL) is taking forward work with CCW to review customer insights and will consider further action for supporting good practice in customers as required.

Status Summary:

- Further meeting held December 2022
- Synthesis of customer insight report by Blue Marble shared with Strategic Panel Members in mid January and discussed at a teach-in on 16 January. The report is now complete and has been [published](#).
- Regular Customer Radar report for Strategic Panel to be produced by CCW.
- Next meeting to be scheduled to review report and consider next steps.

Next Steps:

- **Spring 2023:** CCW's work on complaints guidance to be considered as household guidance is being updated.

22/23		23/24					24/25					25/26			
Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		



Appendix 10: MPF Focus on Meter Data & Settlement

Update as at

February 2023

Aim:

The Panel has requested that the Market Performance Committee (MPC) commence work on setting clear targets and holding market participants to account for:

- meter data accuracy
- settlement accuracy.

Sponsors:

None

Delivery:

- **MOSL:** is working with the **Market Performance Committee (MPC)** to establish appropriate performance and/or market indicators.

Status Summary:

The MPC has reviewed its current performance tracking and noted that data quality is included in the current set of additional performance indicators (UPRN, VOA and GIS Co-ordinates).

The MPC has considered options for a performance indicator associated with settlement accuracy and has concluded that it is appropriate to monitor and track this via a market indicator. The MPC feels this market indicator will provide insight on the impact of good practice in meter reading and addressing long unread meters.

Working with the MPC, we have published a new market indicator dashboard on the MOSL Portal. This dashboard is available to trading parties and shows two key components:

- A representation of the difference between the volume of consumption at the first and third reconciliation runs (R1 and R3) expressed as a percentage of R1.
- A representation of the timeframe in which meters had last been read when the estimates for R1 settlement were calculated.

The dashboard was discussed at the User Forum in January 2023.

Discussions with trading parties have already highlighted areas where amendments might be made to affect settlement accuracy. The RWG is giving consideration consistency of processes associated with managing settlement charges in the market and there is an opportunity to bring this work together.

Next Steps:

- **Spring 2022:** Consider the potential case for a co-ordinated settlement strategy to emerge from the findings of this initial work.

22/23		23/24					24/25				25/26			
Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	

Appendix 11: MPF Reform

Update as at

February 2023

Aim:

A root and branch review of the market performance framework (MPF) to ensure that it provides an efficient and effective future-proofed customer-focused mechanism to drive improved outcomes for market participants, customers and the environment that incentivises excellent customer service and innovation and sets the bar on both customer benefits and water efficiency and efficient drainage.

Delivery in two phases:

- Phase one – identify focus and candidate interventions (target model for a future MPF by January 2023).
- Phase two – detailed design and implementation of the preferred MPF model through 2023 and 2024. The scope and duration of phase two will be influenced by the outcomes of phase one.

Sponsors:

Paul Smith

Delivery:

- **MOSL:** is working with the Performance Advisory Group (PAG) to establish appropriate performance and/or market indicators.

Status Summary:

Phase one of the programme is ongoing and remains on track

- The first consultation supported by 4 webinars closed on 11 November.
- The programme and the PAG have continued to explore candidate MPF intervention tools under each type of MPF intervention; developed thinking on the possible metrics that could underpin the application of MPF intervention tools; and noted the framework for considering the future governance and process for managing a new MPF as endorsed by the Panel in September.
- Second Consultation on metrics, tools, process and governance anticipated in March 2023
- Next 2 steering groups – March and May
- MPF Reform materials are accessible through the [PAG pages](#) on the MOSL website.
- Paper being presented at Strategic Panel in February 2023 to include consideration of the Target Model, Business case approach and Strategic Outline Case.

Next Steps:

- **February 22:** Report to Panel on focus and shape of MPF target model. MPF Metrics and Tools under the target model to be considered by the programme through Q4 22/23.

22/23	●	23/24				24/25				25/26			
Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Appendix 12: Water Efficiency

Update as at

February 2023

Aim:

Work with MOSL and the RWG to understand the landscape of current work on water efficiency.

We will commission a report from MOSL, with RWG support and expertise on work to date, timelines, risks and deliverables. This will include considering whether and if so, how water efficiency is being considered in work on tariffs, the MPF review and Water Resources Management Plans.

(Taken from Priority Outcomes and Areas of Work as published on 6 September 2022)

Sponsors:

Cathryn Ross, James Cleave and Pamela Taylor

Delivery:

- **Behind schedule: challenges have included waiting for regulatory change publications and subset availability/ demands on time.**
- **Roadmap to be delivered by May 2023 (SP10).**
- **Meetings to be scheduled throughout February-May 2023.**
- **Ongoing subset work to align with water company June 2023 submissions for PR24.**

Status Summary:

- A report was commissioned and presented to the Strategic Panel in July 2022 (SP06) highlighting the different work going on with water efficiency (SP06).
- Two subset meetings have taken place, in October 2022 and January 2023. The latest meeting reviewed the regulatory changes related to demand reduction in PR24, REC and WRMPs, as well as noting how the workstream would align with MPF incentives.
- A decision has been made to focus on understanding incentives and customer awareness, which have been identified as gap areas requiring further investigation.
- The group continues to monitor the other dimensions of water efficiency including the ways of working of wholesalers and retailers, as part of its strategic oversight role.
- We have agreed a timeline for delivery of a Water Efficiency Roadmap by May 2023 (SP10) for Strategic Panel consideration.
- The subset recognises that the Strategic Panel has an opportunity to influence water company PR24 performance commitments around NHH demand reduction. We will work with RWG and water companies to see whether there is any appetite for this and if so, consider presenting a recommendation for the Strategic Panel to review at SP10.

Next Steps:

- February 2023: subset to review potential new incentives for water demand reduction.
- February-May 2023: MOSL and RWG to engage with water companies and influence their submissions on ways of working to reduce NHH demand.
- February/ March 2023: engage with RWG to identify process, best practice and roles and responsibilities.
- March-May 2023: review draft roadmap, actions and action owners.

22/23	●	23/24				24/25				25/26			
Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Appendix 13: Review of the Market Improvement Fund

Update as at

February 2023

Aim:

The Panel will review the governance of the Market Improvement Fund (MIF). It will also agree the size of, and set the focus for, the Market Improvement Fund to contribute to our key market outcomes and Priorities.

Sponsors:

Sponsors to be agreed at the February meeting

Delivery:

- Initial audit and review work underway

Status Summary:

- Preliminary report presented as a paper to Strategic Panel in February 2023.
- Two reports have been provided for the first phase of the review. These are a desktop review of the round one projects and what has been delivered, together with an internal audit of the process and governance (including financial) of the MIF, both round one and two.
- Following this a review of the round two bids will be brought to the May meeting, together with a recommendation regarding round three.

Next Steps:

- February 2023:** Preliminary review report to be considered by the Panel (see separate paper)

22/23	●	23/24				24/25				25/26			
Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Appendix 14: Review Blockers to Innovation

Update as at

February 2023

Aim:

The Panel will consider the potential blockers to and the enablers of innovation in the non-household water market and learn from other sectors on strategies to develop the conditions for innovation.

This will include understanding the benefits and opportunities for Open Data in other markets and the role it can play in the non-household water market.

The aim will be to develop a future work plan by Q2 2023/24.

Sponsors:

tbc

Delivery:

- **Work not yet commenced.**

Status Summary:

Work not yet commenced.

Next Steps:

- **May 2023:** Scope for consideration by the Panel taking account of any learnings from Metering and Data and Water Efficiency workstreams.

22/23		23/24				24/25				25/26			
Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Appendix 15: Panel Success Measures

Aim:

To develop a framework that enables the Strategic Panel to measure its success and evidence whether it is fulfilling its role to promote, challenge, and lead the operation and the evolution of the market for the benefit of current and future non-household customers.

Sponsors:

Trisha McAuley and Pamela Taylor

Delivery:

- **Panel Sponsors:** are working with **MOSL** to establish a framework for monitoring Panel performance and tracking Success.

Status Summary:

- Three meetings have been held to date with the workstream sponsors to develop the approach to measuring Panel success.
- A draft suggested framework including timeline was considered by the Panel in November focusing on three layers of measures: **Market Outcomes, Stakeholder Influence and Effective Meetings**. (The delivery approach is set out on the following two pages for ease of reference).
- Panel members decided that the first pillar of this work would be to develop a Strategic Panel Priorities 'Plan on a Page' that could be shared with market participants. This would increase the visibility of the Strategic Panel's work to the market in an accessible format.
- Taking this approach to measuring success will enhance the Panel's ability to identify the golden thread running through day-to-day operation to its priority work areas and ultimately its impact on key market outcomes.
- The feedback from workstream sponsors and Panel members has been incorporated and a revised timeline of the agreed activities is included in the next slides. The activities will be developed and progressed by members of the Secretariat and Communications teams with input/approval at key points from workstream sponsors.

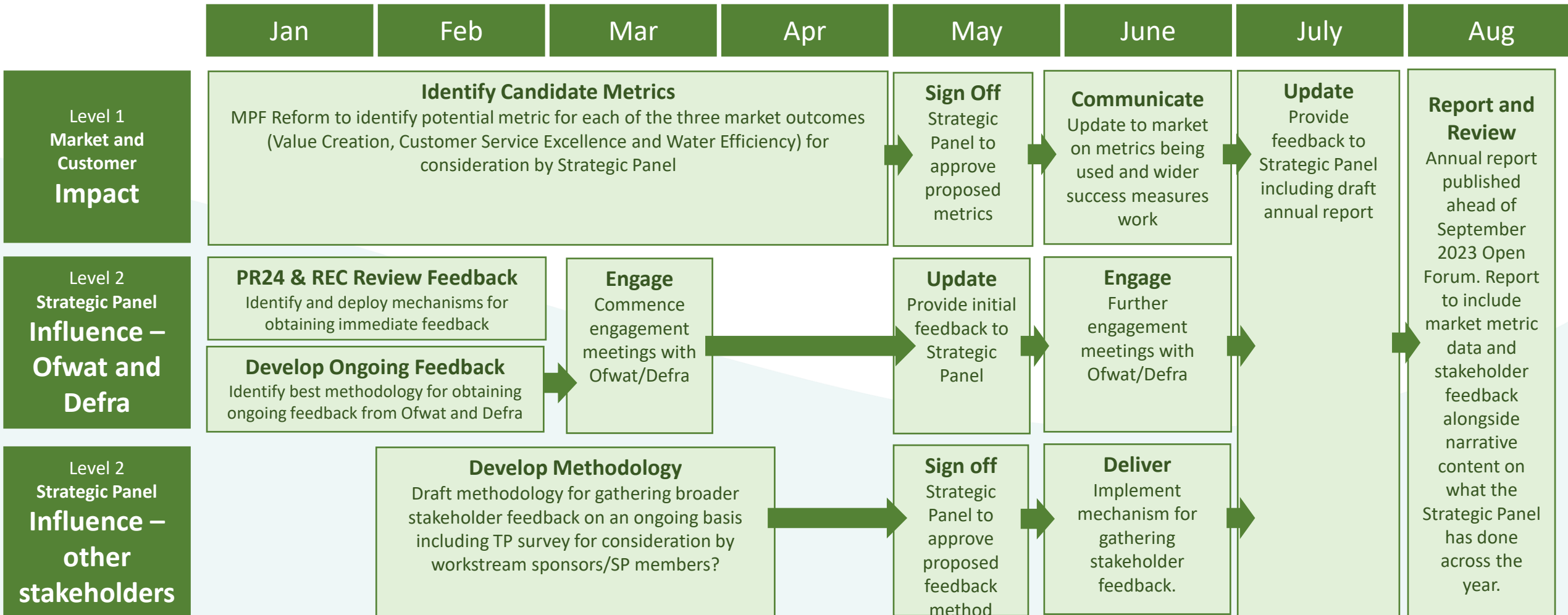
• Next Steps:

Strategic Panel Priorities 'Plan on a Page' – Pending Panel approval the document is due to be published in February.

Panel Effectiveness Review – Questionnaire to be circulated for Panel member completion in February.

22/23	●	23/24				24/25				25/26			
Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Timeline 22-23



Timeline 22-23

