



Strategic Panel Workstream Report



STRATEGIC
PANEL
& Committees

Summary of Strategic Panel's Priorities

The Strategic Panel promotes, challenges and leads the operation and evolution of the market for the benefit of current and future non-household customers. It is the senior group responsible for overseeing the market codes, which govern the market.

The Strategic Panel Priority Areas of Work document is available on the Panel's Publications page [MOSL website](#).

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

Strategic Panel - Workstream Dashboard

May 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 Incentives Right	MPF Reform Programme	Delegated	ON TRACK	MPF Steering group meeting on 9 May – programme seeking endorsement of Outline Business Case. Any identified quick wins to be initiated in Summer.			◇					
Water Efficiency	Water Efficiency	Yes	BEHIND SCHEDULE	May 2023: The Strategic Panel will consider the proposal to commission a report on learnings from other countries and industries. Roadmap not yet finalised.			◇					
Innovation	Review the Market Improvement Fund	Yes	ON TRACK	Reviewing round two projects and setting aims and budget for the third round. Proposals for Round 3 are being presented at the May Panel meeting under item 7 (Paper ref. SP10_05).			◇					
	Review blockers to innovation	Yes	NOT STARTED	To determine a future work plan on innovation.				◇				
n/a	Success Measures	Yes	ON TRACK	Delivery of Trading Party survey (late May to early June)			◇					



Appendix 1: Market Roadmap

Update as at

May 2023

Aim:

To develop, in collaboration with its key stakeholders and seeking input from the market participants, a roadmap to a flourishing market.

Sponsors:

Trisha McAuley, Lucy Darch, Andrew Beaver and Rick Hill.

Delivery:

- To produce the market roadmap (supported by MOLS, and in collaboration with Ofwat and Defra) which will be a live document.

Status Summary:

At the Strategic Panel meeting on 6 February:

- The Panel agreed to develop, in collaboration with its key stakeholders (such as Ofwat and Defra), a roadmap to a flourishing market.
- A new “market roadmap” workstream of the Panel was created and sponsors from the Panel were selected.

The Panel sponsors, the MOSL team and a representative from Ofwat met on 17 March to share their interpretations and early impressions of: 1) What a flourishing market is; and 2) The high-level stages and components of the roadmap.

A meeting was held internally with the MOSL support team on 20 March to incorporate the thoughts and views from the discussions on 17 March into a proposed draft plan (incl. timetable).

A further two subsequent sponsors meetings were held (on 5th and 21st April) to further develop and finalise the proposed approach and timetable for producing the roadmap. This proposed approach and timetable will be considered at the 10th May Strategic Panel meeting.

Next Steps:

May 2023: The Strategic Panel will consider the initial view and approach to the draft roadmap under agenda item 5 (paper ref. number SP10_02).

22/23

23/24

24/25

25/26

Q3

Q4

Q1

Q2

Q3

Q4

Q1

Q2

Q3

Q4

Q1

Q2

Q3

Q4

Appendix 2: Price Review PR24

Update as at

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

Company business plan submissions are due in October 2023.

On 28 February 2023, a letter from Trisha McAuley on the Panel's behalf, was issued to Wholesaler CEOs with the aim to urge Wholesalers to strengthen their draft Water Resource Management Plans (WRMPs). The letter is available [here](#) on the MOSL website.

On 17 April 2023, the Panel approved ex-committee the [Interim National Metering Strategy](#). This will help to inform final PR24 submissions and WRMPs.

Next Steps:

The Panel will be supporting Ofwat in designing water efficiency and BR-Mex incentives.

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

Appendix 3: Review of the Retail Exit Code (REC)

Update as at

May 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 Panel responded to Ofwat's consultation on the REC Methodology on 18 October 2022. On 15 December 2022 Ofwat published a final decision on changes to REC price caps.
- Ofwat's final decision on REC price caps was discussed at the REC sponsors meeting on 11 January and at the 6 February 2023 Panel meeting.
- At the Feb Panel meeting, the Panel agreed to create a Market roadmap, and one of the key areas to be considered as part of the roadmap would be the monitoring of the evolution of the market in light of the REC and the future of Group 1 customers. For further detail on the work of the Market Roadmap workstream, please see Appendix 1 of this report.
- Given the extensive analysis and economic input to the consultation on the REC, the Panel agreed that it would not advocate further work on margins, credit, or similar specific areas of work at this time.
- The REC workstream concluded its work and is now marked as "completed".

Next Steps:

- The REC workstream concluded its work and is now marked as "completed". Future focus will be to define the Market Roadmap. For further detail on the work of the Market Roadmap workstream, please see Appendix 1 of this report.

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

Appendix 4: Supplier of Last Resort (SoLR)

Update as at

May 2023

Aim:

Mitigate risks that no retailer willing to step in as an interim supplier, following an unplanned retailer exit.

Sponsors:

Dan Mason

Delivery:

A joint programme team established between MOSL and Ofwat is undertaking a series of actions to mitigate these risks.

Workstreams can include, but not restricted to, code changes and include:

- Assessment of potential cost recovery mechanism
- Ensuring ability for customer billing data to transfer to new retailer, where prior system access not available
- Consider risks around customer credit balances following retailer failure
- Enhance monitoring of retailer resilience and risk of failure

Detail on the above was set out in a paper to the Panel in February 2023. The programme aims to complement longer term potential changes in primary legislation to address gaps in market architecture that will be led by Ofwat and Defra.

Status Summary:

- **Customer billing data** - CPW137 progressed through Gate 1 at Code Change Committee and is consulting on draft proposals to reduce risk in this area. Consultation runs until 5th May.
- **Cost recovery mechanism** – a consultation (Call for Inputs) is expected to be launched by Ofwat in June to assess potential mitigations in this area.
- **Customer credit balances** – a Call for Inputs on the Customer Protection Code of Practice is underway and runs until 26th June. This is expected to be followed by a more specific Request for Inputs on customer credit balances, a draft of which has been shared with retailers.
- **Enhanced monitoring** – Ofwat has received Certificate of Adequacy responses from retailers (including supplementary verification reports) and these are being reviewed. Monthly catch ups continue to take place between Ofwat and MOSL to review a dashboard of risk indicators.

In addition, CPW136 regarding Drawing Credit following Retailer Exit was approved for implementation on 7th April.

A further update will be provided at the July Panel meeting.

Next Steps:

Summer 2023: The Panel has noted that some code changes may arise and will consider the need for any further work in July 2023.

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



Appendix 5: Review of the Code Change Mechanism

Update as at

May 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 Code Change Committee (CCC) Chair continue to meet on a monthly basis to monitor the progress of the workstream.
- The consultation on the suggested revised Change Process model ended on 30 January 2023 with 19 responses received from 63 trading parties. Responses were broadly supportive of the new Change Process model, recognising that it would make the process more agile and flexible, particularly in relation to the CCC prioritising change proposals and trading parties not having to propose a solution. A small number of respondents were not supportive of the proposal that the CCC could stop certain changes and therefore prevent Ofwat having an opportunity to decide on these changes.
- The CCC has formed a sub-group of its members to work with MOSL. The sub-group is considering consultation feedback, amending the proposed process where appropriate and reviewing detailed arrangements. Any revisions to the model will be agreed by the full CCC prior to recommendation to Ofwat.

Next Steps:

Q1 23/24:

- Propose and progress a Change Proposal to implement the revised process where code changes are required (anticipate implementation in Q2/3 23/24).
- Implement working practice changes where new code change provisions are not required.

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

Appendix 6: 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:

- The Strategic Metering Roadmap was agreed at the February Panel meeting and is available [here](#) on the MOSL website. Delivery of the roadmap is largely delegated to MOSL and the Metering Committee with the exception of certain elements such as the Interim and Full National Metering Strategies which are developed by MOSL and the Metering Committee, in conjunction with the Metering and Data Subset, but subject to Strategic Panel review and approval.
- The Interim National Metering Strategy was sent for Strategic Panel review and approval ex-Committee and feedback was provided by Panel members at a drop in session on 15 March. The [Interim National Metering Strategy](#) was approved by the Strategic Panel and is available on the MOSL website. A letter from the Panel Chair to water company CEOs was sent on 17 April 2023. The Interim Strategy was also sent to Contract Managers and other interested parties. Articles on the Interim Strategy will run in the May Water Report and May Market Focus and the MOSL team presented on the Interim Strategy at the Smart Water Systems Conference.

Next Steps:

- MOSL and the Metering Committee to continue to deliver the programme of work outlined in the Strategic Metering Roadmap.
- MOSL and the Metering Committee will work with the Metering and Data Subset on next steps following on from the publication of the Interim Strategy, including the development of a draft 'full' National Metering Strategy. The 'full' National Metering Strategy is likely to come to the Strategic Panel for review and approval towards the end of the calendar year.

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 - Policies

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 workstream sponsors last met in March 2023, where they discussed [Change Proposal CPM046: Approved Codes of Practice](#). This had sought to change the market codes structure to incorporate market-agreed Codes of Practice which would be appropriately enforceable.

- Ofwat rejected CPM046 due to the following reasons:
 - 1) It did not consider the change to have demonstrated how it would bring added value to customers that could not be achieved through existing market change mechanisms.
 - 2) It noted that the proposed framework itself did not fundamentally address the issue of misaligned policies across wholesale regions that would promote customers' interests.
- In light of Ofwat's decision, the sponsors discussed other options for policy alignment, as well as any further actions that would support this. Options include:
 - 1) **Promotion to RWG good practice guides**, which are non-binding but an efficient way of sharing good practice, with a regulatory expectation that they are adhered to.
 - 2) **Code changes**, which are slower to progress and implement, but binding and more robust in terms of governance, transparency, monitoring and enforcement.
- The sponsors recommend that the Panel writes to the RWG asking for its view on specific priority areas of policy alignment in the market that should be addressed through code change, rather than good practice guides, to help determine the routes of resolution as per the two options above.
- The sponsors also recommend that the Panel invites the RWG Chairs to attend Panel meetings every six months, to share updates and a mechanism for driving forward RWG accountabilities regarding wholesaler and retailer interaction and collaboration.

Next Steps:

- The Panel to write to the RWG seeking a view on the priority areas of policy alignment in the NHH market.
- The Panel to invite the RWG Chairs to attend Panel meetings every six months to share updates and thinking regarding Trading Party accountabilities and collaboration.
- Following this, this workstream is effectively closed, as any follow-on work will be caught in existing MOSL activities (e.g., change process) or ongoing work (e.g., market roadmap).

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

Appendix 8: Process Alignment - Tariffs (RWG)

Update as at

May 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 simplification sub-group are in the process of recruiting a new Chair via the RWG Steering group and will continue with a rolling Chair in the meantime.
- The sub-group have launched a further consultation (17 April 2023 – 24 May 2023) on meter size tariff bands with a focus on 0.5 M/L banding.
- The sub-group are aware of the Strategic Panel's desire for cross group working with the Water efficiency workstream. One of the members attends both sub-groups and will act as liaison.

Next Steps:

- Review consultation feedback
- Liaise with RWG Water efficiency sub-group

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



Appendix 9: Review of Disputes Provisions

Update as at

May 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:

- The Disputes Process Review project team have completed a consultation, which, received 14 responses.
- The responses included 8 Wholesalers, 5 Retailers and CCW.
- The project team continue to review proposed solutions with the Disputes Committee and will seek an ex-committee decision during May 2023.
- The following differing views from Committee members at the DC meeting on 24 April regarding the DC's composition and structure, have required further consideration of the way forward:
 - Modifying the existing DC model to have only two set meetings a year and additional powers for the DC Chair to ask alternates with relevant experience to attend hearings, which would not require a Code Change; and
 - Developing a pool DC model where the DC would only meet to hear Disputes and the DC Chair would select the DC members with the most relevant expertise from a pool of trading party industry experts, which would require a Code Change.

Next Steps:

- The project team will take forward the proposals once agreed by the Disputes Committee. This will likely incorporate a code change and therefore a further consultation to ensure the revised process and committee composition is supported by the industry.

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

Appendix 10: Customer Insights

Update as at

May 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 continue to consider further action(s) to support good practice in customers, as required.

Status Summary:

- The Customer Radar report, produced by CCW, is included in the Strategic Panel's forward agenda to be tabled at every scheduled Panel meeting. The latest report is included in the May meeting pack of materials, under Agenda item 9, for information.
- It was agreed that any key highlights from the Customer Radar report that merited further discussion would be delivered, for example, via teach-ins for the Panel.
- A teach-in session for the Panel on CCW's five-year review took place on 25 April.
- CCW updated the Household Complaints guidance last year. CCW are currently gaining feedback on these changes and liaising with Retailers, through their Retailer Forum, on future changes to the business customer complaints guidance.

Next Steps:

- The [Synthesis of Customer Insight report](#) by Blue Marble and the Customer Radar reports from CCW would continue to be incorporated across the breadth of the Panel's work, including, for example, when developing the nascent Market roadmap and "refreshing" the Panel's strategic priorities.
- Regular updates via customer radar report.
- This workstream is now "closed".

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

Appendix 11: MPC Focus on Meter Data & Settlement

Update as at

May 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:

- At the 6 February Panel meeting, it was agreed that this work would progress on an operational basis and updates would be provided to the Panel, as required, via the MPF Reform Programme. This workstream is now “closed” and can be marked as “completed”.
- The Settlement Parity Dashboard is available via the [MOSL Portal](#).

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

Appendix 12: MPF Reform

Update as at

May 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:

The MPF Reform team completed the 2nd consultation in April. The deadline for this was extended following industry feedback.

The extended timeline for the consultation had been agreed by the MPF Steering Group and has had no material effect on the overall Programme timeline.

The MPF Steering Group were asked to approve the Outline Business Case at their meeting to be held on 9 May.

Next Steps:

- The Programme team will continue with work on Phase 2 of the programme.
- The early stages of Phase 2 are expected to include a third consultation.
- Additionally, the full business case will be completed by September 2023 including full cost benefit analysis of the proposed revised framework.
- Any identified quick wins to be initiated in Summer.

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

Appendix 13: Water Efficiency

Update as at

May 2023

Aim:

Existing aim outlined below, however if the Strategic Panel agrees to commission report, the aim would be updated accordingly.

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:** More time required than anticipated to update the existing RWG roadmap. The workstream's view is that the overall aim should be more ambitious.
- Proposal to commission a report to be presented in May 2023 (SP10).
- Meetings to be scheduled from May 2023 onwards.
- Ongoing work with RWG to review and update existing roadmap to ensure 'quick wins' are still achieved.

Status Summary:

- The workstream agreed to present a proposal to commission a report on learnings from other countries and industries. RWG would focus on the existing roadmap, which would be presented in due course.
- The agreed focus for the Panel would be on whether to, and then how to, execute the commissioning of the report.
- It was acknowledged that the report should be in addition to the existing regime of work and that next steps should involve formalising the relationship with the RWG Water Efficiency Group to empower them to progress in parallel with things in their remit.
- The RWG Water Efficiency Group, as part of its review of the current position, would also seek to identify any quick wins or other tactical next steps and would coordinate with the Panel workstream.

Next Steps:

May 2023: The Strategic Panel will consider a paper which outlines the proposal to commission a water efficiency strategic report.

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 of the Market Improvement Fund

Update as at

April 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:

Tbc.

Delivery:

- Initial audit and review work underway

Status Summary:

- The review of the governance of the Market Improvement Fund is now complete.
- The MIF project team have completed a lessons learned and review of the first two rounds of the MIF.
- Proposals for Round 3 are being presented at the May Panel meeting under item 7 (Paper ref. SP10_05).

Next Steps:

- Reviewing round two projects and setting aims and budget for the third round. Proposals for Round 3 are being presented at the May Panel meeting under item 7 (Paper ref. SP10_05).

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

Appendix 15: Review Blockers to Innovation

Update as at

May 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.

Sponsors:

Tbc. To be agreed at the May Panel meeting.

Delivery:

- **Work not yet commenced.**

Status Summary:

- Learnings are expected from the Metering and Data and Water Efficiency workstreams.
- A teach-in on Open Data from other sectors (such as banking) will be scheduled for the Panel in the Autumn 2023.

Next Steps:

- A teach-in on Open Data from other sectors (such as banking) will be scheduled for the Panel in the Autumn 2023.
- Sponsors to be agreed at the May Panel meeting.
- To determine a future work plan on innovation.

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

Appendix 16: Panel Success Measures

Update as at

May 2023

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:

Success Measures Framework:

- The Strategic Panel Priorities on a Page was approved in February and [published](#). This will assist in increasing the visibility of the Strategic Panel's work priorities and progress to the market.

Market and Customer Impact:

- The metrics to underpin each of the three market outcomes (Value Creation, Customer Service Excellence and Water Efficiency) will be identified through the MPF (Market Performance Framework) programme. The Strategic Panel will now consider the metrics at the July meeting following an extension to the MPF consultation period. These metrics will also need to take account of the 'Market Roadmap' workstream.

Stakeholder Influence:

- A draft methodology for Strategic Panel consideration has been developed with the workstream sponsors to capture feedback from key stakeholders including Ofwat and Defra.
- Questions to inform a Trading party survey have been considered by the workstream sponsors for circulation to the market in May.

Strategic Panel Effectiveness:

- Strategic Panel members have completed the effectiveness survey and follow up interviews have taken place with all members who were able to engage with the process. The findings report will be considered at the Strategic Panel meeting in May.

Next Steps:

- Consider Strategic Panel Effectiveness Review findings.
- Delivery of Trading Party survey (late May to early June)

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