

# Market Performance Framework

Performance Advisory Group – PAG03

Pre-read :

- Activities that support market outcomes
- Activities linked to risks and outcomes

Non – PAG members are welcome to comment via [mpfreform@mosl.co.uk](mailto:mpfreform@mosl.co.uk)

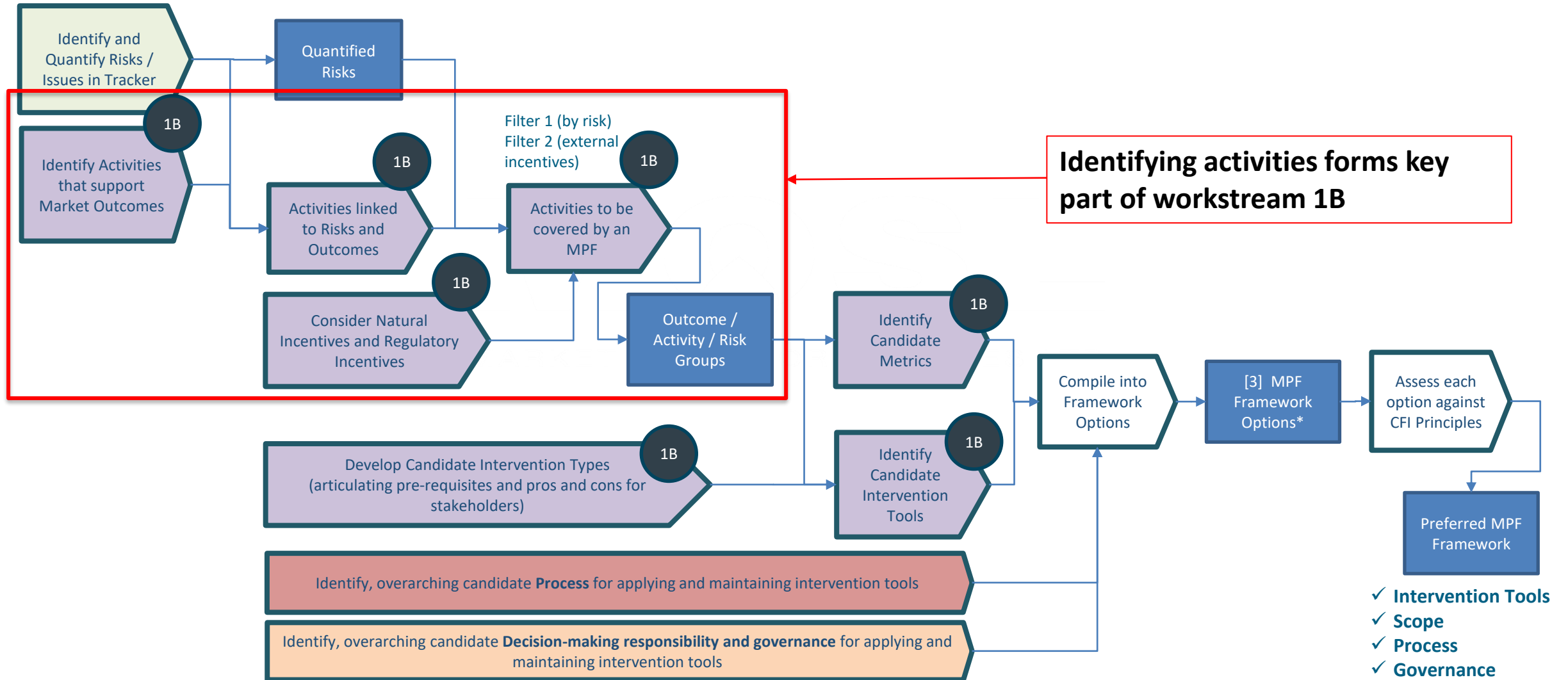
11 July 2022

# Feedback from PAG Members

- Feedback is requested via email in advance by close of business on Friday 15 July – with focus on ‘showstoppers’:
  - Any **major** omissions identified in activities
  - Any **major** omissions / errors in mapping activities and risks
- With a view to **Endorse** in PAG 03 (20 July)

# Activities that support market outcomes

# Activities that support market outcomes - overview of MPF Reform Programme Workstream 1B – MPF Components



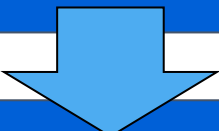


# Activities that support market outcomes - background

PAG Endorsement: 20 July

- ◆ To achieve desired Market Outcomes in NHH retail market, market participants need to undertake certain activities
- ◆ If an activity is not performed then this could lead to Market Outcome not being fully achieved
- ◆ Any incentive or intervention to improve Market Outcomes is therefore deployed at level of activity
- ◆ **Activities define the scope of the MPF**

# Activities that support market outcomes - our approach to identifying Activities

Step	Description	Example	
<p><b>Market Outcomes</b></p> 	<p>This is the explicitly stated strategic outcome that MOSL and its stakeholders wish to achieve via the MPF</p>	<p>Water Efficiency is Core</p>	
<p><b>Outcomes</b></p> 	<p>These are the more granular or “sub” outcomes associated with the overall Market Outcome</p>	<p>Improve water efficiency</p>	
<p><b>Objectives</b></p> 	<p>These are the objectives that will deliver the outcomes</p>	<p>Customers have access to timely &amp; accurate usage information</p>	
<p><b>Activities</b></p>	<p>These are the Activities that underpin the objective and therefore the overall Market Outcome</p>	<p>Retailers to make sure that CMOS is regularly updated with good quality customer &amp; consumption data</p>	<p>Wholesalers to make sure that CMOS is regularly updated with good quality asset and premises data</p>

# Activities that support market outcomes - principles for selecting the activities

## Activities **should**:

- Be clearly linked to an outcome
- Be sufficiently granular to identify the responsible party and what they need to do
- If performed successfully, they should mitigate at least one risk identified under the Risk Workstream

## Activities **should not**:

- Be so granular or prescriptive that responsible parties have no discretion in how they are performed

# Activities linked to risks and outcomes

Panel Strategic Outcomes	Outcomes	Objectives	Activities and behaviours	Aligned Issue/Risk	Customer Risk Score	Retailer Risk Score	Wholesaler Risk Score
Value Creation	Quality Services	Improved switching process efficiency & Improving data quality and transparency in the market	CV.1: Retailers to handover good quality timely customer data on customer switching	CSE014 - Poor quality CMOS customer data resulting in high risk customers (SEMDV & SSA) not being informed of Wholesaler service issues (supply interruptions, water quality issues, bursts etc)	6	2	3
				VC001 - Customers cannot benefit from the market because they are a gap site	6	2	2
				VC010 - Customers cannot benefit from the market because they are a shared supply / mixed use	6	3	1
				VC003 - There are inefficiencies in the transfer process preventing or delaying customers from moving Retailer	6	2	1
				VC008 - Lack of data on linked SPIDs (same customer) means multisite customers are unable to take full advantage of the competitive market	6	2	1
				<b>5</b>	<b>30</b>	<b>11</b>	<b>8</b>

Risk scores previously endorsed by PAG

Activities are currently prioritised using the customer risk score (primary lens). Where activities have the same customer risk score the order is then determined using the combined TP score (secondary lens).

In compiling the activities we have identified some that are more about behaviours we aspire to see, rather than market activities to be completed.



## Activities linked to risks and outcomes

- ◆ Feedback is requested via email in advance by close of business on **Friday 15 July** – with focus on ‘showstoppers’:
  - ◆ Any major omissions identified in activities
  - ◆ Any major omissions / errors in mapping activities and risks
- ◆ In PAG 03 (20 July) we are seeking **Endorsement** of the current activities and their alignment with risk/issues, subject to any material changes being made based on PAG feedback
- ◆ Activities define the scope of the MPF, at this point in time. It does not mean the activities are set in perpetuity. They may change over time
- ◆ Endorsement will enable it to be used in MPF Reform Programme
- ◆ Prioritisation of activities is currently based on total risk. Options for prioritisation will be a topic for consideration by PAG in August (PAG 04 – PAG 06). See next slide for options under consideration

# Activities linked to risks and outcomes FOR CONSIDERATION IN AUGUST (PAG04 – PAG06)

We have identified four options for prioritisation of activities to be covered by the MPF

01	Quantity-based: Prioritise activities which mitigate the most risks	<p><i>Formula: Priority = number of risks identified under each activity</i></p> <p>Pros:</p> <ul style="list-style-type: none"> <li>- Prioritised activities will cover a large number of risks;</li> <li>- Simplifies the number of activities to be covered by the MPF</li> </ul> <p>Cons:</p> <ul style="list-style-type: none"> <li>- Prioritised activities do not focus on risks with highest scores;</li> <li>- Risks to customers are not explicitly prioritised</li> </ul>	<p><i>Formula: Priority = activities that map to the highest sum of risk scores mitigated</i></p> <p>Pros:</p> <ul style="list-style-type: none"> <li>- Prioritised activities will have the most significant overall impact to mitigate risk</li> <li>- Prioritisation can take into account of customer, retailer and wholesaler risks</li> </ul> <p>Cons:</p> <ul style="list-style-type: none"> <li>- Individual high-scored risks may be missed if they are mitigated by an activity that has a low sum of risk scores (will occur if an specific activity only maps to one high scoring risk, rather than multiple risks)</li> </ul>
02	Individual risk impact-based: Prioritise activities which mitigate the individual risks with the highest scores	01	03
03	Combined risk-based: Prioritise activities that map to the highest sum of risk scores mitigated	02	04
04	Combination of 2 and 3: Prioritise activities which mitigate the highest combined risk scores, and ensures activities that target risks with high scores are included <i>preferred option</i>	<p><i>Formula: Priority = activities that map to the highest individual customer risk scores</i></p> <p>Pros:</p> <ul style="list-style-type: none"> <li>- Prioritised activities target risks identified as most material</li> <li>- Focus is automatically placed on risks to customers</li> </ul> <p>Cons:</p> <ul style="list-style-type: none"> <li>- Activities targeting risks to retailers and wholesalers may not be included due to the way the scores are calculated</li> <li>- Deprioritises activities which target multiple medium and lower-scoring risks</li> </ul>	<p><i>Formula: Priority = 2 and 3 combined</i></p> <p>Pros:</p> <ul style="list-style-type: none"> <li>- Prioritised activities will have the most significant overall impact to mitigate risk</li> <li>- Prioritised activities target risks identified as most material</li> <li>- Prioritisation can take into account of customer, retailer and wholesaler risks</li> </ul> <p>Cons:</p> <ul style="list-style-type: none"> <li>- May end up with a long list of activities. This can be mitigated by performing an optimisation exercise to determine whether multiple activities are mitigating</li> </ul>

# Activities linked to risks and outcomes - content being shared for review (1 of 2)

- ◆ **Next slides set out the summary of activities and their alignment with risks and issues identified**
- ◆ Currently ranked first by customer impact, then by wholesaler and retailer combined impact
- ◆ Identifies activities at this point in time that could potentially be addressed through MPF – this does not mean that ultimately it has to be. It also does not mean that the activities are set in perpetuity. They could change over time
- ◆ In compiling the activities, we have identified some that are more about behaviour we aspire to see, rather than market activities to be completed. These have been flagged on the summary
- ◆ Activity references used are linked to the primary related market outcome
  - ◆ CV - Value Creation
  - ◆ GS - Customer Service Excellence
  - ◆ UWE - Water Efficiency is Core

## Activities linked to risks and outcomes - content being shared for review (2 of 2)

- ◆ Detail for all activities and alignment with risks and issues is provided in accompanying excel file
- ◆ This includes a summary, with activities currently ranked by risk score, and detail split by outcome showing the aligned risks
- ◆ **We recommend that the summary provided on following slides is reviewed first**, with underlying detail referred to for detail of alignment with risks/issues for total scores where these may not make sense

## Activities linked to risks and outcomes - purpose of PAG 03 review - reminder

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  - Any major omissions identified in activities
  - Any major omissions / errors in mapping activities and risks
- In PAG 03 (20 July) we are seeking **Endorsement** of the current activities and their alignment with risk/issues, subject to any material changes being made based on PAG feedback
- Activities define the scope of the MPF, at this point in time. It does not mean the activities are set in perpetuity. They may change over time
- Endorsement will enable it to be used in MPF Reform Programme
- Prioritisation of activities is currently based on total risk. Options for prioritisation will be a topic for consideration by PAG in August (PAG 04 – PAG 06).

# Market activities linked to risks and outcomes

# Market activities linked to risks and outcomes (1 of 6)

REF	Activities and Behaviours	Behaviour	Rationale	Panel Strategic Outcomes	Outcomes	Objectives	No of Risks	Total Cust Impact & Risk Score	3	4	6	9	Total RTL Impact & Risk Score	Total WHL Impact & Risk Score	Combined TP Score
CV.2	Retailers to make sure that CMOS is regularly updated with good quality customer & consumption data <b>(Duplicate - UWE.2)</b>		Retailers providing good quality customer and consumption data to CMOS will both improve overall market data quality but will also help facilitate smoother switching as it will be used by retailers to update their own systems with new customer data	Value Creation	Quality Services	Improved switching process efficiency & Improving data quality and transparency in the market	11	72			9	2	23	20	43
UWE.2	Retailers to make sure that CMOS is regularly updated with good quality customer & consumption data <b>(Duplicate - Replaces CV.2)</b>		CMOS is the core IT system that captures all customer and consumption data in the NHH water retail market; this data is uploaded and used by retailers to inform customers about their usage, so ensuring this central system has accurate and timely information will help improve customers' understanding of their usage.	Water Efficiency is Core	Improve water efficiency	Customers have access to timely & accurate usage information	11	70		1	8	2	22	19	41
UWE.3	Wholesaler to make sure that CMOS is regularly updated with good quality asset and premises data <b>(Duplicate - CV.3)</b>		CMOS also captures asset and premises consumption data which is uploaded by wholesalers; this data not only helps retailers identify to customers where their meters can be found to facilitate readings, but it can also be used by retailers to "benchmark" customers against those with similar premises and assets, and so provide insights around whether their consumption is above average which may prompt customer to improve consumption management.	Water Efficiency is Core	Improve water efficiency	Customers have access to timely & accurate usage information	10	63			9	1	22	18	40
CV.3	Wholesaler to make sure that CMOS is regularly updated with good quality asset and premises data <b>(Duplicate - UWE.3)</b>		Wholesalers providing good quality asset and premises data to CMOS will both improve overall market data quality but will also help facilitate smoother switching as it will be used by retailers to update their own systems with new customer data, including meter location	Value Creation	Quality Services	Improved switching process efficiency & Improving data quality and transparency in the market	10	63			9	1	22	18	40
UWE.6	Retailers provide bills that are based on evidence and supported by consistent and clear terms and conditions to customers		Having bills based on evidence and support by clear T&Cs will enable customers to better understand the costs of their usage as well as alternative water saving solutions	Water Efficiency is Core	Improve water efficiency	Customers are able to identify and access water saving solutions	7	51	1		4	3	16	11	27
CV.9	Wholesaler to resolve request in timely and efficient manner (with regards to customer needs)		Wholesalers should efficiently resolve customers' requests whilst reflecting their needs e.g, through effective prioritisation such as impact of issue on customer	Value Creation	Creating Value	Improve the efficiency of query, resolution and settlement process between wholesalers and retailers	7	48			5	2	17	15	32

# Market activities linked to risks and outcomes (2 of 6)

REF	Activities and Behaviours	Behaviour	Rationale	Panel Strategic Outcomes	Outcomes	Objectives	No of Risks	Total Cust Impact & Risk Score	3	4	6	9	Total RTL Impact & Risk Score	Total WHL Impact & Risk Score	Combined TP Score
CV.13	Market participants improve processes to identify gaps sites and bring into charge	Yes	Market participants need to work collaboratively to facilitate effective identification and billing of missing eligible premises which is key for market participants to deal with query, resolution and settlement processes and fairness of customers billing	Value Creation	Creating Value	Improving customer connections	7	48			5	2	16	11	27
CV.14	Market participants work collaboratively to ensure vacancy classification is accurate	Yes	Market participants need to work collaboratively to facilitate provision of accurate occupancy data which is key for market participants to deal with query, resolution and settlement processes and fairness of customers billing	Value Creation	Quality Services	Improve the efficiency of query, resolution and settlement process between wholesalers and retailers	6	48			2	4	14	13	27
UWE.5	Market participants work collaboratively to share and utilise additional data (e.g. wholesaler meter reads, SIC) to ensure accurate (consumption) data is made available to facilitate efficiency offerings to customers	Yes	Market participants (retailers, wholesalers, and third-party intermediaries) need to work collaboratively to share consumption data and therefore identify opportunities for customers to be more water efficient.	Water Efficiency is Core	Improve water efficiency	Customers are able to identify and access water saving solutions	7	46		1	3	1	14	13	27
GS.5	Wholesalers better reflect the needs and requirements of their NHH customers in the provision of NHH services	Yes	By better reflecting the needs of NHH customers in the provision of NHH services, wholesalers should improve the experience of NHH customers	Customer Service Excellence	Improve Customer Satisfaction	Wholesalers better reflect the needs and requirements of their NHH customers in the provision of NHH services	6	43		1	2	3	14	13	27
GS.1	Retailers provide clear information to customers on what their rights are (e.g. payment protection plans, right to formally dispute the money owed under contract)		Customers will be able to make better use (and have a better experience) of the complaints process (including knowing they have a right to make a complaint) if retailers provide clear information to them on their rights and options, such as by signposting this clearly on their website, bills and contracts	Customer Service Excellence	Improve Customer Satisfaction	Improved customer experience of the complaints process	6	43		1	2	3	13	10	23
CV.15	Market participants improve processes to facilitate new connections (including non-eligible customers post development or change of use)	Yes	Market participants need to work collaboratively to facilitate effective identification and billing of new premises which is key for market participants to deal with query, resolution and settlement processes and fairness of customers billing	Value Creation	Creating Value	Improving customer connections	6	42			4	2	13	11	24



# Market activities linked to risks and outcomes (3 of 6)

REF	Activities and Behaviours	Behaviour	Rationale	Panel Strategic Outcomes	Outcomes	Objectives	No of Risks	Total Cust Impact & Risk Score	3	4	6	9	Total RTL Impact & Risk Score	Total WHL Impact & Risk Score	Combined TP Score
CV.6	Retailers to provide sufficient level of actual meter reads to ensure accurate consumption data (giving accurate settlement and customer billing)		Settlements processes require accurate usage data, which is driven by a sufficient level of meter reads provided via retailers.	Value Creation	Creating Value	Improve the efficiency of query, resolution and settlement process between wholesalers and retailers	7	40	1	1	4	1	15	13	28
GS.8	Wholesalers to provide timely, clear and concise explanations around most common customer wholesale-related queries		NHH customers can face complex wholesale-related policy changes that affect their services (e.g. leakage allowances); these can cause customers to be dissatisfied if they do not understand the purpose or impact of the policy. By providing clear and concise explanations on the most common wholesale-related queries, wholesalers can increase customer understanding which should increase (or at least not negatively affect) customer satisfaction.	Customer Service Excellence	Improve Customer Satisfaction	Improved comms between market participants	5	34		1	2	2	12	10	22
CV.1	Retailers to handover good quality timely customer data on customer switching		A customer's former retailer needs to provide good quality data to the new retailer so that systems can be updated smoothly and efficiently	Value Creation	Quality Services	Improved switching process efficiency & Improving data quality and transparency in the market	5	30			5		11	8	19
GS.6	Wholesalers provide clear and accessible information on their relative performance on NHH retail facing services		By providing clear and accessible information on their relative performance on NHH retail facing services, wholesalers can be held to account more effectively by retailers, MOSL and Ofwat, and challenged to improve performance in relation to their peers	Customer Service Excellence	Improve Customer Satisfaction	Wholesalers better reflect the needs and requirements of their NHH customers in the provision of NHH services	4	30			2	2	10	8	18
GS.7	Retailers provide clear and constructive feedback to wholesalers on common service issues (i.e. those issues with services that are commonly raised)	Yes	To improve their performance, wholesalers need to understand the issues raised by customers and retailers; retailers therefore need to provide this information, including suggestions for improvement, on (at least) the most common service issues identified	Customer Service Excellence	Improve Customer Satisfaction	Wholesalers better reflect the needs and requirements of their NHH customers in the provision of NHH services	4	30			2	2	9	7	16

# Market activities linked to risks and outcomes (4 of 6)

REF	Activities and Behaviours	Behaviour	Rationale	Panel Strategic Outcomes	Outcomes	Objectives	No of Risks	Total Cust Impact & Risk Score	3	4	6	9	Total RTL Impact & Risk Score	Total WHL Impact & Risk Score	Combined TP Score
CV.11	Market participants work collaboratively to facilitate the provision of accurate data necessary for innovation.	Yes	Market participants (retailers, wholesalers, and third-party intermediaries) need to work collaboratively to facilitate provision of accurate data which is key for identifying opportunities for innovative services to meet customer needs	Value Creation	Innovation	Market participants & third parties are able to identify and deliver innovative service offerings to meet evolving customer needs	5	28	1	1	2	1	10	10	20
UWE.1	Wholesalers to notify retailers when potential supply pipe leaks are identified		Wholesalers are able to detect potential supply pipe leaks through network monitoring (e.g. when distribution input does not match final consumption), so by notifying retailers about potential leaks the latter can contact customers and suggest repairs	Water Efficiency is Core	Improve water efficiency	Improve leakage controls	4	27			3	1	10	11	21
CV.5	Incumbent suppliers make customers aware of their ability to switch		Suppliers (e.g. retailers and TPIS) should clearly signpost information about switching on their websites and other customer-facing areas so that customers understand their options and resultant processes	Value Creation	Efficient Prices	Improved customer awareness of retailer offerings & Customers are able to engage with the market	4	27			3	1	9	5	14
CV.4	Retailers to provide product details and prices clearly to customers		Increasing customer awareness of services and prices requires retailers to provide this information in an easily accessible and understandable way (e.g. key details clearly signposted on retailer websites)	Value Creation	Efficient Prices	Improved customer awareness of retailer offerings & Customers are able to engage with the market	4	25		1	2	1	9	6	15
GS.9	Wholesalers maintain good quality healthy assets		By providing / maintaining good quality healthy assets, wholesalers should improve the experience of NHH customers	Customer Service Excellence	Improve Customer Satisfaction	Wholesalers better reflect the needs and requirements of their NHH customers in the provision of NHH services	3	24			1	2	8	7	15
CV.18	Provision of timely and appropriate tariffs into the central systems		Key component of the market function	Value Creation	Creating Value	Improve the efficiency of query, resolution and settlement process between wholesalers and retailers	3	24			1	2	8	5	13

# Market activities linked to risks and outcomes (5 of 6)

REF	Activities and Behaviours	Behaviour	Rationale	Panel Strategic Outcomes	Outcomes	Objectives	No of Risks	Total Cust Impact & Risk Score	3	4	6	9	Total RTL Impact & Risk Score	Total WHL Impact & Risk Score	Combined TP Score
GS.4	Retailers provide clear and accessible information on their relative customer satisfaction performance	Yes	Retailers providing clear and accessible information (e.g. signposted on their website) on their customer satisfaction performance relative to their competitors will make it easier for customers to understand how well their own retailer performs and whether they wish to switch; this in turn should create competitive pressures for all retailers to improve customer service performance.	Customer Service Excellence	Improve Customer Satisfaction	Improved retailer customer service performance	3	24			1	2	7	4	11
CV.7	Retailers to report customer queries to wholesalers in timely manner		Retailers act as intermediary between wholesalers and NHH customers on service issues raised by the latter, so retailers need to make sure these issues are conveyed in a timely manner to wholesalers so they can be addressed.	Value Creation	Creating Value	Improve the efficiency of query, resolution and settlement process between wholesalers and retailers	3	24			1	2	7	4	11
GS.2	Retailers provide clear information to customers on how the complaints process works	Yes	Customers will be able to make better use (and have a better experience) of the complaints process if retailers provide clear information to them on how the process works (e.g. contact details for complaints),; this can be done via signposting clearly on website, bills and contracts	Customer Service Excellence	Improve Customer Satisfaction	Improved customer experience of the complaints process	3	24			1	2	7	4	11
CV.8	Retailers to keep customers informed on query resolution		Retailers keeping customers informed on query resolution will improve process as customers will know outcomes quickly and can accept or escalate as needed	Value Creation	Creating Value	Improve the efficiency of query, resolution and settlement process between wholesalers and retailers	3	24			1	2	7	4	11
UWE.4	Retailers facilitate the provision of timely and accurate consumption data to customers	Yes	Retailers are ultimately responsible for helping customers understand their usage, both by giving them directions on how to find and read their meters, but also providing useful context on their usage through making use of the information on CMOS.	Water Efficiency is Core	Improve water efficiency	Customers have access to timely & accurate usage information	3	19		1	1	1	19	6	7
CV.17	Accurate and timely invoicing and payment of primary charges		Key component of the market function	Value Creation	Creating Value	Improve the efficiency of query, resolution and settlement process between wholesalers and retailers	2	18				2	6	4	10

# Market activities linked to risks and outcomes (5 of 6)

REF	Activities and Behaviours	Behaviour	Rationale	Panel Strategic Outcomes	Outcomes	Objectives	No of Risks	Total Cust Impact & Risk Score	3	4	6	9	Total RTL Impact & Risk Score	Total WHL Impact & Risk Score	Combined TP Score
GS.4	Retailers provide clear and accessible information on their relative customer satisfaction performance	Yes	Retailers providing clear and accessible information (e.g. signposted on their website) on their customer satisfaction performance relative to their competitors will make it easier for customers to understand how well their own retailer performs and whether they wish to switch; this in turn should create competitive pressures for all retailers to improve customer service performance.	Customer Service Excellence	Improve Customer Satisfaction	Improved retailer customer service performance	3	24			1	2	7	4	11
CV.7	Retailers to report customer queries to wholesalers in timely manner		Retailers act as intermediary between wholesalers and NHH customers on service issues raised by the latter, so retailers need to make sure these issues are conveyed in a timely manner to wholesalers so they can be addressed.	Value Creation	Creating Value	Improve the efficiency of query, resolution and settlement process between wholesalers and retailers	3	24			1	2	7	4	11
GS.2	Retailers provide clear information to customers on how the complaints process works	Yes	Customers will be able to make better use (and have a better experience) of the complaints process if retailers provide clear information to them on how the process works (e.g. contact details for complaints); this can be done via signposting clearly on website, bills and contracts	Customer Service Excellence	Improve Customer Satisfaction	Improved customer experience of the complaints process	3	24			1	2	7	4	11
CV.8	Retailers to keep customers informed on query resolution		Retailers keeping customers informed on query resolution will improve process as customers will know outcomes quickly and can accept or escalate as needed	Value Creation	Creating Value	Improve the efficiency of query, resolution and settlement process between wholesalers and retailers	3	24			1	2	7	4	11
UWE.4	Retailers facilitate the provision of timely and accurate consumption data to customers	Yes	Retailers are ultimately responsible for helping customers understand their usage, both by giving them directions on how to find and read their meters, but also providing useful context on their usage through making use of the information on CMOS.	Water Efficiency is Core	Improve water efficiency	Customers have access to timely & accurate usage information	3	19	1	1	1		19	6	7
CV.17	Accurate and timely invoicing and payment of primary charges		Key component of the market function	Value Creation	Creating Value	Improve the efficiency of query, resolution and settlement process between wholesalers and retailers	2	18				2	6	4	10

# Market activities linked to risks and outcomes (6 of 6)

REF	Activities and Behaviours	Behaviour	Rationale	Panel Strategic Outcomes	Outcomes	Objectives	No of Risks	Total Cust Impact & Risk Score	3	4	6	9	Total RTL Impact & Risk Score	Total WHL Impact & Risk Score	Combined TP Score
CV.16	Market participants work collaboratively to ensure vacancy classification is accurate		Market participants need to work collaboratively to facilitate provision of accurate occupancy data which is key for market participants to deal with query, resolution and settlement processes and fairness of customers billing	Value Creation	Creating Value	Improve the efficiency of query, resolution and settlement process between wholesalers and retailers	2	15			1	1	4	4	8
CV.12	Market participants work collaboratively to implement processes (e.g. open data) to facilitate innovate trials and experiments [regulatory sandbox]	Yes	Market participants (retailers, wholesalers, and third-party intermediaries) need to work collaboratively to identify processes (e.g. open data sharing) that facilitate experiments to trial new products under “regulatory sandbox” approach; this will also require collaborative working with MOSL and Ofwat to submit proposals to use this approach.	Value Creation	Innovation	Market participants & third parties are able to identify and deliver innovative service offerings to meet evolving customer needs	2	13	1	1	1		4	6	10
GS.3	Retailers resolve complaints in a timely and efficient way		Retailers should seek to resolve complaints in a timely and efficient way, including making customers aware that the company process has been exhausted and now they must escalate to CC Water (the independent statutory consumer watchdog for water and acts as the escalation point for NHH customers); this would improve customer experience.	Customer Service Excellence	Improve Customer Satisfaction	Improved customer experience of the complaints process	1	9				1	2	1	3
CV.19	Calculation and publication of timely and accurate settlement calculations and reports to enable lodging of credit and settlement of primary charges		Key component of the market funtion	Value Creation	Creating Value	Improve the efficiency of settlement process between MO and trading parties	1	6			1		2	2	4
CV.20	Calculation of timely and accurate MO charges and invoicing		Key component of the market funtion	Value Creation	Creating Value	Improve the efficiency of settlement process between MO and trading parties	1	6			1		2	2	4