

Market Performance Framework (MPF) Reform

Part C – key performance indicators

4 September 2024

A photograph of a person's hands typing on a laptop keyboard. The laptop screen displays a presentation slide with a light green background. The slide features the text 'MARKET VALUE ADDED' in large, bold, black letters, with each word on a separate line. Below this text are several hashtags: '#search #business #concept #keywords #design #innovate'. The laptop is resting on a wooden desk.

MARKET
VALUE
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#search #business #concept
#keywords #design #innovate

Agenda

	Item	Presenter	Time
1	Welcome & update	Chris Dawson (Chair)	10 mins
2	Bilateral KPIs <ul style="list-style-type: none">• M15 Average lateness of failed SLAs for bilateral Requests• M18 Proportion of SLAs for bilateral requests completed on time	Oli Robins	100 mins
3	Upcoming PAG workshop(s) & AOB	Chris Dawson	10 mins
			Total: 2 hours

Housekeeping



Welcome all - Please introduce yourself in the chat



Workshop format – Input and feedback needed



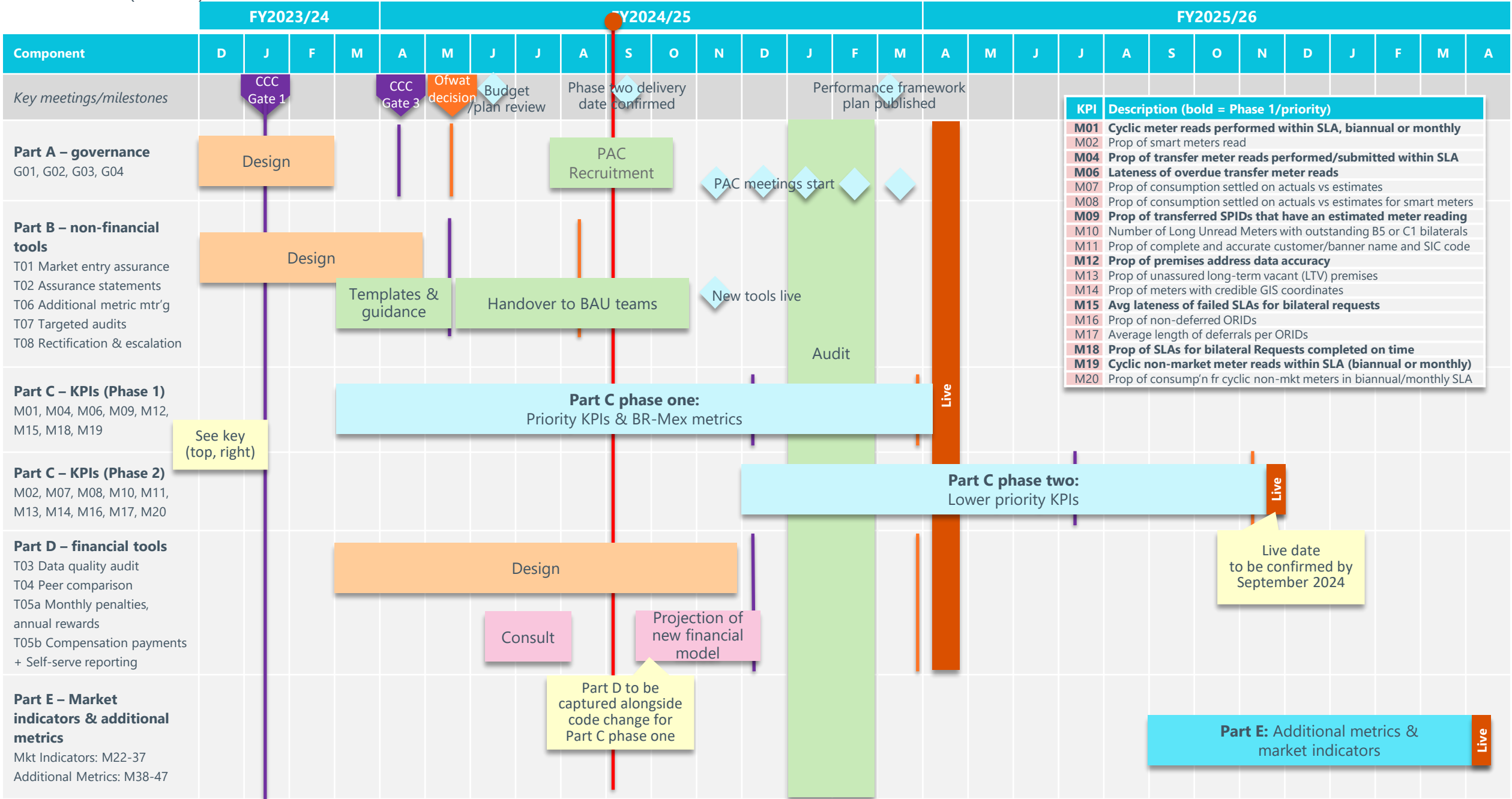
We will allow time for questions
Chat and Questions mpreform@mosl.co.uk



MOSL Website for [Agenda, Minutes & Slides](#) -
Minutes format to change due to cadence.

MPF Plan-on-a-page

Overview v4.0 (June 24)



KPI	Description (bold = Phase 1/priority)
M01	Cyclic meter reads performed within SLA, biannual or monthly
M02	Prop of smart meters read
M04	Prop of transfer meter reads performed/submitted within SLA
M06	Lateness of overdue transfer meter reads
M07	Prop of consumption settled on actuals vs estimates
M08	Prop of consumption settled on actuals vs estimates for smart meters
M09	Prop of transferred SPIDs that have an estimated meter reading
M10	Number of Long Unread Meters with outstanding B5 or C1 bilaterals
M11	Prop of complete and accurate customer/banner name and SIC code
M12	Prop of premises address data accuracy
M13	Prop of unassured long-term vacant (LTV) premises
M14	Prop of meters with credible GIS coordinates
M15	Avg lateness of failed SLAs for bilateral requests
M16	Prop of non-deferred ORIDs
M17	Average length of deferrals per ORIDs
M18	Prop of SLAs for bilateral Requests completed on time
M19	Cyclic non-market meter reads within SLA (biannual or monthly)
M20	Prop of consump'n fr cyclic non-mkt meters in biannual/monthly SLA

See key (top, right)

Live date to be confirmed by September 2024

Part D to be captured alongside code change for Part C phase one

Part E: Additional metrics & market indicators

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Market Performance Framework (MPF) Reform

PAG workshop on Bilateral Requests Key Performance Indicators (M18 & M15)

14 August 2024

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#search #business #concept
#keywords #design #innovate

To cover

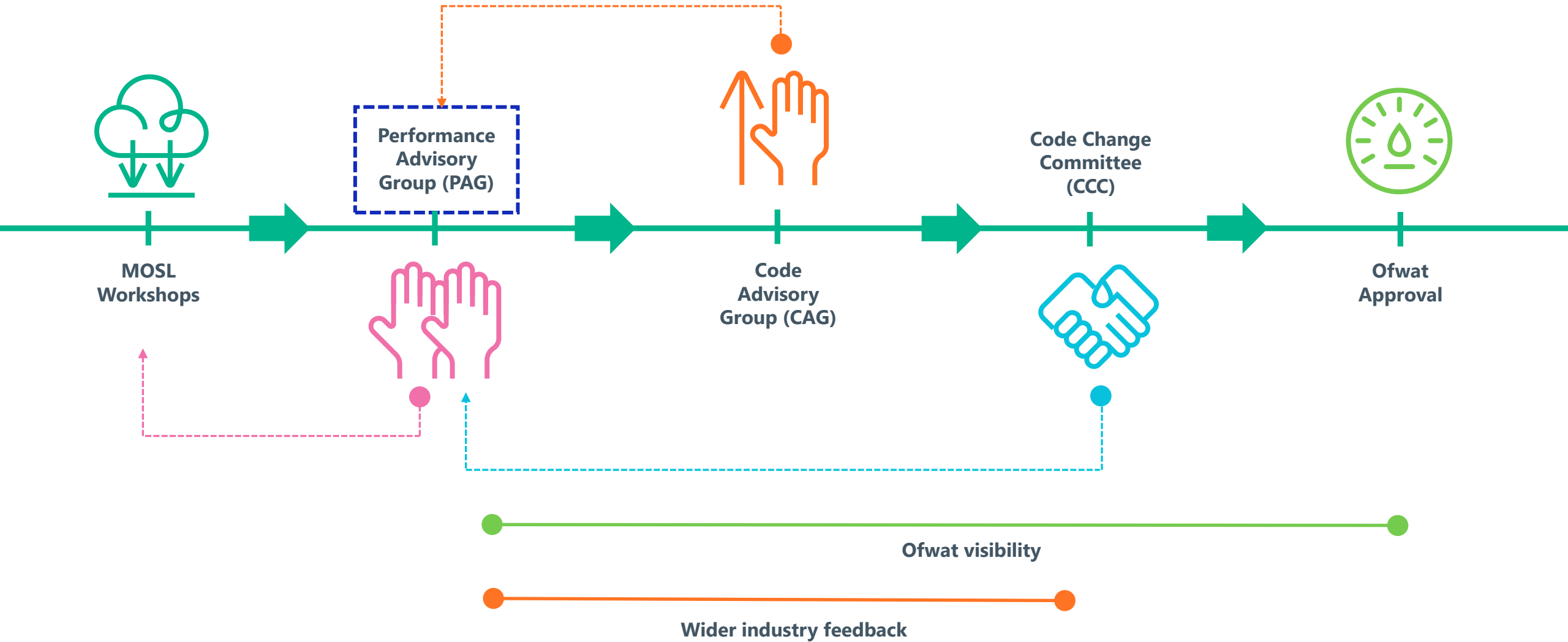
- Reminder of proposed M15 and M18 design
- Discussion of proposed tools (+ BR-MeX)
 - Outline of reporting and financial incentives
 - Initial consultation 4 feedback
 - Not discussing scale of charges today



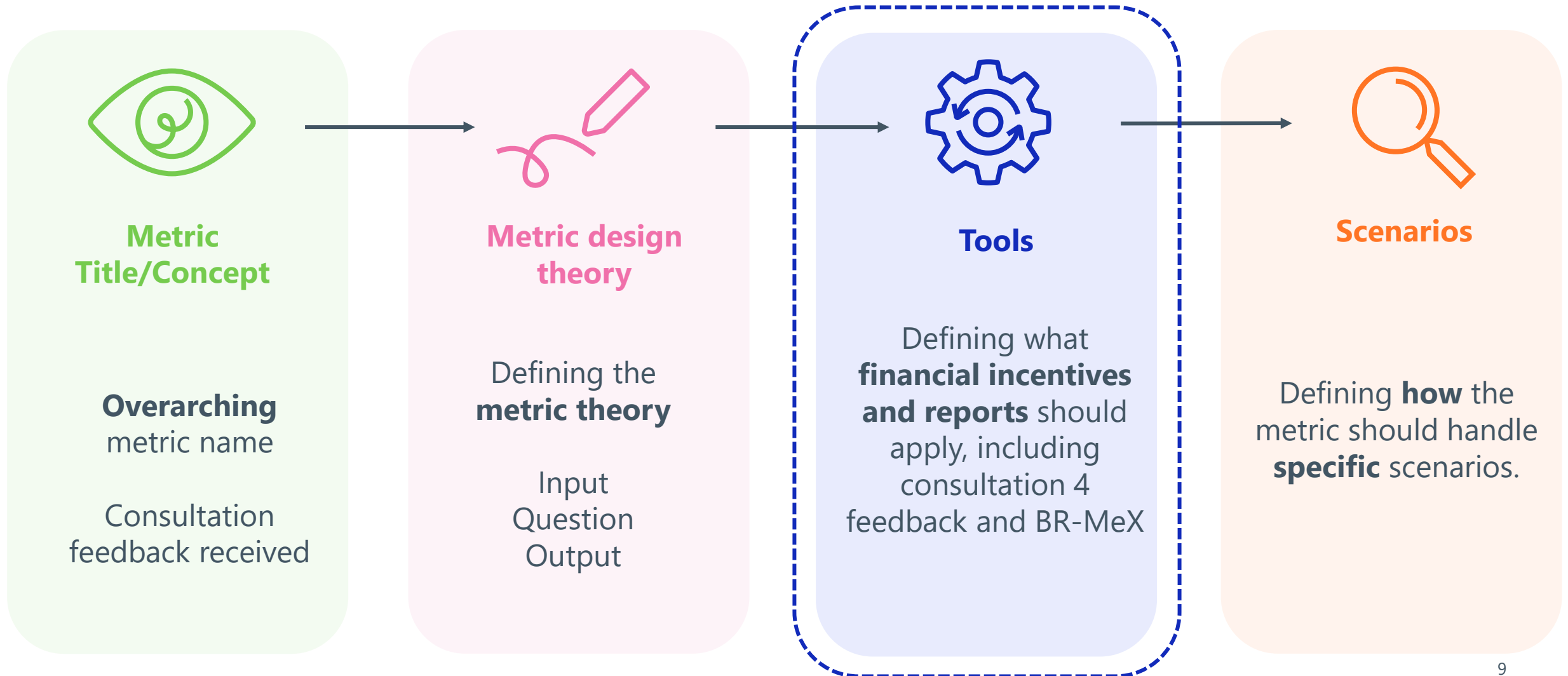
Seeking PAG feedback on application and design of tools for M15 and M18



Metrics – High Level Journey



Metric Design Journey



A large, thick green outline of a stylized human head profile is centered on the slide. The head is facing right, with a prominent nose and a slightly open mouth. The outline is composed of several curved segments that define the forehead, eye, nose, and jawline.

**Reminder of proposed M18 and M15
design**

KPI Design Summary

Requirement	M18: % of SLAs completed in month that are completed on time	M15: total and average days late for late SLAs
Input	All SLAs* completed in reporting month	All SLAs* overdue and outstanding at end of reporting month and all SLAs completed late in reporting month
Notable Inclusions	SLAs on cancelled Requests IF cancellation occurred after SLA completion, and completed SLAs on resubmitted requests	As per M18
Exclusions	SLAs on rejected Requests and SLAs where time-out has occurred at the request for information stage (as per OPS today), and SLAs on cancelled Requests IF cancellation occurred before SLA completion.	As per M18
Query Performed	For each completed SLA, check if the SLA been completed in the allowed time, allowing for permitted deferrals.	For each overdue and outstanding SLA and all SLAs completed late, calculate the number of days the SLA is beyond the allowed time, allowing for permitted deferrals
Outputs	Peer comparison reports and MPF financial tools and/or BR-MeX, based on the % of completed SLAs completed on time + Task reports	Peer comparison reports and MPF financial tools and/or BR-MeX, based on the total and average days late for late SLAs + Task reports

Key industry feedback

- ✓ M18 successes and failures and M15 lateness will be reported from SLA completion instead of waiting for request closure.
- ✓ M15 lateness will include what is overdue and outstanding, not just completed late.

*For simplicity, the OPS SLAs are being prioritised. However, the KPI will be able to accommodate any future changes to what is made reportable in the Hub and escalated to the level of MPF reporting.

Demonstration

Scenario = SLA completed on time

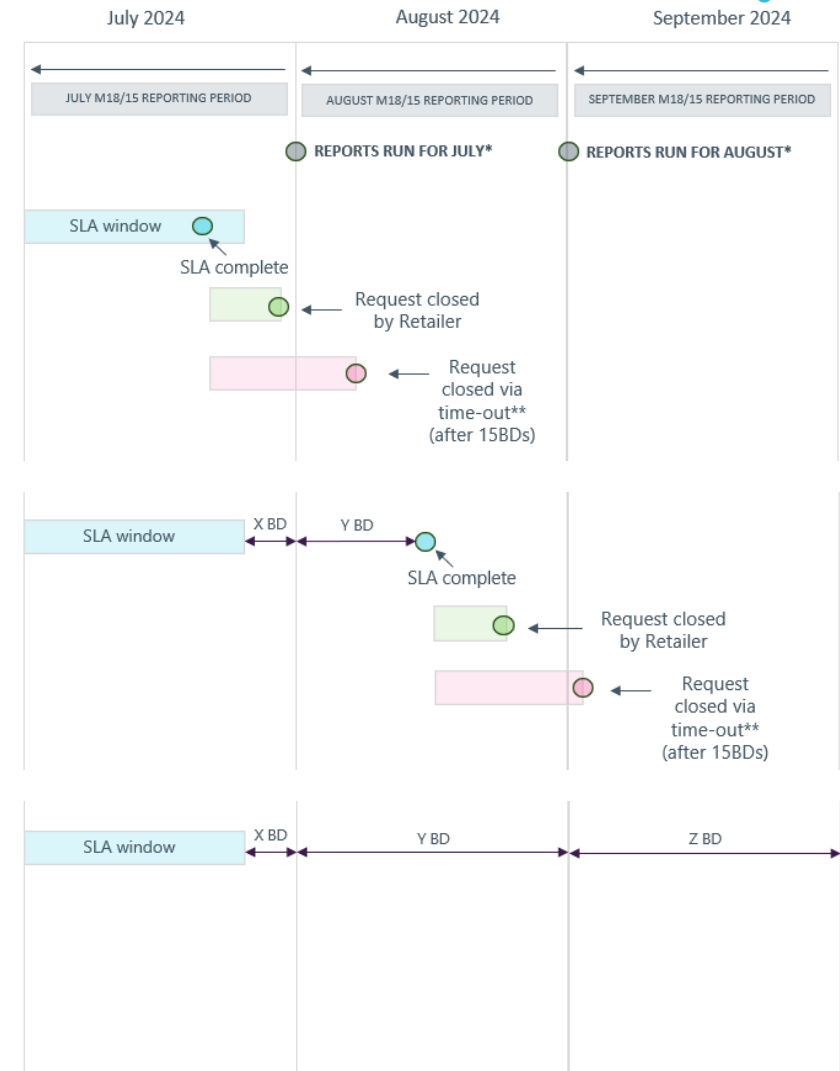
- Current OPS: SLA success is not reported until **request is closed**.
- Proposed M18: SLA success is reported when **SLA is complete**.
- Proposed M15: SLA completed on time so not relevant to M15.

Scenario = SLA completed late

- Current OPS: SLA failure is not reported until **request is closed**.
- Proposed M18: SLA failure is reported when **SLA is complete**.
- Proposed M15: SLA contributes **X days overdue and outstanding** to July and **X + Y days completed late** to August.

Scenario = SLA not completed

- Current OPS: not captured.
- Proposed M18: not captured.
- Proposed M15: SLA contributes **X days overdue and outstanding** to July, **X + Y days overdue and outstanding** to August, **X + Y + Z days overdue and outstanding** to September...



Assessment vs baseline (MOSL view)

Assessment Criteria		Current OPS*	Proposal*
Behaviours	Complete requests first time and to time	Moderate	High
	Resolve failures as soon as possible	Low	High
	Prioritising SLAs/deferrals	Low	High
Principles	Simplicity	Low	Moderate
	Transparent & proportionate	Low	High
	Customer outcomes	Moderate	High
	Party accountability	Low	High
	Enduring & agile	Low	Moderate
	Supports competition	<i>To be assessed once tool options have been discussed</i>	
	Consistent and compatible with regulatory regime		
	Value for money		

*Detailed rationale provided on slides 34 and 35 (end of deck)

Next steps for other feedback

Theme	Detail	Next steps
Other metrics to consider	Examples include an additional metric on the total time for bilateral requests to be completed, and additional metrics on resubmissions, repeat submissions, escalations and closures (PAG48 slide 14).	The MPF Programme will focus on delivering the <u>priority KPIs</u> for April 25. These other metrics can be developed post KPI delivery and pending decisions by the Performance Assurance Committee Group (PAC).
Bilateral Hub Functionality	Examples include new flags for high and low impacting requests, new reason codes for resubmissions, bulk deferral functionality, and autoclosure on F5 requests. (PAG48 slide 15). + suggestions from PAG48 that there should be a time limitation for backdating deferrals, and an ability for Retailers to challenge improper deferrals, and suggestion from consultation 4 on new deferral reasons.	Will be presented to the Strategic Panel alongside other potential changes to key obligations which are not in scope of MPF reform but are worth further investigation and prioritise with direct reference to customer benefit. MOSL will adapt KPIs to any new obligations successfully implemented via the code change process.
Inconsistent/poor behaviours	Examples include requests completed without the required CMOS transactions or references, and inconsistent practices for resubmissions, repeat submissions, escalations, customer contact and requests impacted by internal/external vacancy (PAG48 slide 15). + observation from PAG48 that Wholesalers could reject overdue SLAs to prevent these from counting toward M15.	These will be shared with the PAC as potential focus points for future audits. These inconsistencies and behaviours need to be better understood before next steps are determined (e.g., code changes, guidance, new metrics etc). MOSL will adapt KPIs to any new obligations successfully implemented via the code change process
Reporting and charging	General preference from PAG48 is that M18 and M15 should be reported individually but presented/read together for full context. M15 should also provide a view of total lateness and the in-month number of days that the SLAs have failed for (i.e., what charges could be based on). Normalizing SLAs adds complexity and lessens the meaning for customers.	To explore as part of incentivisation discussion today. Note that options for normalising SLAs and/or combining M15 and M18 may still be pursued under BR-MeX.

Financial Tools for M15 and M18

Summary of consultation 4 proposal

Tool (if not included in BR-Mex)	M18: % of SLAs completed in month that are completed on time	M15: total and average days late for late SLAs
Penalties	Monthly penalty charges from Wholesaler to MOSL. A set penalty charge is multiplied by the [number of SLAs completed in month] and the [percentage points monthly performance is below minimum standard].	Monthly penalty charges from Wholesaler to MOSL. A set charge is applied for every day late in month (from all overdue and outstanding days and late completed days incurred in month).
Outperformance payments	Annual outperformance payments from MOSL to Wholesaler. An outperformance charge is multiplied by the [number of SLAs completed in year] and the [percentage points annual performance is above an outstanding standard].	None.
Compensation payments	None.	None.
Example	Slide 17	Slide 18 and 19

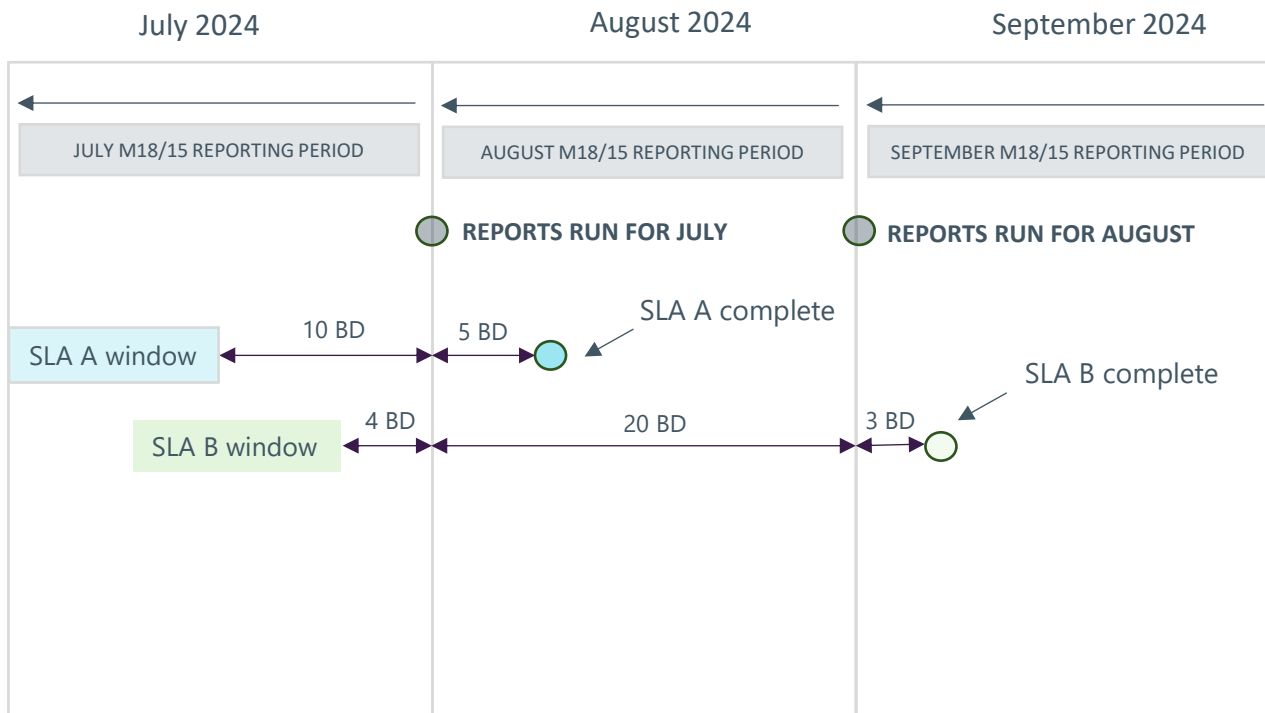
Charging on M18 - example

Hypothetical minimum performance standard of **80%** and an outstanding performance standard of **90%**

Wholesaler	Example Month	Years' End (based on monthly performances)
A	500 SLAs completed, 475 on time = 95% performance Penalty = P. charge * 500 * 0 (not below min. standard)	5000 SLAs completed, 4875 on time = 97.5% performance Payment = OP. charge * 5000 * 0.075 (7.5% above outs. standard)
B	500 SLAs completed, 375 on time = 75% performance Penalty = P. charge * 500 * 0.05 (5% below min. standard)	5000 SLAs completed, 3750 on time = 75% performance Payment = OP. charge * 5000 * 0 (not above outs. standard)
C	50 SLAs completed, 30 on time = 60% performance Penalty = P. charge * 50 * 0.20 (20% below min. standard)	500 SLAs completed, 455 on time = 91% performance Payment = OP. charge * 500 * 0.01 (1% above outs. standard)

Charging on M15 - example

An overdue & outstanding SLA will increasingly impact the days late in every report until the SLA is complete (average is taken from 'cumulative lateness'). **But if MPF charges apply to M15, charges will only apply against total lateness in month to ensure that late days are not double charged.**



M15 reporting focusses on the lateness of SLAs, not the lateness per month. **SLA A** is counted as 10BD overdue and outstanding in July, and 15BD completed late in August (10BD+5BD).

SLA B is counted as 4BD outstanding and overdue in July, 24BD overdue and outstanding in August (4BD+20BD) and 27BD completed late in September (4BD+20BD+3BD).

Charging on M15 - example

An overdue & outstanding SLA will increasingly impact the days late in every report until the SLA is complete (average is taken from 'cumulative lateness'). **But if MPF charges apply to M15, charges will only apply against total lateness in month to ensure that late days are not double charged.**

Month	SLA	Scenario for SLA		Lateness		
		Status	Lateness in month	In month (chargeable)	Cumulative	Average (cumulative/no. of late SLAs)
July	SLA A	Overdue & outstanding	10BD	14BD (10+4)	14BD (10+4)	7BD (14/2)
	SLA B	Overdue & outstanding	4BD			
August	SLA A	Completed late	5BD	25BD (20+5)	39BD (10+4+5+20)	19.5BD (39/2)
	SLA B	Overdue & outstanding	20BD			
September	SLA A	Not included (already complete)	n/a	3BD	27BD (4+20+3)	27BD (27/1)
	SLA B	Completed late	3BD			

If a Wholesaler lowers M15 average lateness by failing additional SLAs by small amounts, this will add more chargeable days to M15 and more chargeable events to M18.

Consultation 4 feedback

KPI Design

- Calculation should not wait for a request to be completed else there is no ongoing incentive to complete a task sooner **(2 respondents)**
- M15 and M18 should cover all code SLAs **(1)**
- A high volume of smaller failures could mitigate the impact of a single larger failure **(1)**
- What happens if a deferral occurs after SLA has been failed? **(1)**

Hub Functionality

- The reason for a failure may be out of party's control if not on the list of permitted deferrals and further work is needed **(1)**
- Bulk submissions should be factored in **(1)**

More Metrics

- Bilaterals are not always raised accurately or appropriately, and as a result additional controls and measures are needed **(2)**
- Metrics should not be limited to Wholesaler actions only **(1)**
- Absence of measuring all time impacts can mean published performance differs from the actual customer experience **(1)**

Reporting and incentives

- Poor performance against B5 and C1 requests may be masked by good performance against other requests **(1)**
- The framework should inform customers on performance and where accountability lies. Unrealistic to assume customers are aware of this **(1)**
- M18 is not appropriate for outperformance payments; outperformance is better related to speed of turnaround than just meeting minimum standards **(1)**
- The minimum and outstanding performance standards should be set at the same level and the outstanding standard should be based on a shorter SLA **(1)**

BR-MeX and double jeopardy

- Unclear why compensation payments could be applicable for BR-MeX scenarios **(2)**
- Caution should be used with compensation charges to ensure no double jeopardy **(1)**
- Financial incentives not required if KPIs included in BR-MeX **(1)**

Implementation

- Welcome a decision from MOSL on how existing late processes be considered from go-live **(1)**
- Bilaterals should have a cap on charges and no charges at all to begin with to allow the new MPF to be observed in action and allow adjustments with minimal risk exposure **(1)**

Consultation 4 feedback

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See slides 10-14

Compensation

- Unclear when compensation should be applied in BR-MeX scenarios **(2 respondents)**
- Caution should be used with compensation charges to ensure no double jeopardy **(1)**
- Financial incentives not required if KPIs included in BR-MeX **(1)**

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- Welcome a decision from MOSL on how existing late processes be considered from go-live **(1)**
- Bilaterals should have a cap on charges and no charges at all to begin with to allow the new MPF to be observed in action and allow adjustments with minimal risk exposure **(1)**

See Qs on slide
23 and 25

Reporting and incentives

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- Financial incentives not required if KPIs included in BR-MeX **(1)**

For further
discussion

Implementation

- Welcome a decision from MOSL on how existing late processes be considered from go-live **(1)**
- Bilaterals should have a cap on charges and no charges at all to begin with to allow the new MPF to be observed in action and allow adjustments with minimal risk exposure **(1)**

Questions for PAG on financial tools

Questions	IF M18 and M15 ARE NOT included in BR-MeX	IF M18 and M15 ARE included in BR-MeX
Should Wholesalers be financially penalised under the MPF for failing to achieve SLAs?	Yes.	No. Double jeopardy for MPF penalties to apply as well as BR-MeX incentives.
Should every failure on M18 be penalised, or should penalties be applied where performance is below standard?	Not every failure will be financially penalised, only where monthly performance is below standard. See slide 17.	N/A. Double jeopardy for MPF penalties to apply as well as BR-MeX incentives. Regarding BR-Mex, different options for M15 and M18 have been discussed. It is possible that M18 and M15 would be combined.
Should every day late on M15 be penalised under the MPF, or should penalties be applied based on average lateness?	Yes. Every day overdue and outstanding will be penalised so there is no benefit in accommodating additional short failures to lower the average lateness. See slide 18 and 19.	As above.
Should charges be applied for all SLAs in M18 and M15 or a subset only (e.g., B5, C1)	For simplicity, it is proposed that all SLAs contribute towards charging.	N/A. Double jeopardy for MPF penalties to apply as well as BR-MeX incentives. Regarding BR-Mex, it is possible that that M18 and M15 would be normalised, so all SLAs types are counted but in reference to the permitted SLA.
Should Wholesalers be rewarded under the MPF where performance is above an outstanding standard?	Yes. It is proposed that an outstanding performer could qualify for an outperformance payment at years' end. See slide 17.	No. Double jeopardy for MPF outperformance payments to apply as well as BR-MeX incentives.
Should Retailers be compensated under the MPF for Wholesaler underperformance?	Possibly but not from implementation. Penalties are simpler but the case for compensation instead/as well may be stronger in the future. Having both types apply on the same KPI is not automatically considered double jeopardy as they serve different purposes (primary function of compensation is to reimburse an impacted party, whereas penalties are designed to incentivize performance) and it could be conceived as one charge being split two ways.	Possibly. Having compensation under the MPF and other incentives under BR-MeX penalties is not automatically considered double jeopardy as they serve different purposes (primary function of compensation is to reimburse an impacted party, whereas BR-MeX is designed to incentivize performance) and the value of compensation payments under the MPF would be far lower.

Reporting on M15 and M18

Questions for PAG on reporting

M18: % of completed SLAs completed on time

M15: total and average days late for late SLAs (e.g., columns 6 and 7 on slide 19)

Questions	Suggestions
What does the subject trading party need to see in/obtain from reporting?	<ul style="list-style-type: none"> • Aggregate M18 performance per month, and aggregate M15 performance per month. • Volumes of tasks and breakdowns by process. • Underlying data on M18 and M15 (line by line view for each SLA) and where charges are being incurred. • Performance standards.
What does the PAC need to see in/obtain from peer comparisons?	<ul style="list-style-type: none"> • Aggregate M18 performance per month, and aggregate M15 performance per month, for each party. • Volumes of tasks and breakdowns by process, for each party. • Performance standards.
What do trading parties need to see in/obtain from peer comparisons?	<ul style="list-style-type: none"> • Aggregate M18 performance per month, and aggregate M15 performance per month, for each party. • Volumes of tasks and breakdowns by process...? • Performance standards
What do customers need to see in/in/obtain from peer comparisons?	<ul style="list-style-type: none"> • Do customers need to see and understand proportions and averages when viewing aggregate M18 performance per month and aggregate M15 performance per month? • Are qualitative statements on who is above or below standard or simple rankings sufficient?
Does MPF reporting need to do anything different if M18 and M15 are in BR-MeX?	<ul style="list-style-type: none"> • Do customers need to see and understand proportions and averages when viewing aggregate M18 performance per month and aggregate M15 performance per month? • Are qualitative statements on who is above or below standard or simple rankings sufficient?

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3	Upcoming PAG workshop(s) & AOB	Chris Dawson	10 mins
			Total: 2 hours

Upcoming PAG workshop(s)

Date	For discussion	Detail
11th September	MPF Metrics	M15 (Avg lateness of failed SLAs for bilateral requests) & M18 (prop of SLAs for bilateral requests completed on time) or M12 (Prop of premises address data accuracy) (Data Assurance recap)
18th September	MPF Metrics	M15 (Avg lateness of failed SLAs for bilateral requests) & M18 (prop of SLAs for bilateral requests completed on time) or M12 (Prop of premises address data accuracy)
26th(Thurs) September	MPF Metrics	M12 (Prop of premises address data accuracy)

AOB – Nominations are now open for members of trading parties interested in applying to become a member of the Performance Assurance Committee (PAC).

**Subject to change*

KPI	Description (bold = Phase 1/priority)
M01	Cyclic meter reads performed within SLA, biannual or monthly
M02	Prop of smart meters read
M04	Prop of transfer meter reads performed/submitted within SLA
M06	Lateness of overdue transfer meter reads
M07	Prop of consumption settled on actuals vs estimates
M08	Prop of consumption settled on actuals vs estimates for smart meters
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M20	Prop of consump'n fr cyclic non-mkt meters in biannual/monthly SLA


Options: Metric M12d or M12a-d

← Option 2: M12a-d →

Option 1: M12d only*

Verified Supply Address M12a		Verified UPRN M12b		Verified VOA M12c	
Wholesaler	Verified %	Wholesaler	Verified %	Wholesaler	Verified %
Wholesaler 2	74.62%	Wholesaler 1	74.91%	Wholesaler 1	67.10%
Wholesaler 8	72.61%	Wholesaler 7	74.77%	Wholesaler 8	63.81%
Wholesaler 9	70.05%	Wholesaler 2	71.35%	Wholesaler 2	63.00%
Wholesaler 3	69.29%	Wholesaler 3	69.82%	Wholesaler 5	62.96%
Wholesaler 4	66.33%	Wholesaler 15	68.39%	Wholesaler 6	61.62%
Wholesaler 11	64.26%	Wholesaler 4	67.98%	Wholesaler 10	60.81%
Wholesaler 5	64.05%	Wholesaler 9	66.94%	Wholesaler 3	60.26%
Wholesaler 6	63.91%	Wholesaler 12	66.62%	Wholesaler 7	60.04%
Wholesaler 1	63.66%	Wholesaler 6	66.14%	Wholesaler 4	59.87%
Wholesaler 14	61.56%	Wholesaler 10	63.80%	Wholesaler 12	57.77%
Wholesaler 7	61.30%	Wholesaler 5	62.75%	Wholesaler 11	45.15%
Wholesaler 12	59.56%	Wholesaler 14	62.16%	Wholesaler 9	43.41%
Wholesaler 15	58.77%	Wholesaler 8	61.25%	Wholesaler 13	38.96%
Wholesaler 13	51.83%	Wholesaler 11	60.37%	Wholesaler 14	24.28%
Wholesaler 10	51.81%	Wholesaler 13	45.77%	Wholesaler 15	7.77%
Mean average	65.73%	Mean average	65.26%	Mean average	57.16%

Verified All M12d	
wholesaler	Verified All %
Wholesaler 1	48.46%
Wholesaler 2	48.12%
Wholesaler 3	46.00%
Wholesaler 4	43.55%
Wholesaler 5	43.43%
Wholesaler 6	41.99%
Wholesaler 7	41.39%
Wholesaler 8	38.62%
Wholesaler 9	35.82%
Wholesaler 10	32.72%
Wholesaler 11	30.34%
Wholesaler 12	26.31%
Wholesaler 13	20.35%
Wholesaler 14	8.12%
Wholesaler 15	3.65%
Mean average	38.84%

 Reminder of question asked at PAG 49: Which option is more helpful, M12d* to be the only metric published publicly or M12a-d?

Market Median (for BR-MeX)



* For this option, M12a-c could be KPIs or Additional Metrics visible to PAC and TPs

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**Alternative design options explored
for M18 and M15**

Alternative proposals

Alternative	Rationale for discounting under MPF
Combine M15 & M18 into a single KPI	<p>KPI = total lateness on SLAs completed in month / no. of SLAs completed in month</p> <ul style="list-style-type: none">+ Reduces the impact of the one very late SLA+ Provides an effective way to rank overall performance across different Wholesalers- Lateness is spread across all SLAs completed so does not answer 'how late are SLAs that are late?' and creates less incentive to address late SLAs (can improve combined performance by prioritising new yet-to-fail SLAs instead).- Does not provide the PAC with separate views of completion and lateness (both tracked but not directly presented).- KPI becomes a score that needs additional explanation rather than a simple proportion or average.- Successes/failures and lateness will not be reported until SLAs are complete – unless solution is amended to include lateness on SLAs overdue and outstanding.- The proposed solution can already mitigate concerns over outliers and gaming. If M15 and M18 are not included in BR-MeX, charges will be set so a Wholesaler cannot benefit by incurring extra M18 failures to improve M15 performance. M15 charges would apply against total, not average lateness, and reports could include lateness context.❖ Can still be considered under BR-MeX – the proposed M18 and M15 can provide the required inputs.
Normalise SLAs by dividing total lateness per SLA (e.g., B5) by the permitted SLA (e.g., 25 BDs)	<p>KPI in standalone M15 = total normalised lateness across SLAs completed late in month or overdue and outstanding at end of month / no. of late SLAs completed in month or overdue and outstanding at end of month</p> <p>KPI in combined KPI = total normalised lateness across SLAs completed late / no. of SLAs completed in month</p> <ul style="list-style-type: none">- Additional complexity- Lessens focus on the lateness of individual tasks- May unintentionally result in a priority order amongst what is late❖ Can still be considered under BR-MeX – the proposed M18 and M15 can provide the required inputs.

Bilaterals 101

Term	Explanation
Request	A service request submitted in the Bilateral Hub which is related to the processes set out in the Operational Terms.
ORID	Operational Request Identifier for service requests submitted in the Bilateral Hub.
Requestor	The Trading Party that initiates a Request.
Responder	The Trading Party that is required to carry out the action(s) arising from a Request (may be the same Trading Party as the Requestor where a Request has been initiated by a Wholesaler).
SLA	Service Level Agreement, the timescales to complete processes and steps set out in the Operational Terms.
OPS SLA	Priority SLAs associated with Operational Performance Standard reporting and charging.

Bilaterals 101

Term	Explanation
In progress Request	A Request being worked on in the Bilateral Hub, i.e., not cancelled or closed.
Completed Request	A Request that has reached substantial completion (i.e., OPS SLA complete) and is awaiting final checks before being closed. Currently, only the first instance of an OPS SLA for a Completed Request shall be counted in OPS Performance.
Closed Request	A Request that has been closed by the Retailer after final checks or closed due to time-out (applies for all requests except F5 if Retailers have not reviewed the completion and closed the request within 15 BD of the request being marked complete). SLAs are not included in OPS performance until Requests are closed.

Bilaterals 101

Term	Explanation
Rejections	Wholesalers may reject requests from Retailers if the Request is materially inaccurate, a duplicate, refers to the wrong process, is not in the Wholesaler's policy or responsibility, or relates to a household customer. Retailers can agree to a rejection or resubmit the request. Currently, SLAs on rejected Requests are not counted in OPS performance.
Cancellations	A Requestor can cancel a Request at any time. A Wholesaler cannot cancel a Request raised by the Retailer (and vice versa). Currently, SLAs on cancelled Requests are not counted in OPS performance.
Resubmissions	Retailers may resubmit rejected Requests where it disputes the rejection or is rectifying the request as advised by the Wholesaler. Retailers may also resubmit completed Requests where it disputes the outcome, CMOS updates, corrections, or a quotation. This will trigger a new SLA for the same ORID, but only the first instance of an OPS SLA for a completed Request shall be counted in OPS performance.
Deferrals	Wholesalers can defer (pause) the SLA for a Request for certain permitted reasons throughout its lifecycle, for example when the Wholesaler is waiting for information either from the Retailer or third party which is inhibiting the Wholesaler from completing the Request.

Solution	Assessment against behaviours		
	Complete requests first time and to time	Resolve failures as soon as possible	Prioritising SLAs/deferrals
Current OPS	<p>Moderate - only the first instance of a completed SLA is counted (SLAs on resubmitted requests are not counted), and SLAs on cancelled requests are excluded even if cancellation occurs after SLA is complete.</p> <p>Performance charges for underperformance but minimal incentive for outperformance.</p>	<p>Low - no metric reporting lateness and successes and failures are not reported until requests are closed.</p>	<p>Low - no metric reporting lateness so late SLAs can be deprioritised without a performance impact.</p> <p>Deferrals are excluded but no MPF metric to track use of deferrals.</p>
Proposed M18 & M15	<p>High - SLAs will continue to be included until the requestor is satisfied with the outcome (an SLA on a resubmitted request will be counted as a new SLA with another opportunity for success or failure and lateness), and SLAs on cancelled requests are included if cancellation occurs after SLA is complete.</p> <p>Potential for outperformance payments and penalty charges (or inclusion in BR-MeX).</p>	<p>High - introduces a KPI to specifically highlight the lateness of what is overdue and outstanding plus completed late, successes and failures will be reported at SLA complete, and lateness will be reported as it occurs (when SLAs become overdue and outstanding), instead of request closure.</p> <p>An overdue and outstanding SLA will increasingly impact performance until the SLA is complete.</p> <p>Potential for inclusion in BR-MeX.</p>	<p>High - late SLAs cannot be deprioritised without performance impact.</p> <p>KPIs will exclude deferrals days – and deferrals will be reported by other MPF metrics.</p> <p>Wholesalers are incentivised to apply deferrals promptly as reports will capture the lateness of what is overdue and outstanding at time of report plus completed late.</p> <p>Incentives must be carefully designed so it is not better to incur extra M18 failure to improve M15. Extra statistics on reports may be required.</p>

Solution	Assessment against Principles				
	Simplicity	Transparent & proportionate	Customer outcomes	Party accountability	Enduring & agile
Current OPS	<p>Low - multiple charges and reports across different OPS SLAs.</p>	<p>Low - no metric reporting lateness, successes and failures are not reported until requests are closed. Performance charges for underperformance but minimal incentive for outperformance.</p> <p>Deferral days are excluded but no MPF metric to report these.</p>	<p>Moderate - OPS prioritises the timely completion of the most important SLAs, but late SLAs can be deprioritised without a performance impact.</p>	<p>Low - late SLAs can be deprioritised without a performance impact, only the first instance of a completed SLA is counted (SLAs on resubmitted requests are not counted), and SLAs on cancelled requests are excluded even if cancellation occurs after SLA is complete.</p>	<p>Low – all processes controlled through code change</p>
Proposed M15 & M18	<p>Moderate - combines performance across all OPS processes in two KPIs, but introducing a new concept of lateness does add complexity.</p> <p>Incentives must be carefully designed so it is not better to incur extra M18 failure to improve M15. Extra statistics on reports may be required.</p>	<p>High – introduces a KPI to specifically highlight the lateness of what is overdue and outstanding plus completed late.</p> <p>Successes and failures will be reported at SLA complete, and lateness will be reported as it occurs (when SLAs become overdue and outstanding), instead of request closure.</p> <p>Potential for outperformance payments and penalty charges (or inclusion in BR-MeX).</p> <p>KPIs will exclude deferrals days – and deferrals will be reported by other MPF metrics.</p>	<p>High - late SLAs cannot be deprioritised without performance impact, and an overdue and outstanding SLA has an increasingly impact until the SLA is complete.</p> <p>Potential BR-MeX inclusion.</p> <p>Prioritises most important SLAs as per current framework.</p>	<p>High - late SLAs cannot be deprioritised without performance impact, an overdue and outstanding SLA will increasingly impact performance until the SLA is complete, and SLAs on cancelled requests are included if cancellation occurs after SLA is complete.</p> <p>SLAs will continue to be included until the requestor is satisfied with the outcome.</p> <p>Wholesalers are incentivised to apply deferrals promptly as reports capture lateness of what is overdue and outstanding at time of report plus what is completed late.</p>	<p>Moderate – potential for some agility in the form of PAC-governed performance standards (TBC)</p>