



STRATEGIC
PANEL
& Committees

Performance Assurance Committee members special feature

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A message from Trisha McAuley

"I am delighted that we have confirmed the membership of the Performance Assurance Committee (PAC), which will have its first meeting on 27 November.

I look forward to working with the Independent Chair, Claire Whyley, as well as the other members, as we drive improvements in customer outcomes in the years ahead. This special feature will introduce you to the PAC members through detailed biographies, giving you insight into each of the members, and a short interview where we learn what it means for them to be a part of this Committee."

Trisha McAuley OBE - Independent Chair of the Strategic Panel



Claire Whyley

Independent Chair

Claire Whyley is a professional researcher, policy analyst and consumer advocate, focusing on outcomes-based consumer protection and regulation. She specialises in user-led, evidence-based and impact-focused policy development, across a range of markets, with a particular interest in vulnerable and excluded consumers. She has delivered research projects aiming to support organisations in putting consumers at the heart of their processes and decision-making.

Claire holds a range of non-executive roles, including membership of: the Competition and Markets Authority Independent Panel; the Private Healthcare Information Network Board; the Financial Conduct Authority (FCA)/Payments Systems Regulator (PSR) Competition Decisions Committee; the Management Board of the Consumer Code for Homebuilders; and the Air Travel Insolvency Protection Advisory Committee.

What made you want to join the Performance Assurance Committee and what do you feel you will bring to the Committee?

"I wanted to join the PAC because I've seen first-hand how consumer focused, outcome-based regulation and intervention can transform markets for consumers and traders. A culture with consumers at its heart is good for business!

I will bring in-depth knowledge of consumer needs, behaviour and decision-making across a wide range of markets to PAC, along with my experience of competition, regulation and market remedies, and a deep desire to make a difference to markets that matter to consumers."



Keith Richards

Independent Member

Keith has served as an Independent Member and Non-Executive Director on bodies in the public, private and third sectors in a variety of industries. He brings to the table challenge and specialist expertise on consumer advocacy, equality and inclusion, dispute resolution and redress. He set up and chaired the Civil Aviation Authority Consumer Panel and was a Member of the Financial Services Consumer Panel at the FCA. He served as a Member of the Air Travel Insolvency Protection Advisory Committee (ATIPAC) and as a Non-Executive Director at ECPAT UK, a charity with targeted policy and advocacy around child trafficking, prostitution and pornography.

His experience also includes: a Non-Executive Member on the Boards of Transport for London, and of Transport Focus; Co-Chair of the Heathrow Access Advisory Group (HAAG); Chair of the Board at the National Centre for Accessible Transport (NCAT); Board member of the Private Healthcare Information Network (PHIN); Independent Member of the General Chiropractic Council; Panel Member at the Competition and Markets Authority; Chair of the Renewable Energy Consumer Codes (RECC) Non-Compliance Panel; and Member of the PAY.UK End User Advisory Council.

What made you want to join the Performance Assurance Committee and what do you feel you will bring to the Committee?

"I enjoy roles that are designed to ensure that the end customer gets good quality services, can make informed and effective choices that suit their needs, and can benefit from a regulated environment that positively encourages innovation.

What attracted me to PAC is its role in monitoring performance and holding companies to account to bring about improved customer outcomes and sustainable customer benefit, which in itself drives keener competition that leads to greater quality. If a regulated market doesn't perform properly then everyone loses.

This role is a perfect fit for me as I can apply my experience and expertise from working in assessment, assurance and consumer challenge roles in a wide range of other sectors to the non-domestic water sector. I am looking forward to ensuring that the PAC plays its key role in the cycle of improvement that delivers in the interests of business consumers."



Lindsey Fussell

Independent Member



Lindsey Fussell is the Group Director for Online Safety at Ofcom, the UK's communications regulator. She joined Ofcom in 2016 and, prior to taking up her current role in 2024, she was Ofcom's Group Director for Networks and Communications, leading Ofcom's work in the telecoms and postal sectors. She sits on the Ofcom Board as an Executive Member.

Before joining Ofcom, Lindsey held a range of senior leadership roles in the Civil Service. She was Public Services Director at HM Treasury between 2012 and 2016, where she led on spending on devolution, education, defence and criminal justice.

What made you want to join the Performance Assurance Committee and what do you feel you will bring to the Committee?

"I am fascinated by the challenge of opening up markets to effective competition to drive great outcomes for customers, so I am delighted to have the opportunity to join the Performance Assurance Committee. Although I have a lot to learn about the water sector, I hope that my experience in telecoms regulation and consumer protection will help to support the Committee's important work."

Adam Boyns

Customer Representative

Adam has worked for the Consumer Council for Water (CCW) for eight years, where he originally handled customer complaints, before moving into policy work.

As a policy manager working in the business customer team, he works with trading parties, MOSL and Ofwat to help ensure customers in the business retail market are receiving a good service. As part of this, he links CCW's consumer relations and research work to stay on top of customers' views of the market, and how well trading parties are performing.

He previously served as customer representative on the Market Performance Committee for five years, where he built up a wealth of technical knowledge, while using customer complaints and research evidence to challenge trading parties to improve market performance. He is also a member of the Performance Advisory Group (PAG), which has allowed him to help shape the direction of the new Market Performance Framework, and to ensure it leads to improved customer outcomes.

What made you want to join the Performance Assurance Committee and what do you feel you will bring to the Committee?

"As the customer representative, I want to ensure that poor performance is rectified, and good performance is maintained, for the benefit of all customers in the market.

Working for CCW, I have unique knowledge of what matters most to customers through our complaints and research data, which I can utilise to ensure the Committee is truly holding poor performers to account. When monitoring market performance, it is vital that good customer outcomes are at the heart of the Committee's decisions, which I can help drive through my membership."



Andrew Smith

Retailer Representative

Andrew brings a wealth of expertise in wholesale and metering operations, years of experience in the water industry, and a proven track record of driving performance improvements,

As Head of Wholesale and Metering at Castle Water, Andrew has led initiatives to enhance market data accuracy, streamline processes, and improve service standards. His previous experience on the Market Performance Committee has contributed to measurable advancements in core data items, such as Unique Property Reference Number (UPRN) and Valuation Office Assessment (VOA), bolstering data quality across the sector. Andrew's commitment to regulatory compliance and operational efficiency makes him well-suited for this role, where he will support the PAC's mission to maintain and enhance market standards.

What made you want to join the Performance Assurance Committee and what do you feel you will bring to the Committee?

"I wanted to join the Performance Assurance Committee because I value its role in understanding the real challenges trading parties face and using that insight to drive meaningful improvements in the market. The PAC's focus on addressing these challenges, rather than simply striving towards arbitrary targets, aligns closely with my own approach to market performance. I believe that lasting progress comes from tackling root causes and fostering collaboration across stakeholders.

I bring extensive experience in wholesale and metering operations, with a track record of delivering initiatives that address systemic issues and improve data quality. My time on the Market Performance Committee highlighted the importance of balancing regulatory requirements with practical solutions that work for trading parties. I am confident that my insight into operational challenges, combined with a focus on constructive problem-solving, will support the PAC in delivering its objectives and driving real, sustainable improvements."



Ben Kershaw

Retailer Representative

Ben heads up Wave's metering department, taking responsibility for the overall metering journey and strategy. He's focused on the industry-wide smart meter rollout, working with wholesalers and stakeholders to define how it will be implemented and used to improve water bill accuracy and increase actual meter reads.

Ben has over 10 years' experience in metering in the water industry and a strong background of innovation and process improvement. His previous roles at Water Plus and Siemens have helped him to build relationships with other retailers, wholesalers, suppliers and contractors, fuelling diverse conversations that will contribute to improvements in the market.

What made you want to join the Performance Assurance Committee and what do you feel you will bring to the Committee?

"The PAC presents a unique opportunity to contribute to the evolving landscape of the market, especially as it replaces the Market Performance Committee, which has done an excellent job over the past seven years. When I saw MOSL was recruiting members for the newly formed PAC, I recognised this as a chance to play an active role in shaping the ongoing development of the market.

With the Market Performance Framework Reform underway, it's a critical time for the industry, and I believe it will be vital for the Committee to ensure trading parties are aligned with the market code and focused on delivering positive outcomes for customers.

I will bring a balanced, customer-centric approach to the Committee, ensuring that the impact of performance is considered from both the trading party and customer perspectives. With over 10 years' experience in the water industry, I've worked with a wide range of stakeholders - suppliers, trading parties, and customers - giving me a comprehensive understanding of the market's complexities. This experience allows me to contribute valuable insights and ensure that all voices are considered when making decisions that affect performance and customer outcomes."



John Spreadbury

Retailer Representative

John brings a wealth of experience from wholesaler, retailer, and NAV businesses. His background and existing knowledge of the business water market and its complex structure will be valuable in PAC discussions and decision-making.

As Compliance Manager for Water Plus, John ensures regulatory adherence and efficiency to deliver better customer outcomes. His strong analytical skills enable him to interpret data, identify trends, and evaluate outcomes effectively.

John advocates for a collaborative and inclusive approach and believes the PAC's role is crucial for maintaining high standards and continuous improvement, key to continuous market improvement and a flourishing business water market.

What made you want to join the Performance Assurance Committee and what do you feel you will bring to the Committee?

"Joining the Committee as a retailer trading party member is an exciting opportunity for me. With over 16 years of experience in the water industry and having held several senior positions since market reform in 2017, I am eager to contribute to the Committee's mission.

A unique factor I bring to the table is my experience working on behalf of wholesale, retail, and NAV trading parties. This diverse background has given me a solid understanding of the non-household water market, regulatory frameworks, and market dynamics, which I believe will be invaluable in driving industry advancements.

I am particularly motivated by the Committee's role in maintaining high standards and driving better customer outcomes. I am also committed to our collective aim of delivering a flourishing non-household water market. I look forward to working with my fellow Committee members to address some of the market challenges and contributing my knowledge and insights to helping to create a thriving, compliant, and customer-focused non-household water market."



Jesse Wright

Wholesaler Representative

Jesse joined United Utilities in 2003 and has spent much of this time as Market Reform Manager, with focus on the development of markets in water and competition compliance. Jesse covers all water markets, including developer services, water resources, bioresources, and non-household retail. Jesse is responsible for leading a team that ensures United Utilities is compliant with competition law.

Jesse has been closely involved in the establishment and development of the retail market since responding to the review on competition and innovation in water markets by Professor Martin Cave in 2009. Jesse contributed to the development of the market codes ahead of market opening and has held multiple roles within the market, including on the Market Performance Committee (MPC) and as an alternate on the Disputes Committee, Code Change Committee and Interim Codes Panel.

What made you want to join the Performance Assurance Committee and what do you feel you will bring to the Committee?

"I wanted to join the Committee as this is an exciting time for the market with the development of the bilateral system and roll out of smart meters. The availability of data and related capacity for improvements to customers is substantial.

This includes the delivery of wider goals such as demand management, leakage and water efficiency. I not only work on the non-household retail market, but across all areas of competition in relation to water companies and can provide a wider view on what impedes and can help improve markets.

Being a committee member enables me to ensure I am up to date with how the market is, or is not, working building up and on my knowledge.

Having been a member of the MPC since its inception in 2017 I am keen to build on what has been successful for the MPC and look to utilise the better metrics and improved toolkit to deliver a more successful market for customers. The PAC can play a key role in supporting and encouraging those developments. Bringing continuity to the Market Performance Framework (MPF) enables me to be the memory of the development of the MPF and the rationale for previous decisions. However, the PAC provides a fresh start alongside the reformed MPF to focus better on smarter measures and more targeted interventions to address the concerns that really impact the effectiveness and efficiency of the market for customers."



Sam Dawson

Wholesaler Representative



Sam has been involved in the non-household market at Portsmouth Water since April 2016, in getting the business ready for market opening and subsequently setting up the Wholesale Service Desk function. She now manages the 'business as usual' Wholesale Service Desk, as well as the Developer Services team.

She has been involved in a variety of non-household industry groups over the past few years including the Operational Advisory Group (OAG) and Pathfinders, Business Customer and Retailer Measure of Experience (BR-MeX) and the Performance Advisory Group (PAG) to name a few, and trusts the experience of those groups will help steer PAC conversations and ensure the decisions made lead to the best outcome for the customer. She feels that trading parties in the non-household market already work extremely well together, and she's keen to ensure the PAC continues to drive, and enhance, such behaviours.

What made you want to join the Performance Assurance Committee and what do you feel you will bring to the Committee?

"The Performance Assurance Committee is a great opportunity to highlight the fantastic work trading parties are already doing in working together to ensure the best outcomes for end customers and to ensure the new Market Performance Framework (MPF) continues to drive, and enhance, such behaviour.

The new MPF will need to stay up-to-date in a fast-paced period for the industry, such as smart meter rollout, and having been involved in the non-household market since 2016 I feel I can bring the relevant experience to the Committee to ensure performance against metrics is taking account of the 'full picture' and not a subset of data available within market systems. There's a lot of changes in the non-household market with the introduction of BR-MeX, the new MPF, smart meter rollout and water efficiency just to name a few, and I wanted to join the PAC to help deliver excellent, but fair, trading party performance and achieve the best outcome for the market and the end customer collaboratively."

Tanya Sephton

Wholesaler Representative

With over 20 years' experience in the regulated and deregulated water sector, Tanya has significant experience in strategic business planning and performance management, economic regulation, business change and transformation and programme management.

Tanya is currently Customer Services Director at South East Water. In her role Tanya leads the customer strategy, including customer service, engagement and experience, for household and non-household customers. Tanya also leads the non-regulated activity, i.e. activities undertaken outside of the statutory water licence, as well as those areas of the business where services can be contested by competitors. Tanya has previously held the position of Managing Director of Water Choice, a water retailer.

Alongside her Executive Director role, Tanya is a Non-Executive Director on the Board of Waterwise, the leading independent voice in the UK for using water wisely.

What made you want to join the Performance Assurance Committee and what do you feel you will bring to the Committee?

"I wanted to join the Committee because it's a really exciting time for the market, with the changes in flight. I'm looking forward to bringing a balanced perspective to ensuring the market operates in the best interests of customers."





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Learn more about the [Performance Assurance Committee and its members.](#)