

# market focus

**MOSL**  
MARKET OPERATOR SERVICES LTD

Welcome to the October edition of Market Focus, providing a monthly update on MOSL activities and the water retail market.

## MOSL appoints new CIO

We are pleased to announce the appointment of John Davies as the new permanent Chief Information Officer.

John joins us from the AA, the UK's leading motoring organisation, where he was Technology Director for the company's Roadside business. Within this role, John was accountable for the Change & Technology strategy and delivery, leading a team of over 200 to support the company's ambitious, IT-led transformation agenda.

John has extensive experience working in senior positions for globally recognised companies, including Senior VP for Programmes and Projects at Open Destinations – a leading provider of travel software and services – and as IT Delivery Manager for Tui Travel PLC – one of the world's leading leisure travel companies with a 30

million-strong customer base.

In appointing John, Sarah McMath, CEO of MOSL, said:

"We are delighted that John will be joining us to head up MOSL's Digital team. His vast experience in programme and project management and IT and digital transformation made him the ideal choice for MOSL. I very much look forward to welcoming John to the senior leadership team and know that his extensive experience and insight will

support MOSL in its ongoing commitment to delivering a more seamless and intuitive service to members.



Speaking on MOSL's recruitment more widely, Sarah added: "As we reach the one-year anniversary of the move to Southampton, John's appointment marks a positive step in MOSL recruiting into permanent senior roles. I am pleased that we have in recent weeks recruited into a number of positions including our new Head of

People, Angela Day, who joins us from Guardian Financial Services. The appointment of both John and Angela ensures that we continue looking after two of our most valuable assets – our people and our systems." We will be providing more information on the appointment of Angela Day in next month's edition.

John will assume his responsibilities in December. As we welcome him to the team, we'd also like to thank Wayne Johncock, MOSL's interim CIO, for his continued support over the past three months. Wayne's energy and drive has been invaluable to MOSL in delivering real change within the organisation."

## Head of IT Operations appointment



Another key appointment in the Digital Team in recent weeks is Ricardo Wissman-Alves who joined MOSL in September as

the new Head of IT Operations, taking over from Stephen Winnie, who will be leaving MOSL this month. Stephen has been an integral part of the organisation since March 2016, leading the shadow operations prior to market opening and successfully supporting trading parties getting their systems and the central system over the line on April 2017. Since then, he has continued to be the face of a number of MOSL-led groups, including the bi-monthly Operations Release and Working

Group (ORWG). Wayne Johncock, interim CIO, said of his departure: "I've known Steve in various capacities for many years and his commitment and contribution to MOSL and the market is immeasurable. I would like to thank him for his hard work over the years and wish him the best for his future endeavours."

As new Head of IT Operations, Ricardo brings with him a breadth of experience working with systems and the wider water industry, having worked at

Thames Water for nine years.

Before joining MOSL he worked for CGI, developing the CMOS system across many different areas, including designing the functional requirements and providing training to both retailers and wholesalers. Alongside John Davies, Ricardo will play key role in the next phase of MOSL, championing innovation and market improvement through the development of our central system.



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## MOSL focuses on OPS improvement plans

Following the implementation of MOSL's Interim Performance Rectification Plans (IPRPs) last year and the publication of peer comparison league tables against MPS and OPS standards in May this year, we will shortly be taking the next step in driving improved performance in the market.

In October MOSL will be introducing IPRPs against Operational Performance Standards (OPS) for the first time. This positive step will further support MOSL in holding wholesalers to account for their underperformance and will allow greater focus on the impact this can have on retailers who rely on timely wholesale services. It will also allow us to work with our members to ensure that we are seeing real and tangible improvement against both MPS and OPS.

Markus Lloyd, MOSL's new Head of Market Performance and Operations said of its introduction: "Driving performance improvement within the market has always been a key focus for MOSL, which is why MOSL introduced Interim Performance Rectification Plans (IPRP) in September 2018 – supporting trading party performance against eight of the MPS.

We work closely with those trading parties to agree an IPRP to bring their performance back above target. Since September 2018, MOSL has initiated 32 IPRPs, of

which 18 have been extended in order to successfully improve performance. In August 2019, the MPC approved the inclusion of MPS 18 (bi-annual meter reads) within the IPRP process in order to address performance levels in this key metric. The first two IPRPs for this standard have already been raised.

Taking this further, introducing IPRPs against OPS will further challenge areas of underperformance. OPS performance charges have been in place since April 2019 and confidence in the data has now reached the point where the rectification plans are able to be launched with greater confidence in the data underlying them. The plans will help drive completion of tasks within wholesalers' Service Level Agreements (SLAs) and will also look to reduce the number of open tasks which are already beyond their SLA."

The first IPRPs against OPS are expected in November 2019 – please speak with your Contract Managers for further information about this process and a view of performance against OPS targets.



## CEO Forum update

With less than four weeks to go until our annual CEO Forum, we are pleased to announce that this year's event will focus on resetting our collective agenda and 'redefining success' within the water retail market.

The full agenda, which was sent to Chief Executives earlier this week, includes an introduction from our CEO, Sarah McMath, on the work we have done to-date to review MOSL's strategy and the focus of our business planning for 2020/21. Ofwat Chief Executive, Rachel Fletcher, will also talk on Ofwat's recently published 'Time to Act, Together' strategy and her views

of the market in its third year.

The afternoon session focuses on collaboration and tackling the top market issues. Member Chief Executives have been sent a pre-event survey asking them to identify their top three issues in priority order. Responses to this survey will feed into the discussions during the afternoon.

We look forward to hearing directly from our members and working together for the future success of the market. If you are yet to RSVP, please email [Lisa-Ann Lott](mailto:Lisa-Ann.Lott).

## Utility Week Congress

This week, Sarah joined industry leaders speaking at the Utility Week Congress 2019 in Birmingham.

The theme of this year's conference was 'Realising the utility of the future' - stimulating debate on key topics such as technology and digital-enabled customer service, regulation and climate change and their impact on the utilities sector.

Sarah took part in the smart technology breakout on day two (9 October) joining a Panel of speakers to discuss smart customer service and the use of technology to improve the customer experience across

utilities. Sarah addressed the challenges in operating a market with inherent legacy issues, including "inaccurate, incomplete and missing meter reads". She also spoke about the work MOSL is currently doing to improve bilateral arrangements in the water retail market, saying "one of our biggest challenges across the board is lack of standardisation".

Following the CEO forum Sarah's next speaking appointment will be at the Future of Utilities: Water conference, on 19-20 November.

## Updated peer comparison data

Reporting against Market Performance Standards is already supported by the publication of MOSL's bi-annual peer comparison league tables which were first published in May this year. At the beginning of November, as part of our commitment to increased transparency, we will be updating these league tables and introducing new monthly, publicly accessible, peer comparison charts against OPS. These charts will provide full visibility of all OPS data and will elevate awareness of OPS performance across the market.

We will provide further information to trading parties ahead of their publication in November.

## CMOS transactions (all interactions by trading parties e.g. switches, meter readings etc)

September  
total:  
3,164,726

from the total, approx.

19% = trading parties

81% = system-automated transactions

## Making changes: your monthly round-up of change proposals

This month Ofwat approved three change proposals, including the highly-anticipated CPW072, which temporarily reduces the charge for late meter reads submitted into the central system to zero. MOSL's Head of Market Design, Stuart Boyle, explains more:

### [CPW072: 'Setting MPS 15 Charges to Zero'](#)

"Under the current Market Performance Standard (MPS) 15, late meter read submissions (those that are submitted into CMOS after the due date for submission) incur charges. This creates a disincentive to retailers putting accurate data into the system while there is no charge for not submitting a meter read. As it stands, many retailers will choose to avoid a charge by not submitting a read, thus preventing good quality data from getting into

the system and potentially having an adverse effect on customers through inaccurate bills.

In an effort to reduce the growing number of unread meters and improve the quality and quantity of data in the central system, CPW072: 'Setting MPS 15 Charges to Zero' will mean late readings can be submitted without a charge. This marks a step in the right direction to improve market data. We know a lot of retailers are committed to providing

great customer service, so have been putting accurate meter reads in late for the benefit of their customers, regardless of the performance charge. With this change, retailers have an opportunity to get good quality data into the market, without worrying about additional cost implications. This will allow trading parties to keep customers at the heart of what they do and will provide the market a window for improving its data quality."

This prioritised change forms part of an ongoing programme of work to review the Market Performance Framework (MPF) ensuring that it is effective in incentivising the right behaviours in the market.

This programme of work is outlined in MOSL's Market Performance Operating Plan (MPOP). CPW072 will be implemented on Friday 1 November, with the end date currently under review.

The following code changes were approved by Ofwat in September and implemented on Monday 30 September:

[CPW057: 'Improving the transparency of Credit Guarantee Arrangements'](#)

[CPW060: 'Clarifying credit scores and ratings for the purposes of Unsecured Credit Allowances'](#)



## CMOS updates

### Code release 7.0

CMOS 7.0 was successfully deployed into the MPS2 test environment on Friday 4 October. This release features an enhancement to the SPID erasure functionality to automatically erase meters and DPIDs alongside the SPID. This was raised as a change in CPW056 – you can find out more about this change proposal in the [final decision document](#) available on the MOSL website. It also has three Low Volume Interface (LVI) portal usability changes (NCC003 - NCC005).

After a full month of testing, CMOS 7.0 will be deployed into the production environment on Friday 8 November.

### Code release 8.0

CMOS 8.0 is on schedule to be delivered into the MPS2 test environment on Friday 17 April 2020. This release will deliver changes to notifications available to retailers prior to them accepting the SPID through T103.R, as well as delivering two LVI portal usability changes.

We will be publishing an updated release schedule ahead of the April 2020 CMOS release 8.0.



## The Water Report interview

Earlier this month we were visited by Karma Loveday, Editor of The Water Report, who interviewed Sarah at our Southampton offices for this month's publication.

In the in-depth feature, Sarah reflects on the collective drive to get the market open on 1 April 2017 and the lessons we have learnt/reflections over the past two years.

In her new role as CEO of MOSL, she speaks about moving from "market opener" and "market operator" and the cultural shift that is required to ensure we play our part in the market's future success. Sarah says: "When I talk about a reset,

it's a reset of the budget, the business plan, and the strategy. But more importantly, it's a reset of the culture and how we engage with the market... How do we foster a culture of learning and agility and genuinely pragmatic problem-solving and stop perfection being the enemy of the good?"

You can read the interview in full in the October issue of The Water Report, published on Monday 14 October.

**Diary dates**

Here are some key events coming up over the next month:

16 Oct Trading Disputes Committee  
17 Oct User Forum  
18 Oct ORWG meeting



29 Oct Panel meeting  
30 Oct MPC meeting  
8 Nov MOSL CEO Forum

**News in brief**

**User Forum**

This month's [User Forum](#) takes place on Thursday 17 October at Hallam Conference Centre in London. It will include a number of updates from the Bilaterals team, MOSL's Market Design team as well as a full overview of the introduction of Initial Performance Rectification Plans (IPRPs) against OPS (see above).

**Bilaterals problem statement feedback**

Following weeks of briefing sessions with trading parties, the initiation phase of the Bilaterals Project is coming to a close. We would like to thank you for your input and support so far. Last week we asked for feedback on the [original problem statements](#) to be prioritised based on your interactions with bilaterals to date. If you would like to provide feedback, please do so by 14 October. If you have any questions on the above, please contact the Bilaterals Project Manager, [Fiona Murray](#).



**RWG Good Practice Guides**

We have recently published a number of additions and updates to the Retailer Wholesaler Group (RWG) Good Practice guides, which are available on the [MOSL website](#). These guides have been created with the aim of standardising approaches across the market and suggesting 'best practices' which can be adopted to remove friction in certain areas including [data logging](#), [meter reading](#) and [return to sewer allowances](#).

The [Disconnection for Non-Payment guide](#) has been dedicated to the memory of Andrew Bamber for his lasting contribution to the market, and who's drive, determination and level-headed approach helped construct this guide.

**GDPR Issues Committee nomination deadline**

We would like to remind you that the deadline for submitting nominations for the GDPR Issues Committee vacancy is 5pm on Monday 14 October. Please [click here](#) for an online nominations form, which can also be found on the [Nominations page](#) on the MOSL website.

**We're attending**

**Internship Programme 2020**



**SOUTHAMPTON UNIVERSITY CAREERS FAIR**

**17 October 2019 | Southampton University**

We welcome your comments and suggestions on the content of the monthly *Market Focus* update. Please email the [MOSL Communications inbox](#) with any feedback.