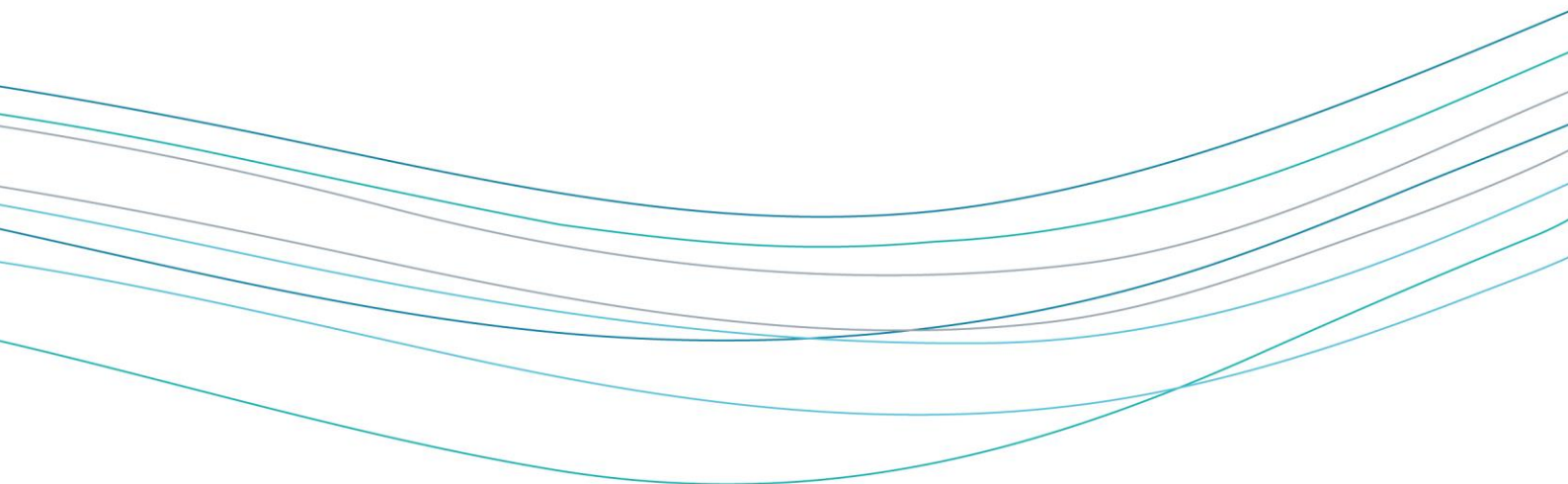


# Bilateral Transactions Programme

Engaging with market participants and advisory groups

Version 1.4

15 September 2020



## Bilateral Transactions Programme

### Engaging with market participants and advisory groups

#### Purpose of this document

The involvement, engagement and cooperation of trading parties is essential to the success of the [Bilateral Transactions Programme](#).

The purpose of this document is to outline how MOSL proposes to engage with trading parties in relation to the programme. The principal advisory groups through which the MOSL team will work with market participants are the:

1. Operational Advisory Group (OAG)
2. Code Advisory Group (CAG)
3. Technology Advisory Group (TAG)
4. Pathfinder Group

Details of these three groups is provided below. Regular updates about the programme will also be provided via MOSL's existing meetings calendar, e.g. Retailer Wholesaler Group (RWG) and User Forum.

MOSL intends to engage with the three working groups (OAG, CAG and TAG) in the first instance to share design principles and work through and iterate proposals before they are shared more widely. The detail and frequency of engagement with the three working groups is expected to increase as the programme moves towards implementation.

The Pathfinder Group will be supporting MOSL to carry out UAG/beta-testing of the bilateral solution before it is released to all trading parties.

Agendas and minutes from each of the working groups will be issued to attendees and anyone who has opted to [receive updates](#) about bilaterals. Information about the progress of the 'pipeline' of processes will be available on the MOSL website in due course.

Having worked with the advisory groups to refine the relevant procedures, we will share proposals with all market participants for wider industry awareness, input or to allow time for feedback/consultation.

Given how closely we will be working with the advisory groups, is it important that their memberships are as representative of the market as possible.

MOSL recognises that this is not always the case, for example where trading parties are unable to commit to attending meetings regularly or getting involved in working group(s) - albeit the increased use of videoconferencing is helping in this respect.

In the event of an imbalance in industry representation that is considered to be an issue, MOSL will encourage other members' participation on the group and/or get input from any under-represented sector(s) on an informal or ad-hoc basis, prior to sharing proposals more widely.

We would like to remind participants that the advisory groups detailed in this document are purely advisory bodies.

**We encourage all market participants to:**

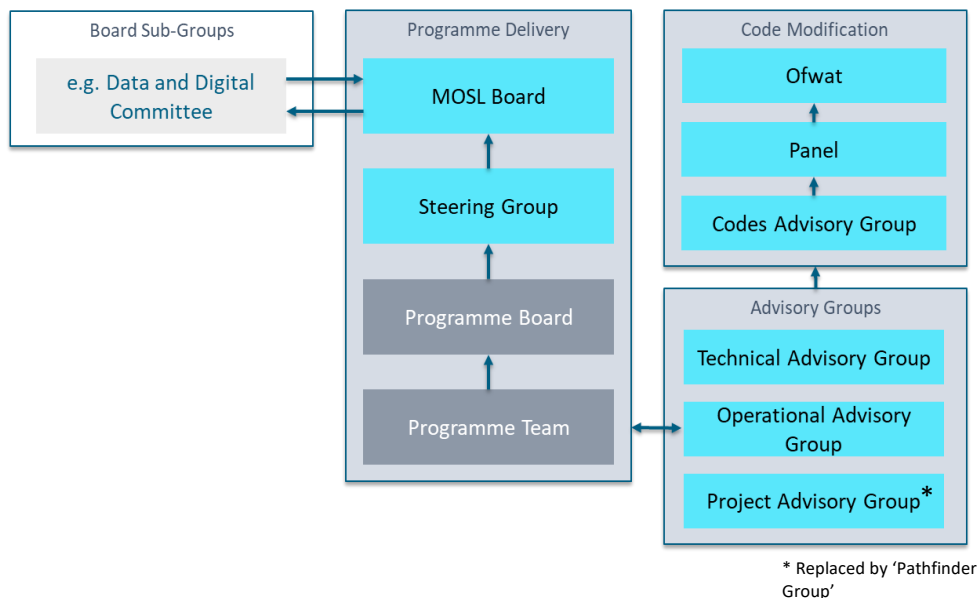
1. Read the Bilateral Programme’s Outline Business Case and latest bi-monthly summary, both of which are available on the [MOSL website](#)
2. Note the current industry participation on the three advisory groups relating to the Bilateral Transactions Programme (see below)
3. Consider whether they would like to have a representative on one or more of the groups. For more information, please email [bilaterals@mosl.co.uk](mailto:bilaterals@mosl.co.uk).
4. Ensure that the relevant members of your team are registered on the MOSL mailing list and have subscribed to [receive updates](#) about the Bilateral Programme.

Updates about the programme are also included in each month’s MOSL Market Focus, which is issued to everyone on the MOSL mailing list.

If you have any questions or feedback about the Bilateral Transactions Programme, please email [bilaterals@mosl.co.uk](mailto:bilaterals@mosl.co.uk).

**Overview of bilateral programme governance**

As set out in the [Programme Initiation Document \(PID\)](#):



### MOSL Board

Jim Keohane (Chair)	Chairman, MOSL
Dr Simon Orebi Gann	Ind. Non-Executive Director (NED)
Margaret Beels	Independent NED
Anne Heal	Independent NED
Sarah McMath	Chief Executive, MOSL
Don Maher	NED, Wholesalers (Anglian Water)
Andy Hughes	NED, Associated Retailers (WaterPlus)
Josh Gill	NED, Unassociated Retailers (Everflow)
Guests (not members of Board):	
Rachel Fletcher	CEO, Ofwat
Sophie Broadfield	Deputy Director, Water Services, Defra

### Bilaterals Programme Steering Group

Dr Simon Orebi Gann	Independent Non-Executive Director (NED)
Sarah McMath	Chief Executive, MOSL
John Gilbert	Programme Dir. MOSL
John Davies	Chief Information Officer, MOSL
George Monea	Project Analyst, MOSL
John Vinson	JPV Consultancy
Kat Grimley	Market Operations Manager, Thames Water
Paul Baker	Head of Wholesale, Business Stream
Georgina Mills	Delivery Director, Ofwat
Daniel Mason	Associate Director, Market Outcomes/ Enforcement, Ofwat
Steve Hobbs	Senior Policy Manager, CCW

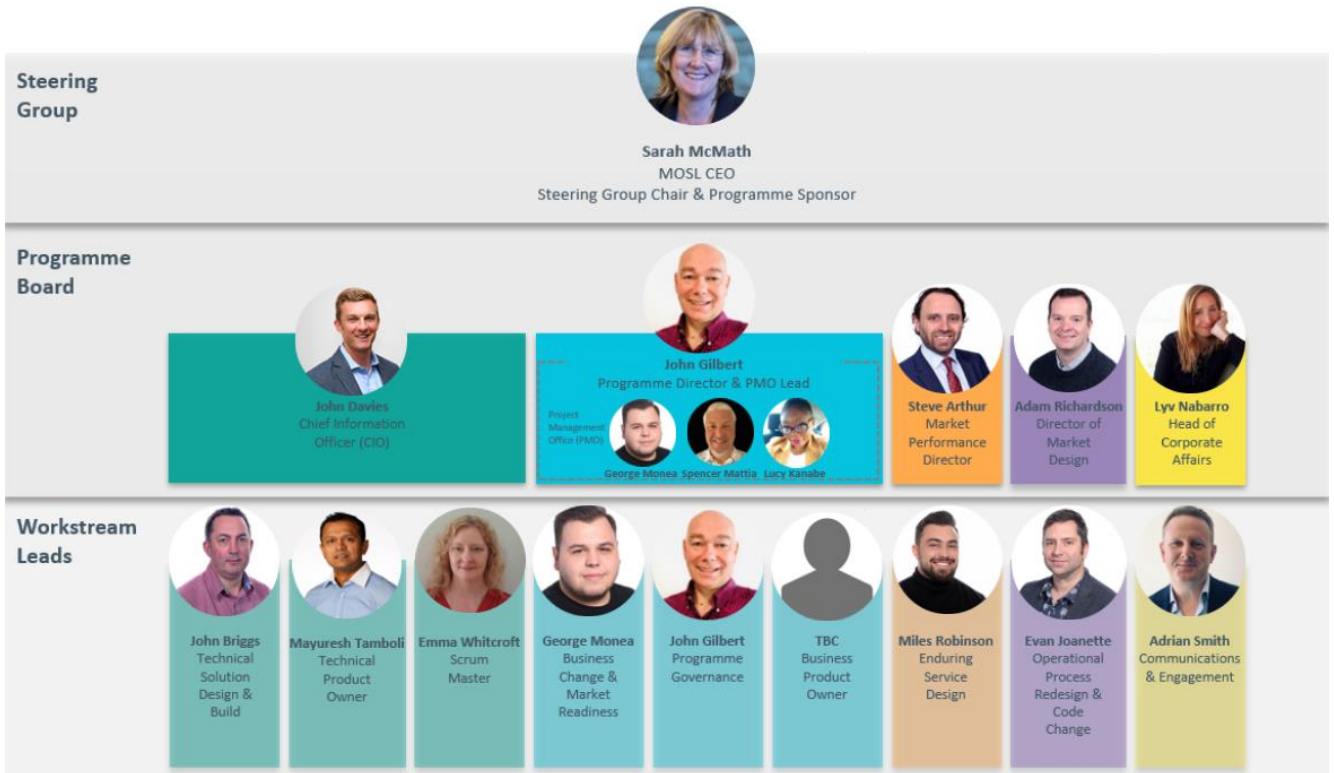
### Bilaterals Programme Board

Sarah McMath	CEO, MOSL
John Gilbert	Programme Director, MOSL
Spencer Mattia	Programme Manager, MOSL
George Monea	Project Analyst, MOSL
John Davies	CIO, MOSL
Adam Richardson	Dir. of Market Design, MOSL
Steve Arthur	Dir. of Market Performance, MOSL

MOSL Chair & Independent Non-Executive Directors  
 MOSL Executive & team

Industry representatives  
 Regulators & statutory organisations

## Programme Team




## Advisory Groups

The three advisory groups below are organised and chaired by MOSL. Each is directly involved in the Bilateral Transactions Programme.


The Retailer Wholesaler Group (RWG) and User Forum are included for information. Bilateral updates will be provided to these and other meetings in the MOSL calendar. Please [click here](#) for more information.

Details correct at date of publishing.

## Operational Advisory Group (OAG)

<b>Purpose (in relation to bilaterals)</b>	<p>The Operational Advisory Group (OAG) is made up of subject matter experts who engage with MOSL to test assumptions around operational-related, including changes to the bilateral programme.</p> <p>The group has wide advisory Terms of Reference to the Codes Advisory Group (CAG) and wider programme.</p>
<b>Terms of ref</b>	<a href="#">Terms of reference</a>
<b>MOSL lead</b>	Evan Joanette, Market Design Lead, MOSL
<b>Frequency</b>	Meetings currently twice a month, but likely to increase (subject to agreement)
<b>Authority</b>	Advisory
<b>Reports into</b>	Code Advisory Group (CAG), Bilateral Programme Team
<b>Current sector representation</b>	 <p>Wholesalers      Retailers      MOSL</p>
<b>Attendees</b>	<p>Evan Joanette (MOSL, Chair) plus:</p> <ul style="list-style-type: none"> <li>• Jess Herkes, Pennon Water Services (alt: Madeleine Moores)</li> <li>• Steve Turnbull, Castle Water (alt: David Moss)</li> <li>• Deborah Morton, Yorkshire Water</li> <li>• Sam Dawson, Contract Manager, Portsmouth Water</li> <li>• Patricia (Patti) Quintana, Industrial Waste Services Manager, Southern Water</li> <li>• David Seymour, Market Development Manager, Thames Water</li> <li>• Matt Garfield, Wholesale Service Centre Manager, Anglian Water</li> <li>• Ashley Connors, Retail Account Team Manager, Severn Trent Water</li> <li>• Sian Forward, Wholesale Account Manager, Northumbrian Water (added 20/7/20)</li> <li>• Frances Lickley, Assistant Wholesale Contract Manager, WaterPlus (added 21/7/20)</li> <li>• Paul Baker, Head of Wholesale, Business Stream (added 10/8/20)</li> <li>• Pritesh Patel, First Business Water (alt: Sarah Harrison) (added 26/7/20)</li> </ul>
<b>Spare capacity?</b>	Yes. More participation is encouraged, particularly from smaller retailers and NAVs (New Appointments & Variations).

## Code Advisory Group (CAG)


<b>Purpose (in relation to bilaterals)</b>	The Code Advisory Group will review and progress code changes related to proposed changes to bilateral processes.
<b>Terms of ref</b>	<a href="#">Terms of reference</a>
<b>MOSL Lead</b>	Evan Joanette, Market Design Lead, MOSL
<b>Frequency</b>	As code changes are proposed, principally during the build phase of the programme.
<b>Authority</b>	Advisory
<b>Reports into</b>	Code Panel. The CAG is a formal sub-committee of the Panel.
<b>Current sector representation</b>	 <p>Wholesalers      Retailers      MOSL</p>
<b>Attendees</b>	<p>Evan Joanette, MOSL, plus:</p> <ul style="list-style-type: none"> <li>• John Fuller, Wessex Water</li> <li>• Mike Rathbone, Severn Trent</li> <li>• Jessica Morgan, South West Water</li> <li>• Andrew Smith, Castle Water</li> <li>• Fiona Matheson, Business Stream</li> </ul>
<b>Spare capacity?</b>	Yes. There is currently space available for two more voting members (see Terms of Reference, above). For enquiries, please email <a href="mailto:bilaterals@mosl.co.uk">bilaterals@mosl.co.uk</a> .

## Technology Advisory Group (TAG)

<b>Purpose (in relation to bilaterals)</b>	The Technology Advisory Group (TAG) helps to advise and inform MOSL’s digital and data strategy and to understand the practical ‘real world’ implications of its proposals on market participants’ technology roadmaps. The first priority for the TAG will be to feed back on MOSL’s proposals for a technical solution to the Bilateral Transactions Programme.		
<b>Terms of ref</b>	<a href="#">Terms of reference</a>		
<b>MOSL Lead</b>	John Davies, CIO, MOSL		
<b>Frequency</b>	Every two months		
<b>Authority</b>	Advisory		
<b>Reports into</b>	Digital & Data Committee		
<b>Current sector representation</b>	Retailers	Wholesalers	MOSL
<b>Attendees</b>	<p>John Davies, CIO, MOSL (Chair), plus:</p> <ul style="list-style-type: none"> <li>• Jacob Tompkins, CTO, The Water Retail Company</li> <li>• Amy Duffield, Director of Systems, Wave</li> <li>• Paul Tate, Finance Director, Waterlevel/Albion</li> <li>• Stuart Reid, CTO, Castle Water</li> <li>• Nathan Morgan, Commercial Services Mgr, Waterscan. Alternative - Neil Pendle, Managing Director</li> <li>• Paul Williams, CTO, Everflow</li> <li>• Sean Brookfield, Head of IT, Waterplus</li> <li>• Laura Allan, Lead IT Solutions Analyst, Business Stream</li> <li>• Mike Potter, CTO, Thames Water</li> <li>• Emma Askew, Enterprise Architect, Wessex Water</li> <li>• Quentin Gallagher, Business Analyst, Portsmouth Water</li> <li>• Wesley Thomas, Digital Partner, Anglian Water</li> <li>• Rob Smith, Business Systems Manager or Dhiraj Sood, Operational Systems Manager, South East Water</li> <li>• Dominic Squire, Yorkshire Water</li> </ul>		
<b>Spare capacity?</b>	No capacity currently, however, please register your interest with MOSL.		



## Pathfinder Group (formed September 2020)

<b>Purpose (in relation to bilaterals)</b>	<p>The Pathfinder Group will be made up of a small but representative number of Trading Parties who will play a pivotal role in the successful delivery of key phases of the Bilateral Transactions Programme.</p> <p>The Group will work with MOSL to test and pilot each release of new features and to provide feedback to support and guide the successful delivery of key objectives.</p>
<b>Terms of ref</b>	<a href="#">Terms of reference</a>
<b>MOSL Lead</b>	Miles Robinson, Operations Manager, MOSL
<b>Frequency</b>	TBC
<b>Authority</b>	Advisory
<b>Reports into</b>	Programme Deliver and Code Modification Governance Groups
<b>Current sector representation</b>	
<b>Attendees</b>	<p>Miles Robinson and other MOSL attendees as appropriate, plus:</p> <ul style="list-style-type: none"> <li>• Castle Water - Andrew Smith</li> <li>• Everflow - Josh Gill</li> <li>• Northumbrian Water - Martin Mavin</li> <li>• Portsmouth Water - Sam Dawson</li> <li>• Thames Water - Russell Anderson</li> <li>• United Utilities - Michael Floyd</li> <li>• Waterscan - Nathan Morgan</li> <li>• Wave - Elliot Hlland-Kemp</li> </ul>
<b>Spare capacity?</b>	Currently at capacity, however membership may change over time.

## Other groups

The following groups are not formal parts of the governance of the Bilateral Transactions Programme and are provided for information only. Regular updates regarding the programme will be provided at these groups.

### Retailer Wholesaler Group (RWG)

<b>Purpose (in relation to bilaterals)</b>	<p>To tackle the big market operational issues and make changes/share good practice to improve overall customer service in the market.</p> <p>The RWG has successfully proposed and initiated a number of changes, including gap site (<a href="#">CPW082</a>), vacant site incentives (<a href="#">CPW083</a>), Retailer Measure of Experience (R-Mex) (<a href="#">CPW084</a>) and clarifications to 'D-processes' (<a href="#">CPW099</a>). The RWG has also provided quick industry feedback to other proposed changes.</p>
<b>Terms of ref</b>	<a href="#">Terms of reference</a>
<b>Leadership</b>	The RWG is an industry-led group. The Chairs are: Simon Bennett, Head of Wholesaler Services, Bristol Water (Chair, Wholesalers) and Richard Stanbrook, Managing Director of Water Services, Pennon Water Services (Chair, Retailers).
<b>MOSL liaisons</b>	<p>Evan Joanette, Market Design Lead, MOSL</p> <p>Chris Dawson, Market Design Lead, MOSL</p> <p>Liz D'Arcy, Portfolio Manager, MOSL</p>
<b>Frequency</b>	The RWG meets twice yearly. Sub-groups, which focus on specific areas of good practice, typically meet monthly.
<b>Authority</b>	Advisory
<b>Attendees</b>	<p>Chaired by:</p> <ul style="list-style-type: none"> <li>• Simon Bennett, Head of Wholesaler Services, Bristol Water (Chair, Wholesalers)</li> <li>• Richard Stanbrook, Director of Water Services, Pennon Water (Chair, Retailers)</li> </ul> <p>Sub-group Chairs:</p> <ul style="list-style-type: none"> <li>• <b>Bilaterals processes:</b> Deborah Morton, Yorkshire Water</li> <li>• <b>Governance:</b> Richard Stanbrook, Managing Director, Pennon Water Services</li> <li>• <b>Eligibility:</b> Mandi Styles, Business Change Manager, Severn Trent Water</li> <li>• <b>Policies:</b> Chriss Duffy, Non-household Customer Manager, Yorkshire Water</li> </ul>

- **Vacancies:** Kat Grimley, Market Operations Manager (CM), Thames Water Utilities
- **Unplanned activities:** Matthew Glover, Deputy CM, Wave
- **Planned activities:** Matthew Glover, Deputy CM, Wave
- **Retail Measure of Experience [R-Mex]:** Gerard Lyden, Wholesaler CM, Thames Water
- **Meter Reading Standards:** Mitchell Yeoman-Boldry, Meter Reading CM, Yorkshire Water Services
- **Meter Location Standards:** Angela Brown, Deputy CM, Northumbrian Water Limited
- **Water Efficiency:** Holly Corns, South West Water
- **Complaints:** Lissa Balmer, Director of Customer Experience, Wave (AR), Sian Forward, Wholesale Account Manager, Northumbrian Water

Additional members (*listed alphabetically by company. CM = Contract Manager*):

- Bernard Bradshaw, Wholesale Service Desk Manager, Affinity Water
- Matthew Turner, Head of Commercial, Affinity Water
- Alina Vizireanu, IT Wholesale Analyst, Affinity Water
- Matt Garfield, Wholesale Service Centre Manager, Anglian Water Services
- Don Maher, Head of Wholesale Market Services (CM), Anglian Water Services
- Mark Hanlon, Company Director, Associated Retailer
- Claire Hicks, Deputy Head of Customer service (CM), Bristol Water
- Paul Baker, Head of Wholesale (CM), Business Stream
- Emma Rossington-Otter, Commercial Manager, Clear Business Water
- Ben Floate, Business Customer Support Coordinator, Dwr Cymru
- Rhidian Clement, Deputy CM, Dwr Cymru
- Lynnette Cross, Wholesale Commercial Manager, Dwr Cymru
- Dafydd Lloyd, Wholesale Liaison Officer, Dwr Cymru
- Stephanie Williams, Deputy CM, Dwr Cymru
- Darren English, Operations Manager, Everflow
- Pritesh Patel, Director (CM), First Business Water
- *Steve Arthur, Market performance director (CM), MOSL*
- *Julie Carly, Portfolio Manager, MOSL*
- *Huw Comerford, Market Design Manager, MOSL*
- *Amanda Hinde, Market Analyst, MOSL*
- *Evan Joannette, Market Design Lead, MOSL*
- Angela Brown, Deputy CM, Northumbrian Water
- Tony Golder, Product Manager, Other
- Beth Grey, Director Consulting Services, Other
- Simon Murray, Water Solutions Manager, Other
- Richard Barton, Head of Operations (CM), Pennon Water
- Sam Dawson, Contract Manager (CM), Portsmouth Water
- Paul Treagust, Network Engineer, Portsmouth Water
- Denise Burnham Smith, Retail Account Manager, Severn Trent Water

	<ul style="list-style-type: none"> <li>• Andrew Lawson, Wholesale Services Manager (CM), Severn Trent Water</li> <li>• Mike Rathbone, Retailer Contracts Manager, Severn Trent Water</li> <li>• Natalie Round, Wholesale Services Manager, Severn Trent Water</li> <li>• Jo Dando, Compliance and Operations Director (CM), Smarta Water</li> <li>• Gavin Palmer, Business Intelligence Analyst, South East Water</li> <li>• Mark Gascoigne, Customer Systems Team Leader, South West Water</li> <li>• Annagail Leaman, Wholesale Services Account Manager &amp; CM, South West Water</li> <li>• Benjamin Day, Account Manager, Southern Water Services</li> <li>• Martin Pope, Retailer Relationship Manager, Southern Water Services</li> <li>• Julie Ann Anderson, Deputy CM, Sutton &amp; East Surrey Water</li> <li>• Andrea Leeson, Wholesale Service Desk Advisor, Sutton &amp; East Surrey Water</li> <li>• Matthew Martin, Deputy Contract Manager, Sutton &amp; East Surrey Water Services</li> <li>• Chris Arnold, Compliance Analyst, Thames Water Utilities</li> <li>• Jerry Lunn, WMS Systems Requirement &amp; Change Mgr, Thames Water Utilities</li> <li>• Mike Firman, Service Desk Advisor, United Utilities Water</li> <li>• Clark Lawler, Release Manager, United Utilities Water</li> <li>• Kye Smith, Relationship Manager, United Utilities Water</li> <li>• Ian Taylor, Relationship Manager, United Utilities Water</li> <li>• Cleo Acraman, Head of Commercial Finance, Water Plus</li> <li>• Frances Lickley, Assistant Wholesale Account Manager, Water Plus</li> <li>• Michele Marshall, Head of Market Operations (CM), Water Plus</li> <li>• Gemma Williams, Assistant Contract Manager, Water Plus</li> <li>• Lauren Walsh, Wholesaler Relationship Manager, Wave</li> <li>• Dan Bown, Software Tester, Wessex Water Services</li> <li>• Fadhli Khairuddin, Test Analyst, Wessex Water Services</li> <li>• Sakthi Selvakumar, Test Lead, Wessex Water Services</li> <li>• Chriss Duffy, Non-household customer manager, Yorkshire Water Services</li> <li>• Kate Russell, Compliance Monitoring Officer, Yorkshire Water Services</li> <li>• James Wilson, Manager of Client Services (CM), Yorkshire Water Services</li> </ul>
<p><b>Spare capacity?</b></p>	<p>N/A. The membership of the RWG is not fixed.</p>

## User Forum

<p><b>Purpose (in relation to bilaterals)</b></p>	<p>The User Forum is open to all Trading Parties and meets to identify, resolve and document market risk, challenge or required action. It provides a collaborative environment in which the risks, challenges and strategic operations for Trading Parties can be identified and constructively progressed to achieve an appropriate outcome that facilitates the market in a way that:</p> <ul style="list-style-type: none"> <li>• Improves efficiency &amp; effectiveness of market operations &amp; performance capability</li> <li>• Consider operational risks and issues to the efficient, effective operation and performance of the market</li> <li>• Initiates deep-dive or specialist areas to address high risk task-oriented groups to address industry issues as required.</li> </ul> <p>As such, the User Forum will include regular updates regarding the Bilateral Transactions Programme.</p>
<p><b>Terms of ref</b></p>	<p><a href="#">Terms of reference</a></p>
<p><b>MOSL Lead</b></p>	<p>Markus Lloyd, Head of Market Performance &amp; Operations, MOSL</p>
<p><b>Frequency</b></p>	<p>Monthly. A rolling calendar is issued by the User Forum Secretary and available on the <a href="#">MOSL website</a>)</p>
<p><b>Attendees</b></p>	<p>Chaired by Markus Lloyd, MOSL. Currently presented via MS Teams. Attended by 70-plus representatives of various market participants.</p>

## Pathfinder Group

<b>Purpose (in relation to bilaterals)</b>	<p>The Pathfinder Group will be made up of a small but representative number of Trading Parties who will play a pivotal role in the successful delivery of key phases of the Bilateral Transactions Programme.</p> <p>The Group will work with MOSL to test and pilot each release of new features and to provide feedback to support and guide the successful delivery of key objectives.</p>
<b>Terms of ref</b>	<a href="#">Terms of reference</a>
<b>MOSL Lead</b>	Spencer Mattia & Miles Robinson
<b>Frequency</b>	<p>The Pathfinder Group will be established initially for the duration of the delivery of Phase 1 of the Bilaterals Programme, i.e. between November 2020 and March 2021.</p> <p>The Group will take part in fortnightly review meetings to provide status and progress updates and feedback on any issues encountered.</p>
<b>Attendees</b>	TBC

For more information about the Bilateral Transactions Programme, please email [bilaterals@mosl.co.uk](mailto:bilaterals@mosl.co.uk).

END