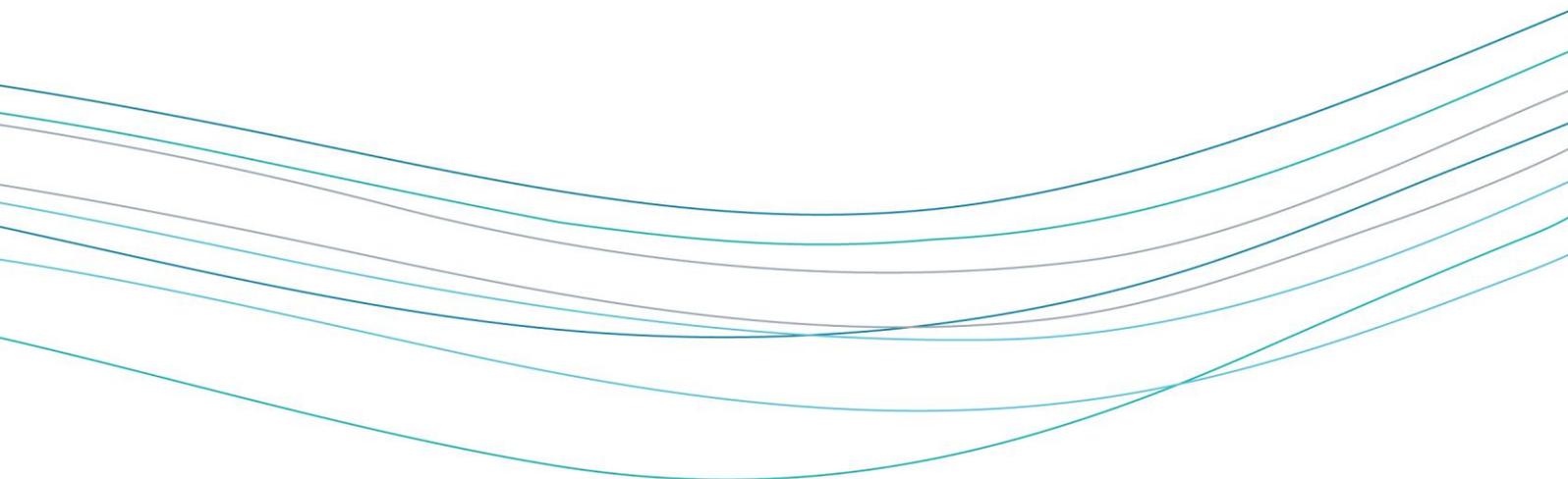


## Technology Advisory Group (TAG) Terms of Reference

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|-------------------|---|
| Purpose of paper: | To outline the terms of reference for the Technology Advisory Group (TAG) |
| Classification:   | Open  |
| Paper author:     | John Davies, CIO  |
| Date:             | May 2020  |

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## 1. Purpose

Having established the MOSL Board's Digital & Data Committee, whose purpose is: 1) to enable the whole market to operate at lower cost and with greater speed and accuracy and 2) to encourage the effective exploitation of a single source of accurate data by all stakeholders, it is important that we also have an effective technology working group with appropriate market representation.

The Digital and Data Committee, at its inaugural meeting in March 2020, approved the formation of a Technology Advisory Group to fulfil this role as a technology working group and to advise and inform MOSL's digital and data strategy.

I anticipate this group meeting on a bi-monthly basis and covering the following topics...

- ◆ MOSL (and wider market) Digital & Data strategies
- ◆ Data Quality and Data Governance challenges
- ◆ Review and evolution of specific solution proposals (e.g. Bilaterals / Channel Management)
- ◆ Input from other markets, industries and suppliers (facilitated by partners)
- ◆ Visionary speakers (e.g. Technology Futurists) to help the market look 'beyond itself'
- ◆ Engage suppliers of potentially enabling solutions.

This Technology Advisory Group ('TAG'), via the CIO, shall report back to the Digital and Data Committee on any recommendations, insights or other developments and shall be guided by the Committee in its activities.

With that in mind, the TAG will help ensure that:

- ◆ MOSL is up to date and contemporary with technology developments globally and in the industry and where applicable, research and possibly deploy these new technologies
- ◆ MOSL's Digital & Data strategy and roadmap are clearly articulated and that there is strong alignment between MOSL and the market
- ◆ MOSL (and the wider market) adopt and adhere to best practice for data governance and management, maximising the value the market can glean from the data.

## 2. Responsibilities of the Technology Advisory Group

The principal duties of the TAG are:

- 2.1 To review and provide input and direction to the MOSL (and market) digital strategy
- 2.2 To provide a collective and representative view (insight and direction) from Trading Parties on the MOSL (and Market) data strategy
- 2.3 To provide insight to, and alignment with, industry digital trends and technologies, including the relevant technology investments and roadmaps for Trading Parties
- 2.4 To facilitate a technical dialogue with experts from the market, reviewing specific proposed solutions (e.g. Bilateral transactions) and providing insight and direction
- 2.5 To drive a collaborate approach to data management across the industry, with strategy, governance, quality, continuous improvement, execution, analytics and reporting being discussed
- 2.6 To understand and support the implementation of MOSL's digital vision, i.e.:
  - ◆ To align to business objectives and adding significant value
  - ◆ To move towards a 'Marketplace Ecosystem', providing...
    - ◆ A converged and consistent User Experience (UX)/User Interface (UI)
    - ◆ A 'Universal User Account', i.e. single sign-on authentication
    - ◆ A micro-service architecture, supporting 'plug-and-play' services
    - ◆ A fully scalable cloud infrastructure
  - ◆ To create sustainable capacity to innovate and grow service offerings
  - ◆ To deliver innovative solutions to improve the customer experience
  - ◆ To drive collaboration in the market to support all members
  - ◆ To lead the market in the use of data to drive insight
  - ◆ To reduce costs, friction and barriers for all stakeholders
  - ◆ To develop colleagues to become thought leaders (and leverage partners)

- 2.7 To understand, evolve and help deliver MOSL's data vision, which is:
- ◆ To ensure high quality data is accessible to all stakeholders in a timely manner
  - ◆ To facilitate a 'single version of the truth' across the market (Master Data Management)
  - ◆ To provide data in a format to support advanced data mining and analytics tools
  - ◆ To deliver 'open data' via new channels, enabling new innovative solutions to be created
  - ◆ To augment current datasets with commercial datasets to provide new insights, e.g. Post Office Address File (PAF) and National Non-Domestic Rates (NNDR)
  - ◆ To take the lead in working across the sector to provide richer data for the benefit of all.

### 3. Membership

- 3.1 The TAG shall include representation from MOSL/Trading Party CIOs/CTOs or their nominated delegate(s)
- 3.2 The TAG will include representation from 6-10 TPs, selected to be representative of the market. Group Members shall act impartially, in the best interests of the market as a whole
- 3.3 Other individuals and external advisers may be invited to attend all or part of any meeting, as and when appropriate, as agreed by the Chair or Company Secretary
- 3.4 The TAG may also co-opt independent experts with relevant experience from outside MOSL and from inside or outside the industry. Where they are to be remunerated, this shall be recommended to the Digital and Data Committee for approval
- 3.5 Appointments to the TAG will be managed by MOSL's Company Secretary, in consultation with MOSL's CIO
- 3.6 MOSL will chair the TAG. In the absence of the Chair, a representative from another Trading Party (likely a CIO or CTO) will be asked to chair
- 3.7 Option to leverage Industry CIO group (currently led by Nigel Watson from Northumbria Water), but this is wider than NHH market.

## 4. Secretary

4.1 MOSL shall act as the secretary of the TAG.

## 5. Quorum

5.1 The quorum necessary for the transaction of business shall be any six members, including a representative from MOSL.

## 6. Notice of Meetings

6.1 Meetings of the TAG shall be called by the Chair.

6.2 Meetings shall normally be held every two months, in a location that suits the majority of members.

6.3 The schedule of meetings shall normally be produced and circulated at least three months in advance confirming the date, venue and time.

6.4 Unless otherwise agreed, notice of each meeting confirming the venue, time and date, together with an agenda of items to be discussed, shall be sent to each member of the TAG and any other person required to attend. This notice, together with the supporting papers, shall be sent to TAG members and (as appropriate) the other attendees, no later than five working days before the date of the meeting.

6.5 A summary of the meeting and key actions shall be circulated for viewing as a draft no later than 10 days after the meeting and confirmed as accurate at the following meeting.

## 7. Reporting

7.1 The Chair will report back to the MOSL Digital and Data Committee on the proceedings of the TAG.

7.2 The TAG shall make whatever recommendations to the MOSL Digital and Data Committee it deems appropriate on any area within its remit where action or improvement is needed.

## 8. Other Matters

The TAG shall:

- 8.1 Have access to sufficient resources in order to carry out its duties, including access to the Company Secretary for assistance as required
- 8.2 Acknowledge that some matters raised may be commercially confidential and ensure that such confidentiality is maintained. Members may be asked sign confidentiality agreements to this effect which will include the obligation to impartiality and the requirement not to use membership of, and information from, TAG for any individual Trading Party's benefit
- 8.3 Give due consideration to laws and regulations and the provisions of the UK Corporate Governance Code, as appropriate; and
- 8.4 Arrange for periodic reviews of its own performance and, at least annually, review its constitution and terms of reference to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to the Board for approval.

## 9. Authority

- 9.1 The TAG shall seek approval from the Digital and Data Committee for any outside professional advice on any matters within its terms of reference or for the instructing of independent experts.