

MOSL webinar ‘Creating a path for progress’

Questions and answers from the Microsoft Teams call

1. Is the three year plan a prelude to going to five years to align with Ofwat in 2024?

We chose to move to a three-year business planning horizon as it is appropriate for the market we operate, which itself, is just three years old. This move was not specifically to align with the next regulatory planning period starting in 2024, however, we would certainly consider a five-year planning horizon in the future, if we felt there was a substantial desire from trading parties for us to do so.

2. Does MOSL have a customer group you engage with, or do you do this through your relationship with CCW and trading parties? We talk about wholesaler and retailer responsibility, but the market is being greatly affected by customer behaviour, even more so now. How do we as a market educate the customer and influence behaviours?

In the past year we have been really keen to build and strengthen our relationships with customer groups across the market. We have a good relationship with CCW, which now has a voting representative on the industry code Panel, and we are keen to work with the consumer body on the issues that matter most for customers. We are also looking at ways that we can share our data, respectively, to better understand where there are frictions in the market that lead directly to customer complaints.

We also engage regularly with the Major Energy Users Council (MEUC) and its members, as a number of members are actively engaged large water users.

We will continue to find ways to engage and represent the customer voice, which is why delivering ‘the best customer outcomes’ is core to our vision. We will seek opportunities to work with trading parties, and the likes of Waterwise and the National Drought Group, on how we might educate customers in the non-household market on important issues such as water saving. This will form part of our engagement map (as part of the strategic priority Service Excellence: A transparent and measurable service).

3. Are there plans to help trading parties more easily ensure their systems align with CMOS data. Do MOSL expect retailer billing systems to align with the Central Market Operating System (CMOS) and the financial settlement report charges? We had heard Jaspersoft was going to be replaced many years ago with an easier CMOS reporting tool. How quickly are we likely to see improvements to the way trading parties can self-serve in this way? We see that the PMO function will manage this during Q2 2020/21 and look forward to seeing the outputs.

There is a significant focus in this year's business plan to address two fundamental issues impacting the market and customers; data quality and the availability of accurate and timely consumption data. The immediate focus is on improving the data quality for core entities in CMOS, including asset, premises and customer data, through both cleansing and enrichment. We are mindful that any direct updates to CMOS data will need to be carefully coordinated with trading parties to ensure alignment across systems. Not only will this work improve the insight we are able to derive from the market data, but also allow us to produce richer reporting for trading parties and other stakeholders.

As part of this, we will begin to move away from publishing static reports (PDFs etc.) to providing access to dynamic and tailored reporting. This will form part of our strategic priority Data Insight: Improved reporting and insight.

4. You mentioned there has been a big internal focus to date - I guess this is the underpinning foundations - do you have a sense of the timeline for a shift of emphasis to be more externally focused?

Our colleagues are key to us delivering against this ambitious strategy, so they were actively involved in developing the purpose, vision and strategy along with the MOSL Board. Our focus to-date has been internal, while still focusing on external factors (see the Corporate Strategy Landscape), to ensure that we are aligned as an organisation on our direction of travel and on how we can work more effectively with the market and trading parties.

Since publishing our Strategic Architecture document on Monday 27 July, we will look to engage more actively with trading parties to ensure MOSL's strategic priorities, results and outcomes resonate with the market and that there is confidence they address the most important market issues.

We will seek to provide regular updates to trading parties aligned with the publication of our quarterly reports. We will also be seeking feedback and discussing further at our annual CEO Forum later in the year. Trading parties will also play an active role through the consultation of our three-year business plan which will be directly informed by our strategy 2021-24.

5. Great to see MOSL establishing a vision for themselves. Is this the same as a vision for the market itself? If not, is this a gap currently?

The purpose and vision we have shared are focused on MOSL as the market operator, but with a clear focus on advancing water markets for the benefit of end customers. The strategic priorities are those of MOSL- but should strongly resonate with the market and its participants. We do think that there is a gap in a clear and aligned vision for the market, as a whole, and we are keen to work with all parties to use our 'collective expertise' to define a vision for the market, as well as a clear plan to achieving that vision.

- 6. Are you (or could you?) produce a customer friendly version of these forward plans? I'm sure engaged customers (larger ones especially) would like to know direction of travel/ what is being done with their interests in mind etc. - but in all honesty most probably wouldn't go through all the detail. So, something of a few pages long to share with customers would be great.**

Yes. We are keen to share this strategy and our forward plans with customers engaged in the market. The Strategic Architecture document which we published on 27 July is designed as a high-level overview of our purpose, vision and strategy, outlining our strategic priorities and when we plan to deliver each of their outcomes.

We are happy to talk through our strategy with customers, both large and small. If customers or customer groups would like to get in touch about speaking opportunities or for more information please email the [Communication Inbox](#).

- 7. How are you planning to show potential changes in the market/ MOSL's role is to the benefit of end customers and your direct customers, the trading parties?**

We will be looking to develop a suite of Key Performance Indicators (KPIs) that will track trading parties' satisfaction with MOSL's performance. This will be in addition to the business performance metrics we already track and publish (see our [Annual Report](#) published 30 June 2020) and will form part of our Trading Party Survey which we issue annually at the end of the year.

We do not propose we directly measure end customer satisfaction, as this is already measured by other organisations such as CCW, however we are keen to work more closely with CCW and other customer groups to ensure there is alignment in our strategic priorities – the market issues we are looking to resolve – and the customer experience. There are also opportunities for us to work with trading parties on this and make sure that we have the right incentives in place, for example, through the Market Performance Framework (MPF), to drive better customer outcomes.