



MARKET OPERATOR SERVICES LTD

APPOINTMENT OF CHAIR

APPOINTMENT BRIEF

MAY 2020

AN INTRODUCTION

Market Operator Services Limited (MOSL) operates the world's largest competitive water market.

We are responsible for the smooth and efficient running of this growing water retail market and delivering innovative solutions to our members. Our strategy, as outlined in our 2020/21 Business Plan, is to make the market easier to do business in and deliver value, ultimately at a lower overall cost.

Established in 2015 as a not-for-profit organisation, we played a central role in facilitating the market opening in April 2017.

We operate the central IT system (CMOS) and provide governance services through the market codes, on which the market is founded. As a data led organisation, we provide valuable data insights and drive improvement in the market to resolve market frictions.

Based in Southampton, we are a small, dynamic learning organisation. Since market opening, we have gone through significant change and expect change to continue. We are looking to appoint a strong, dynamic Chairperson.



THE ROLE OF THE MARKET OPERATOR

As the market operator, it's our role to ensure the market is vibrant and is delivering benefits for customers.



As market operator MOSL's remit is to ensure that the market operates effectively and efficiently, that we provide a 'level playing field' for all companies operating in, and entering, the market. We also support trading parties (our water company members), and the wider industry, in reducing market frictions and delivering a seamless customer experience.

As the secretariat to the Market Code Panel, MOSL plays a central role in helping companies shape the future of the market – ensuring that the market rules continue to evolve to align with the realities of a young and ever-growing market.

As a member organisation, we operate according to a business plan and within a budget that is approved by members each year.

OUR BUSINESS PLAN

It's vital we support all of our members – whether wholesalers or retailers, large or small, nationally or regionally-focused – and recognise there is a common need for the market to become a place where everyone can operate more efficiently, with less effort, and ultimately at a lower overall cost.

The market can be difficult to navigate. That's why we have placed 'easier to do business with' at the centre of our operations. Therefore in order to provide an effective and efficient market we are:

- Working proactively and collaboratively with stakeholders to identify and address issues in the market and to make it an easier place to do business
- Making it easier to interact with MOSL, reducing the indirect cost to members of doing business with us.
- Providing greater openness and transparency regarding the services we offer and our performance against them.



By putting "easier to do business" at the centre of our plan, we aim to deliver greater overall value for money for both our services and for the market itself.

We do this through our five key themes which is outlined in our 2020/21 Business Plan:

- **Service Excellence:** Place a relentless focus on providing transparent, measurable and value for money core and additional services, supported by improvements in how we engage and interact with trading parties.
- **Market Assurance:** Use a range of tools to measure, understand and provide evidence-based assurance of the performance of the market, including MOSL's own performance, and we take action where necessary to address both individual trading party and overall market issues and risks.
- **Market Improvement:** Work proactively with trading parties, governance groups, Ofwat and other stakeholders to identify solutions and make improvements that contribute towards a simpler, better functioning market that works in the interests of participants and customers.
- **Governance:** Provide support and, where appropriate, evidence-based input and challenge to the market governance groups to facilitate and promote an effective and value for money model of governance for the market.
- **Building Capability:** Build MOSL's people, data insight and technology capabilities, seeking to foster a culture of learning, collaboration and innovation across the market to help to move the dial in all areas of market operation and improvement.

STRATEGY

Our strategy is to use our central role, to drive improvement and innovation, making the market easier to do business in and deliver value, ultimately at a lower overall cost.

Vision & Purpose

Our organisation has gone through a number of substantial changes in the last two years and as a result we have started work to redefine and reinforce our company's purpose and vision. The purpose of this work is to ensure that MOSL is on the right track to deliver against its commitments, drive efficiencies in the market and has a role in delivering insight against wider sector goals, such as water efficiency take up and strengthening the market in the wake of the COVID-19 pandemic.

This work is running in parallel to the development of our three-year business plan which will be published for consultation at the end of the year.

OUR VALUES

Expertise

A learning organisation, using its knowledge, experience and analytical skill to get inside complex issues. Making sound, evidence-based decisions in a fair and impartial way and looking for new and innovative ways to solve problems.

Respect

Welcoming diversity of opinion as a source of strength and consultative in its approach. Understanding of the needs and views of others, recognising they may legitimately see things differently.

Clarity

Open, honest and accountable, communicating clearly and succinctly, being clear about issues and intentions and the reasons behind decisions. Cutting through complexity to make things intuitive, clear and simple.

Influence

Using its knowledge to help shape both the market and the views of stakeholders in the best interest of the market. Taking decisions, engaging on the issues and tracking progress.



THE MOSL BOARD

MOSL's Board has been appointed to ensure the values and standards of the company are upheld, overseeing its performance in line with expectations of Ofwat, customers and members. The Board will use its position to encourage MOSL to achieve its objectives within the obligations set out by the market and market codes of practice.

They set the strategic direction for MOSL, future scanning as to the services MOSL can and should provide. The Board is responsible for submitting an annual business plan to members for their approval and for monitoring MOSL's delivery of that plan.

The Board is responsible for ensuring good governance. While MOSL is funded by its members, it is important that it remains conducts its business objectives in an even-handed way as between trading parties without undue influence from any group or individual member. All Board members, including those elected as retailer/wholesaler representatives, must act impartially and for the good of the market rather than individual members or membership categories.

The Board ensures that MOSL's obligations are met by setting the values and standards of the company, overseeing the performance of the senior management team and seeking to ensure that the required resources are available to enable MOSL to achieve its objectives and that funds are spent properly. The Board is also responsible for the appointment and succession planning for the CEO.

More information on the MOSL Board can be found on the [Governance page](#) of the MOSL website.

The Board currently consists of five non-executive Directors and a non-executive independent Chair, together with the MOSL Chief Executive, Dr Sarah McMath.



THE ROLE - CHAIR OF THE MOSL BOARD

PURPOSE OF POST

The Chair is responsible for ensuring that the MOSL Board is effective in setting and implementing an appropriate strategy, and that it remains focussed on the key issues facing the market and its members.

They lead the Board, ensuring its overall effectiveness and that the Board focusses on the key strategic issues to ensure success.

RESPONSIBILITIES

- To chair the Board ensuring timely effective decision making while giving all Board members a voice
- To lead the Board in challenging, supporting and approving the Executive's proposals for MOSL's strategy, and longer-term plans
- To lead the Board in challenging, supporting and approving the Executive's proposals for the annual Business Plan and then securing approval from members
- To ensure that MOSL's forward technology strategy meets the needs of stakeholders
- To ensure that MOSL governance arrangements are robust and fit for purpose and the continued effectiveness of the Board
- To ensure a properly constructed induction programme for new directors
- To sit on and Chair the Board's Nomination Committee and attend other committees as required
- To work with the CEO and Company Secretary to plan agendas for Board meetings that take full account of the requirements of all Board members
- To ensure that the Board learns lessons from other markets and sectors, testing whether there are models or best practice, that may assist in how best to deliver successful outcomes for MOSL
- To work with the CEO to ensure effective implementation of changes arising as the market develops and matures
- To act as the line manager of the CEO
- To ensure that appropriate objectives are established for the CEO, and to monitor performance against those objectives.
- To provide advice and support to the CEO as appropriate
- To maintain effective relationships with key stakeholders including Ofwat, Defra, the Panel Chair and MOSL CEO
- To ensure effective communications with key stakeholders on developments occurring between formal Board meetings

PERSON SPECIFICATION

QUALITIES AND EXPERIENCE

- Experience of chairing at Board level
- The ability to win the confidence of stakeholders in the industry
- The highest standards of integrity and probity
- Excellent leadership skills, with the ability to steer MOSL through complex discussions and reach a consensus view where appropriate. In particular, it is vital that the Chair is able to facilitate open debate, create the scope for greater challenge, and 'bring the outside in'.
- Excellent communication and external stakeholder management skills required for effective representation of the market with Regulators, Ministers, the City, consumer and environmental groups, and the media.
- The skills and ability to challenge and be challenged
- An open and collaborative style
- The skills in fostering debate, encouraging inclusion, but also lead discussion to a conclusion in a timely manner
- Subject to establishing there is no conflict of interest, experience from the Utilities Sector and/or a regulated industry would be beneficial



TERMS OF APPOINTMENT

Time Commitment: Circa 30 days. This includes Chairing meetings, preparation for monthly meetings, occasional workshops, and Stakeholder management activity.

Board meetings take place in Southampton and via video conference.

Remuneration: £40,000 per annum. Reasonable travel expenses paid.

Term: Fixed term of three years with the possibility of re-appointment at the end of this term.

HOW TO APPLY

Saxton Bampfylde Ltd is acting as an employment agency advisor to MOSL on this appointment.

Candidates should apply for this role through our website at www.saxbam.com/appointments using code **QAOKF**

Click on the '**apply**' button and follow the instructions to upload a CV and cover letter, and complete the online equal opportunities monitoring* form.

The closing date for applications is noon on **Thursday 4 June 2020**.