

CMA Scotland

Strategic Plan

April 2019

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Background and Context

In the later part of 2018 CMA Board members engaged in a review of the medium-term strategic role and objectives of CMA Scotland. The purpose was to take stock after several years of successful operations in Scotland and the opening of water competition in England, and to consider how the activities and efforts of CMA Scotland should be directed into the future.

This document reflects the outputs and conclusion of this strategic review in a format than can be shared with the wider set of CMA stakeholders, both internal and external.

Intended Audience

This document is intended to be read by several different audiences and serves multiple purposes as outlined in the table below:

Audience	Purpose
CMA Scotland Board Members	To document the medium-term CMA Scotland strategy as set by the Board
CMA Scotland Employees	To help frame their day-to-day activities within the context of CMA Scotland's medium-term strategy
External CMA Scotland stakeholders e.g. Licence Providers, Scottish Water and WICS	To understand the medium-term CMA Scotland strategy

Mission Statement

The following statement is intended to capture the high-level objectives of CMA and guide the activities of the business.

“The CMA Scotland Mission is to facilitate a reliable, secure and sustainable retail market for water and wastewater services at an affordable price, while exploiting developments in technology and market operations to improve service and meet the demands of our stakeholders.”

Strategic Objectives

The strategic objectives relate to CMA obligations (1-3), participant obligations (4&5), and wider stakeholder interests (6-8).

1. To ensure that CMA is fully compliant with all its obligations under Part 2 of the Market Code.
2. To ensure that costs are maintained at the lowest level possible, consistent with full compliance with the Market Code and a service quality that meets participant expectations.
3. To ensure that settlement is accurate and timely, given the quality of market data.
4. To facilitate participant compliance with the Market Code by providing systems and processes that allow easy transacting.
5. To positively engage with stakeholders to understand their requirements and preferences and to communicate to them information about market and CMA performance.
6. To provide impartial support for Scottish Water and Licence Providers in improving customer outcomes.
7. To support environmental initiatives by using the Central Systems to provide relevant analysis and data.
8. To be an equal opportunity employer that promotes a climate of diversity and inclusion, is supportive of staff development, and offers employment opportunities in Scotland.

Activities and timetable

The following activities will support the achievement of the strategic objectives:

Strategic Objectives 1, 2, 3 (code obligations, cost control, settlement accuracy)

No.	Action	Approach	Timeframe	Comment
i.	Re-procurement of IT service providers	Full competitive tender	End 2019	Planning assumes a full OJEU process. The scale of the re-procurement may be reduced depending on the level of response to the initial notice.
ii.	Technological refresh	Incorporate elements into new contract specifications; stand-alone developments in parallel.	2020/2021	Initial Technology Review will guide the scope of the refresh.

Strategic Objective 4 (facilitating participant compliance)

No.	Action	Approach	Timeframe	Comment
iii.	Development of the Central Systems interface	CMA to lead, MPF to represent user views.	Ongoing: Sep 2019 update LVI GUI - 'mobile friendly' Release. Sep 2019 style makeover.	Linked to the technical refresh and the expression of user preferences, for example through the user survey.
iv.	Consider systematization of bilateral interactions	MPF to consider options, Technical Panel to develop and approve any change.	2019/2020	CMA to provide opportunities for participants to express their preferences.

Strategic Objective 5 (engagement with stakeholders)

No.	Action	Approach	Timeframe	Comment
v.	Continue with existing initiatives including stakeholder comms.	Work with CMA Chairman	On-going: Quarterly Member Update. Autumn LP lunches.	Maintain a formal stakeholder comms plan incorporating existing approaches.
vi.	Undertake CMA/Central Market Systems Survey	Online survey	2019. Repeat every other January.	Feedback to influence Strategic Plan activities as appropriate e.g. the scope of the technical refresh. Periodic surveys to be undertaken.
vii.	Explore opportunities for the publication of Market performance data, for example in a Market Update	Board to consider scope and delivery mechanism	Ongoing: First publication Autumn 2019 following the Market Audit.	This also supports objective 4.

Strategic Objective 6 (improving customer outcomes)

No.	Action	Approach	Timeframe	Comment
viii.	Development of Market Audit analysis and reporting	Build capability of internal analytical team	Ongoing: Winter 2019 – review of 2019 audit approach and process.	Carried out in parallel with development of data analytics capability.
ix.	Review broader CMA service levels and hours of operation	MPF to Review	2019	Users should be made aware that this has been informed by the User Survey.

Strategic Objective 7 (the environment)

No.	Action	Approach	Timeframe	Comment
x.	Development of data analytics capability	Build capability of internal analytical team	2019	Carried out in parallel with development of Market Audit analysis.

Strategic Objective 8 (staff development)

No.	Action	Approach	Timeframe	Comment
xi.	Training and professional development plan	Use existing HR processes	2019	Continuous review.
xii.	Build links with leading academic institutions in Scotland	Identify institutions with relevant training course/expertise	Ongoing	Could involve seconding expertise.
xiii.	Promote diversity and inclusion	Review and develop recruitment approaches to ensure inclusion of these objectives	Ongoing	

Summary Timetable Plan

An outline plan for the implementation of our medium-term strategy is set out below. This is intended to be indicative, and it should be noted that the timing and scope of activities are likely to change depending on initial results in each workstream and stakeholder feedback.

A technology review is currently underway, and this will be used to inform the IT service re-procurement and the subsequent technology refresh. The IT service re-procurement is necessary as the current contract period is expiring, although there remains some uncertainty around the scope of the exercise.

Several service and solution enhancements are shown and will be considered during the period, including: *iii. Enhance CS Interface, iv. Bi-lateral interactions, vii. Market Performance Data, viii. Market Audit Analysis & Reporting, ix. CMA Service Hours.*

We will continue to develop our data analytics capability during the first half of the period, with elements of this being facilitated by our Market Audit work. As a part of this we will explore the potential for wider application of CMA expertise in the interests of stakeholders.

Staff training & development will be undertaken at appropriate times to fit around project delivery and service demands.

Finally, work on building strong 3rd party relationships will continue throughout the period.

