

CMA STRATEGIC PLAN 2025-27

THE VISION

Our three-year Strategic Plan applies technology and data to benefit Market Participants, customers, and the environment. We aim to be viewed as a 'trusted expert' in the Market, offering support and assistance, and maintaining a reputation for being fair and even handed.

PLAN OVERVIEW

We have gathered ideas and opinions from the market through member surveys and meetings. The resulting plan provides a detailed route-map, but it can adapt if circumstances change. To maintain relevance, we will engage with interested parties and monitor our delivery as it progresses.

Strategic objectives in brief

1. Efficient Market operations
2. Effective technology management
3. A customer focus
4. Being an ethical employer
5. Facilitating participant compliance
6. Leading Market resilience
7. Applying data analytics
8. Encouraging stakeholder input
9. Supporting the environment and net zero

The plan in numbers

A **3-year** horizon, with annual progress reviews.

9 strategic objectives, reflecting our company mission and values.

26 detailed actions, with target delivery timescales.

We believe that a successful Market is a shared endeavour, requiring the promotion of:

- > **CMA effectiveness:** an effective CMA must deliver efficient Market operations that go beyond compliance, have a strategic approach to technology management, apply and promote a customer focus, and take an ethical approach to employment.
- > **Participant effectiveness:** effective Participants must be able to comply with the Market Code, be robust to critical Market events including cyber-attack, and be able to use the Market dataset to deliver innovation in customer service and environmental stewardship.
- > **Wider stakeholder interests:** Our plan strengthens mechanisms to understand and incorporate stakeholder views into our operations. It encourages other parties to also take a wider view. We need to continue the journey of deploying data to support customer choice and Government policy on the environment.

KEY ACTIONS

Our strategic objectives are backed up by concrete actions. Some focus on the CMA's own capabilities, some require CMA to focus on facilitating the work of Participants, and some aim to further the interests of customers and the environment.

CMA focus

- > Enhance third party audit of CMA systems
- > Explore the use of AI across the business
- > Expand the delivery of training and guidance materials
- > Strengthen contractor support through re-procurement
- > Implement customer focus checkpoints

Participant focus

- > Develop and support Market interfaces
- > Lead on strategic review of the performance regime
- > Enhance audit reporting
- > Enhance data provision
- > Develop Market resilience plans

Wider stakeholder focus

- > Enhance stakeholder comms
- > Tailor Market data for policy-making stakeholders
- > Elevate carbon footprint reporting
- > Foster partnership with the English Market

A PARTNERSHIP APPROACH

A key feature of the new plan is collaborative working between parties. Much of the CMA's effort will be dedicated towards enabling and facilitating the work of others. This will be paired with a greater openness in the provision of data and information, encompassing a wider perspective on who might be interested in the performance and opportunities of the water Market.