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Centre City Tower, 7 Hill Street, Birmingham B5 4UA  
21 Bloomsbury Street, London WC1B 3HF

By email

19 December 2019

Dear Sarah,

### **MOSL's proposed 2020/21 Business Plan**

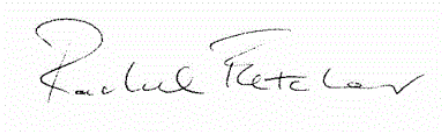
Given that I was unable to attend the MOSL CEO forum on 8 November, I wanted to take this opportunity to respond to [MOSL's consultation](#) and confirm Ofwat's support for your proposed 2020/21 Business Plan.

I wholeheartedly support your vision of making the business retail market an easier place to do business in. I believe the market needs a market operator that can work collaboratively and decisively with industry to resolve market frictions and help to create an environment that facilitates rather than frustrates innovation. This is in addition to overseeing the effective day-to-day running of the market processes and holding trading parties to account for their performance. For example, Ofwat is very supportive of the work that MOSL is leading to reform the market performance framework and to deliver a faster, simpler and more reliable way of managing bilateral interactions between wholesalers and retailers. Both of these projects should improve market operation and deliver improved outcomes for business customers.

The proposed business plan has clearly benefitted from a detailed and thoughtful planning process. The budget does represent an increase relative to the current year, but this needs to be set against an ambitious plan of reducing time, effort and overall cost of operating in the market. The current high indirect cost of doing business in today's market clearly frustrates trading parties. However, our customer research and CCWater's data on customer complaints both indicate that the indirect cost of doing business also undermines the customer experience - for example where bills are inaccurate and the subject of dispute by the customer.

For these reasons we believe that MOSL's proposed 2020/21 Business Plan represents an effective and proportionate approach to reducing the costs associated with doing business in the market. This, in turn, should lend itself to improved outcomes for business customers. We hope that trading parties agree and vote to support the proposed plan.

Yours sincerely

A handwritten signature in black ink, reading "Rachel Fletcher", is centered within a rectangular area with a light gray dotted background.

**Rachel Fletcher**

**Chief Executive**