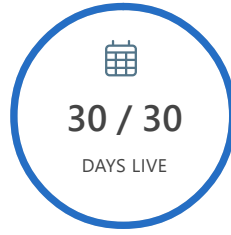
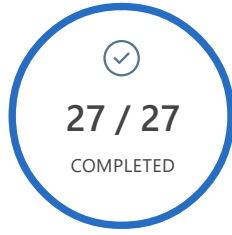
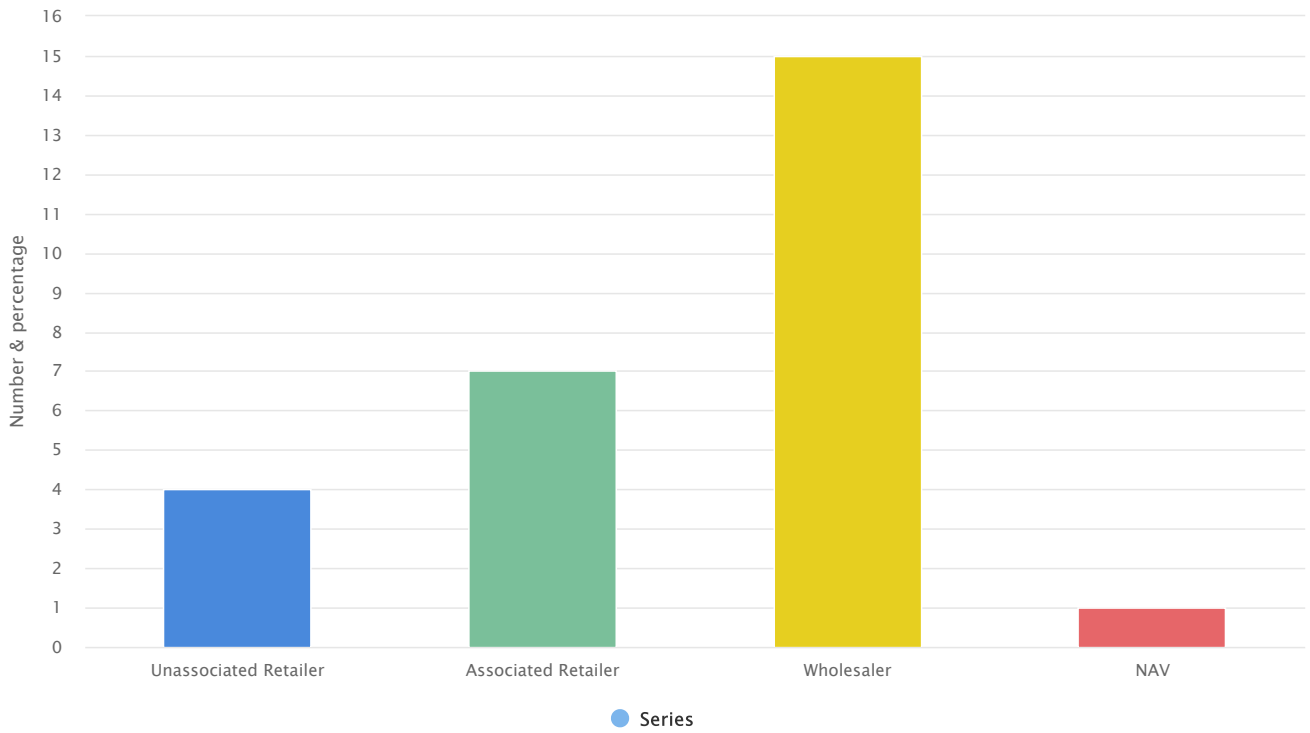


📄 Survey information



Mid-Year Trading Party Survey Oct 2022

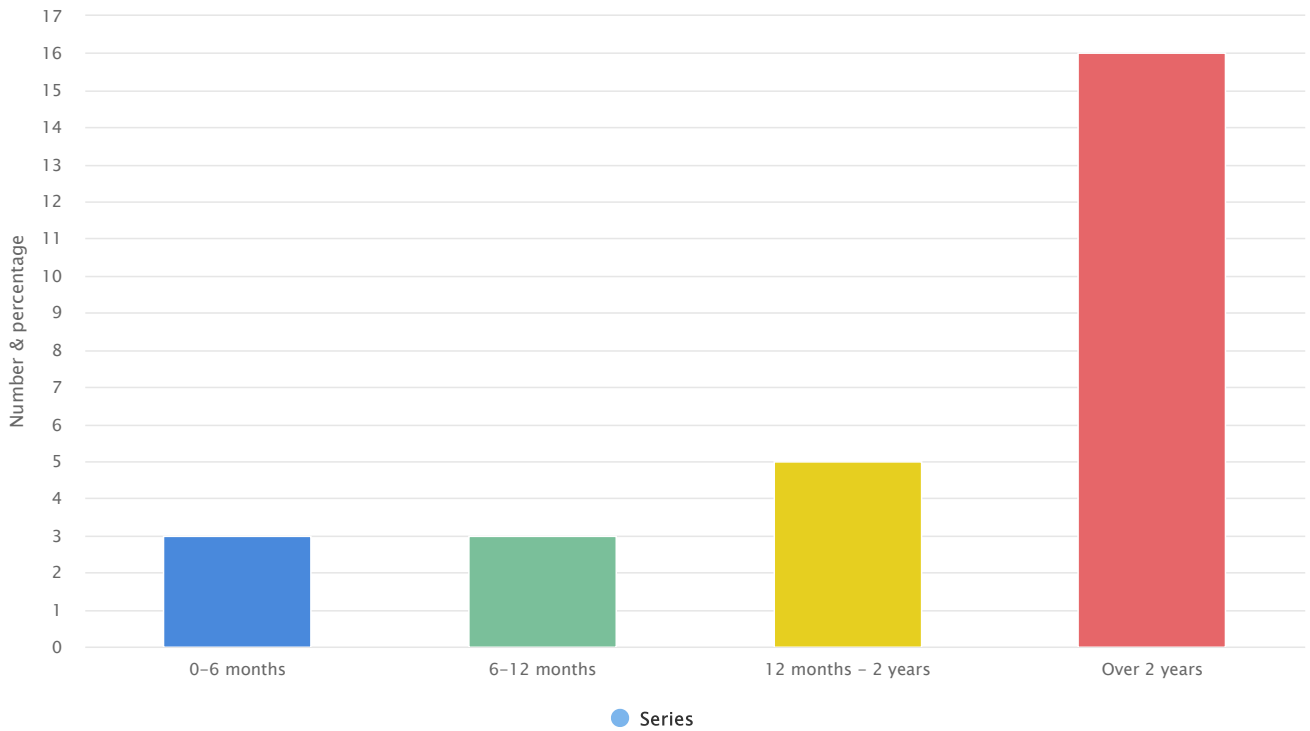
Organisation type:



|                         |          |
|-------------------------|----------|
| 1 Unassociated Retailer | 4 (15%)  |
| 2 Associated Retailer   | 7 (26%)  |
| 3 Wholesaler            | 15 (56%) |
| 4 NAV                   | 1 (4%)   |
| Answers                 | 27       |

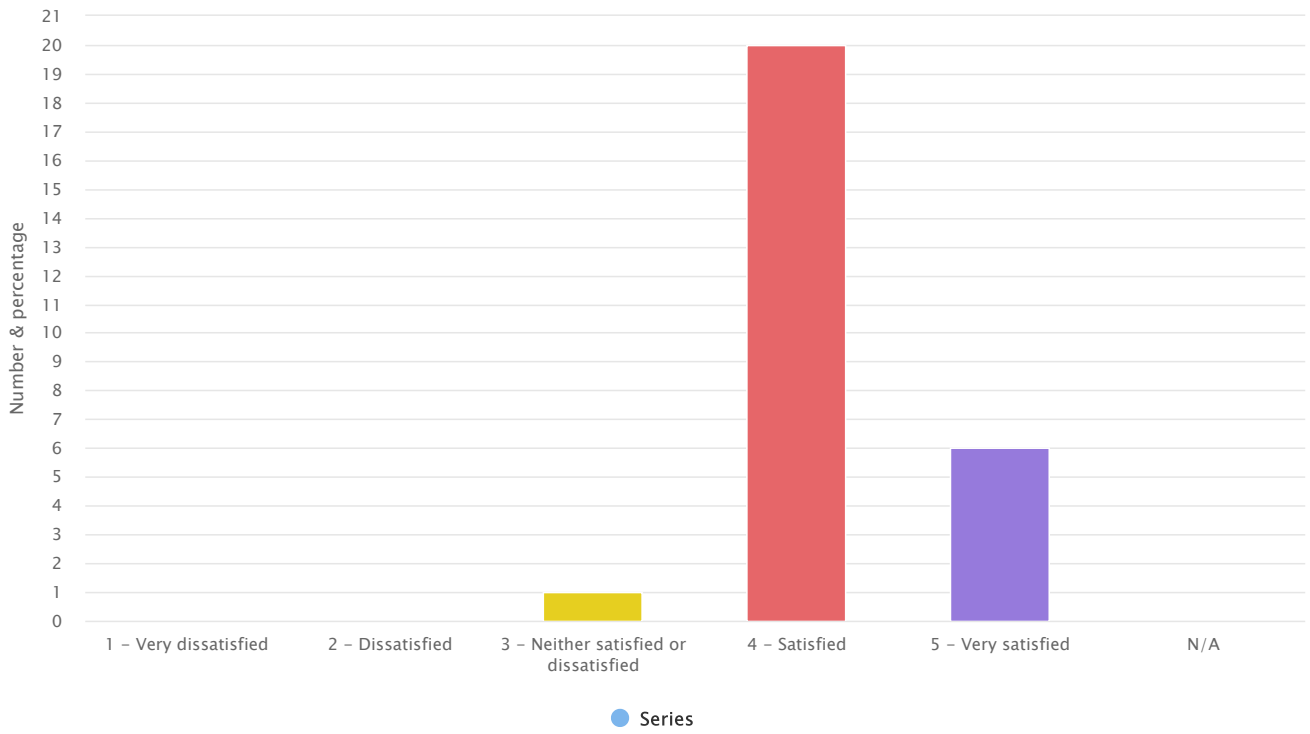
# Time as Contract Manager:

Page 1 - Question 6 | Respondent details



|                       |          |
|-----------------------|----------|
| 1 0-6 months          | 3 (11%)  |
| 2 6-12 months         | 3 (11%)  |
| 3 12 months - 2 years | 5 (19%)  |
| 4 Over 2 years        | 16 (59%) |
| Answers               | 27       |

# How satisfied are you with MOSL's overall delivery of this service?



|                                       |           |
|---------------------------------------|-----------|
| 1 - Very dissatisfied                 | 0 (0%)    |
| 2 - Dissatisfied                      | 0 (0%)    |
| 3 - Neither satisfied or dissatisfied | 1 (4%)    |
| 4 - Satisfied                         | 20 (74%)  |
| 5 - Very satisfied                    | 6 (22%)   |
| 6 N/A                                 | 0 (0%)    |
| <b>Answers</b>                        | <b>27</b> |

## ANSWERS

Although our involvement over the last 18 months within the market groups has dropped off a little. We have always felt you've been on hand to assist when required and have provided clear communications to cover areas in which change has been happening. Overall we're satisfied with how the Market has been run over the last 12 months.

Registration, switching and financial management: Happy with the transfer registrations and switching, however, we currently cannot see timelines within the Market Data Set. This makes it difficult to see historical changes en masse, particularly for periods prior to a SPID transferring in.

Settlement calculations can be very complex and difficult to explain at the best of times; we accept that this may be necessary to achieve the aims of the market system so it is hard to see how this could be improved. A quick guide on settlement calculations may make this easier.

The "Direction to Supply" process is excellent and has greatly improved since last year.

Further improvement efforts could look to have a transfer read for this process to enable trading parties to have oversight of the final bill for the outgoing retailer without the need to wait for the incoming retailer to take a read. Improvements could also be made in notifications to the previous retailer for amended transfer reads as these seem to be missed fairly frequently.

We haven't had much interaction with the new MVI, LVI and HVI have proved very effective

Bilateral Hub rollout has been very successful and the MOSL team have done a great job in improving communication throughout. Response to tickets raised has been very helpful and having that direct link to the bilaterals team has been key to our success. Releasing the code for CPW070g in stages was very helpful but getting the final version of documents like CSD0601 as early as possible is key to our HVI system being ready on time.

It is understandable that MOSL have to discuss, plan and sign off the Bilats plan for post November in line with the MOSL business plan process. However, it leaves trading parties unable to plan resource and IT requirements until MOSL have confirmed the next steps. We are keen to understand the overall market benefits of the programme.

A change we would like to see explored is the management of market financial settlement functions by MOSL as we believe this could drive significant benefits across the market for all trading parties.

Transfer reads – The current performance of actual Transfer Reads in the market is leading to charge errors in the Settlement charges and we have experienced some difficulties in trying to resolve them with Retailers especially where material charges are involved. This is an area we believe requires more focus from MOSL to help market participants improve overall performance, reduce their costs and ensure the end customer is not exposed to incorrect bills and catch-up charges.

OPS reporting issues – we have noted a problem with the timely reporting of OPS since the Bi-lateral hub roll out. Due to the length of time it takes Retailers to update the acceptance status on F5's, OPS reporting can be delayed for months until after the period has long since passed. For example, on 17/10/22 we had over 100 not reported. This issue is also impacted by the 15BD time out function for metering related activities, due to this extra level of time allocated for Retailers to review it moves the reporting back yet another month. Market reporting for OPS was always a month behind but now it has moved back further with additional unnecessary lag making meaning OPS performance conversations convoluted as to which reporting period is in question

MOSL's overall operational service is very good, the Market works well, and improvement is being driven by MOSL to further aid the growth and development of the market.

Currently satisfied with the user experience and performance of the Bilaterals Hub as well as CMOS. The phased implementation of new processes into the Bilaterals Hub has been a positive experience overall.

We have encountered errors with individual processes and transactions which have been raised with MOSL either via the IT Support team or the Operations team. In most cases these are resolved and the response is clear, however on occasion we have seen a delay in receiving a response or the response has been unclear in how to resolve the query.

We hope that this will improve with the new query management system which has been launched through MyMOSL.

The delivery of operational services is great and it provides the tools we need to trade in the open water market effectively and efficiently.

Overall, the strategy and business plan do capture what needs to be addressed the enhance the market and continue to improve. The delivery of the business plan and working together with trading parties needs to be improved. We are mindful that a number of projects are being looked at to mainly focus on data cleansing, for the right reasons and we fully support this. Our concern is the impact it will have on us and how the data cleansing project will be delivered. We have met with you to discuss UPRN references and the part they play, and thank you for involving us, however we would like to see more communication about projects and the project delivery plan. If you are lucky enough to be involved in a committee or group, you are more informed and can be prepared for change. However, if you are not part of a group, you can feel a little in the dark.

The work being undertaken on the bilaterals hub is improving MOSL's delivery of market operations. If all Operational processes are made available in the Hub then MOSL's delivery of market operations will be very satisfactory.

No Issues encountered in the last 6 months

Having recently been through the exit process as both the the acquiring and exiting licensee, we do think there could be some improvements in terms of making the process clear and simple to follow for retailers. We feel that we had to ask more questions than we would have had to if there were some sort of process document to follow. Candice was always very responsive and helpful but we could have asked less questions had there been a document or process to follow.

There have been some times where queries have been logged with the operations mailbox and no response was received until I chased some weeks later.

But overall - the team are very friendly and able to provide us with information/support.

Have had a few occasions whereby they have required MOSL support via one of the operations teams – we have found staff extremely helpful and allowed us to deliver our services as a retailer

Positive:

\* Consolidation of query management and moving away from multiple mailboxes

Improvement Suggestions:

\* Post RF settlement solution needs to accommodate the level of post RF adjustments that are happening in the market – the current approach is not fit for purpose. The limitations of the process unfairly reflect negatively on wholesalers & have a detrimental impact to wholesalers & retailers.

\* We appreciate the ongoing work moving to My MOSL, we would like to see information held on the Portal & sharepoint all in the same place to avoid the need to log in to multiple applications.

Overall, we are neither satisfied nor dissatisfied by the delivery from MOSL. Outlined within this response is our points to address;

Metering committee – we have attended this forum for the last 18 months. There has been a number of initiatives with most recent count being 18 quick fire projects. For a number of trading parties this is a secondary commitment to their role and can be time consuming. We would encourage a balance of time.

Furthermore, the change process for MOSL and implementations do not feel time efficient, often this is a drawn out process and can take over 12 months to input a change which could have a financial/customer impact.

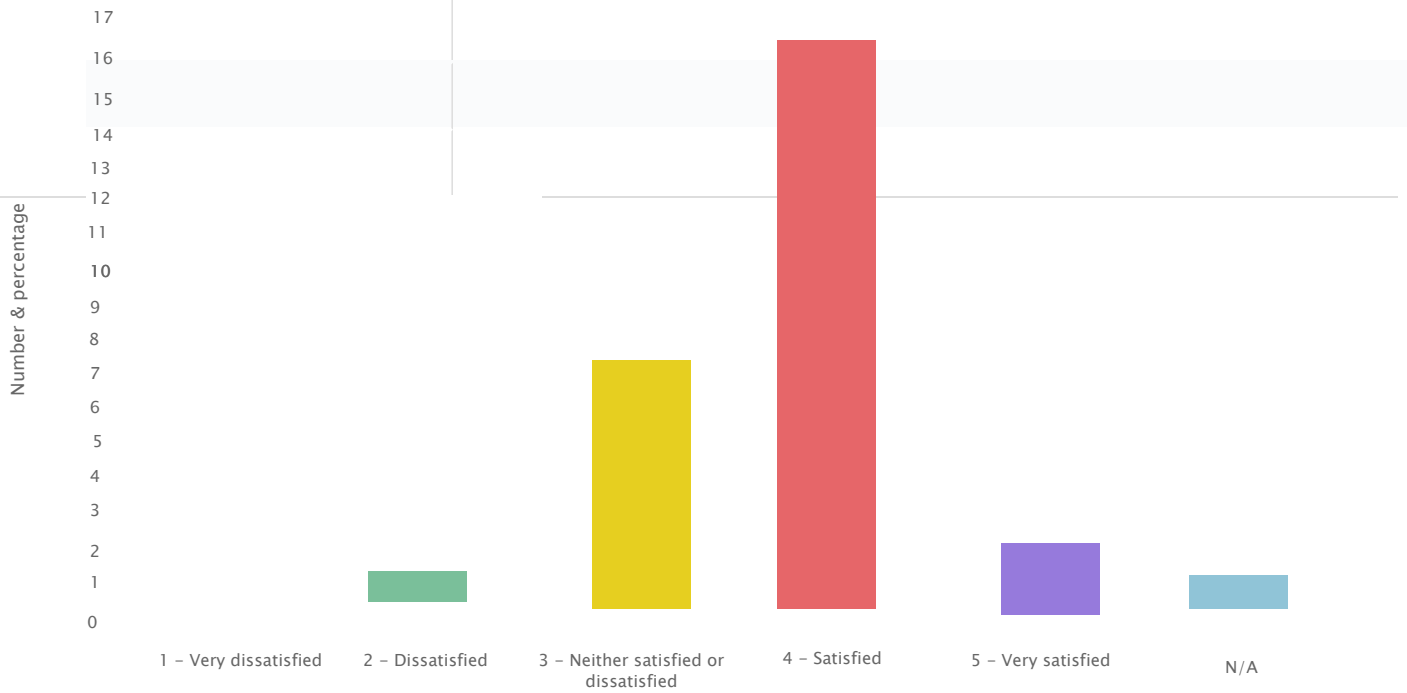
We see the change for read rejection piece of work was picked up in July 2021, a consultation went to trading parties in January 2022, approved in February/March. This is not going into production until May 2023.

N/A



# How satisfied are you with MOSL's overall delivery of this service?

Page 4 - Question 1 | Market Assurance



|                                       |          |
|---------------------------------------|----------|
| 1 - Very dissatisfied                 | 0 (0%)   |
| 2 - Dissatisfied                      | 1 (4%)   |
| 3 - Neither satisfied or dissatisfied | 7 (26%)  |
| 4 - Satisfied                         | 16 (59%) |
| 5 - Very satisfied                    | 2 (7%)   |
| N/A                                   | 1 (4%)   |

Answers 27

## ANSWERS

We would like to see an improved approach to audit with greater transparency and accountability for actions through to completion.

We believe MOSL try to focus on areas of concern when choosing the measures to report, which will hopefully assist in delivering continued improvement across the market.

We eagerly await to see the measures that will be put in place post the current MPF review.

In the interim we do note that the move to remove false positive data from holistic reports has slightly improved the reports

We are pleased to see the development of the Market Assurance processes and increased engagement with the team. It's been good to see the improvements to the performance rectification processes and introduction of trading party audits. We believe the holistic reporting assurance process could have been publicised wider but believe it's a good tool to launch.

With the current economic climate there is an increased risk of a large retailer having to exit the market. Whilst the Strategic Panel are awaiting the outcome of Ofwat and Defra SoLR review, is there something additional MOSL can do to provide assurance for trading parties or customers of how the market would cope.

We believe that there are some market issues not being dealt with centrally, such as inaccurate vacancy, temporary disconnection process issues and impact on Wholesalers.

There has been some confusion with reported figures we have had to contact MOSL about. Specifically, Legacy OPS is reported on MOSL's website including the G4 process but year end league tables exclude G4's. This inevitable leads to multiple versions of the truth and creates confusion between trading parties and customers. Furthermore, it is unclear to me why Legacy and Bilateral OPS are not combined to create a single OPS metric; after all they do get combined within the Holistic report.

We are disappointed to note that 2 MPS processes were flagged as failing though upon challenge it was deemed they had passed. Originally it was decided that whilst the 'fines' would be re-imbursed the failures would not. After a conversation to query this it was agreed that 2 failures could be considered material and reporting was to be updated though we have not received confirmation about when and where this would happen.

Holistic reporting has been a positive way to address data quality which is something we encourage. We have engaged with MOSL on multiple occasions to understand how some of the scoring works and to suggest improvements, such as clear definitions on desired MOSL outcomes, how CMOS codes are considered and to show the calculations behind the scores (even more important now due to the Assurance process). Unfortunately, we have seen an example of published scores being incorrect (LTV's all at 100%) which we raised as incorrect; this was subsequently updated but again raises concerns.

Further, the lagging nature of the OPS and MPS elements in the Holistic report is a negative measure as it eliminates the possibility of year to date or end of year reporting.

This is an area where we feel there has been reasonable work to date however there is much more to be done and the recent transition to more in-house audit compared to using PWC should enable a step change in the agility and targeting of audit activity to give much greater insight into data both within the market and in the systems of trading parties.

In terms of performance, compliance and audit, I feel reassured that we have a team at MOSL who will support us and offer guidance when asked. The monthly reports, the data that is shared and information on the MOSL website equip me with everything I need to try and improve our performance in the market.

I do have some concerns over the recent RMEX survey and I will email these across separately and no doubt take some learnings away for the next survey.

We are unable to remember the last audit that was carried out and would be interested to know when future audits will take place and in what format.

We feel the implementation of processes in to the bilaterals Hub has helped with OPS reporting. However, we have some concerns with the MOSL Holistic Reporting, in particular around the VOA BA references, for reasons that have been communicated to MOSL several times.

Meetings with portfolio managers could benefit from being more geared to discussing our performance and any concerns they have rather than general update from MOSL.

No issues encountered in the last 6 months

The holistic report is a great insight to all parties' performance. It provides an understanding of how we are performing against other Retailers in the market. I'm not entirely aware or have seen situations where there has been improvements in areas of failings/poor performance and how MOSL encourages improvements. But this could be because of our fortunate position of good performance. We hope that the MPF reform will help us to further increase our performance score (e.g. where a meter is long unread but a form has been submitted and is pending a wholesaler).

In terms of audit - I am not aware of any actual auditing that is completed by MOSL, in comparison in Scotland we are audited annually by the CMA.

Have some experience in market assurance having been issued with letter of concern regarding performance levels. we feel that it was raised and dealt with in an appropriate manor and showcases MOSLs commitment to ensuring good performance in line with market codes.

Positive:

- Assurance / market audit is focusing on the key risk areas and it feels like its adding value.
- Good that MOSL are working with TPs to refine audit scope prior to the audit – ensures that the audit / questions are relevant and will provide the anticipated insight and benefits.

Improvement suggestions:

- There have been several times when we have had to go back to MOSL to validate and re-distribute the reports and we need to see this improve to gain confidence that data is right first time. On a positive note we have had calls with MOSL and they have been very constructive and happy to act on the feedback we have given.

During the last 6-12 months we have been working towards one retailer licence within the market. Prior to the transfer to one licence we have moved to one billing system and been working with the MOSL team to ensure we have covered all bases.

We have held bi-weekly calls to discuss progress and this was a forum for support. Miles joined the calls which brought more structure, support and lots of knowledge. It allowed for end to end management of queries and support.

Moving forward, we would like to work with MOSL on testing for both the bilateral hub and the volume transfer following some queries we have shared with MOSL previously.

We feel closer testing and development pre the volume transfer will be beneficial to ensure a smooth migration of data and resolve any issues we may see.

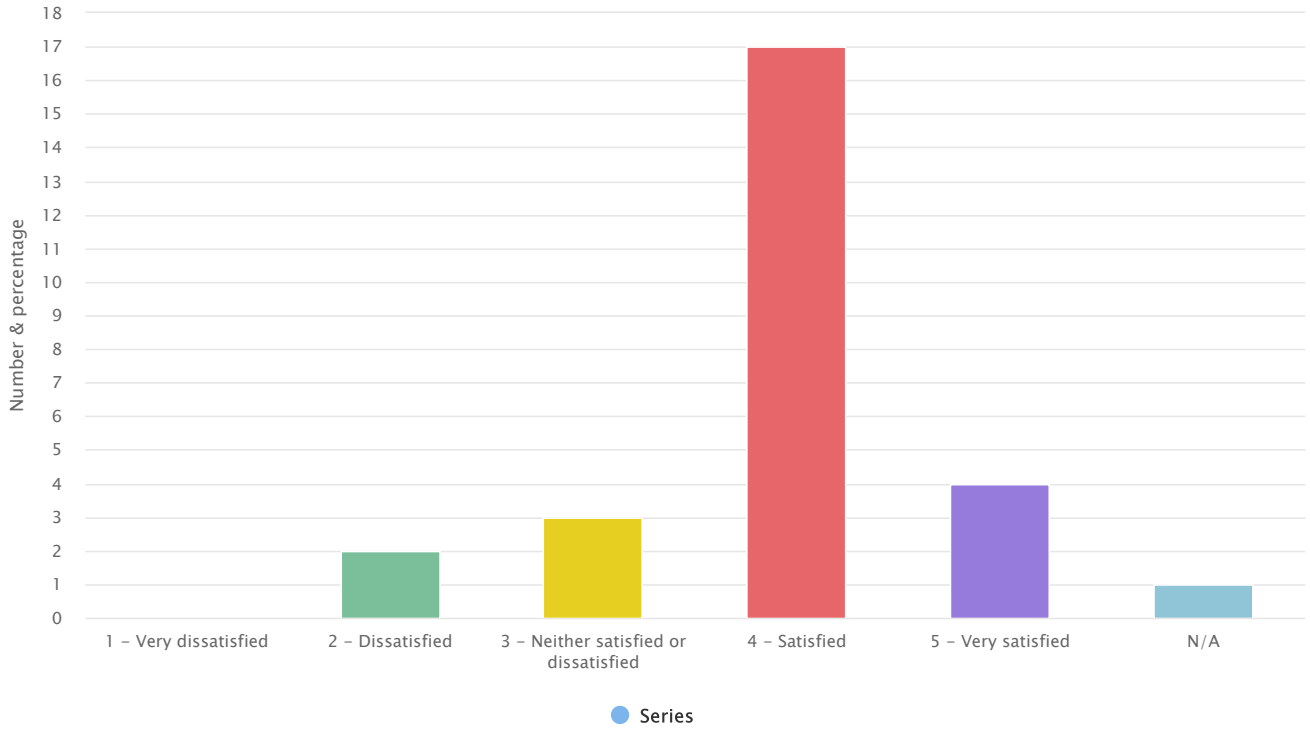
N/A

Overall happy with the service and happy with the various reforms happening, but feel as though we're still finding our feet in this area.

Perhaps could be more proactive in addressing and updating the codes rather than waiting for code change proposals to come from trading parties - many are out of date or no longer relevant.

We are looking forward to the MPF reform work as currently we do not see a huge amount of equality in the Framework

# How satisfied are you with MOSL's overall delivery of this service?



|                                       |           |
|---------------------------------------|-----------|
| 1 - Very dissatisfied                 | 0 (0%)    |
| 2 - Dissatisfied                      | 2 (7%)    |
| 3 - Neither satisfied or dissatisfied | 3 (11%)   |
| 4 - Satisfied                         | 17 (63%)  |
| 5 - Very satisfied                    | 4 (15%)   |
| 6 N/A                                 | 1 (4%)    |
| <b>Answers</b>                        | <b>27</b> |

## ANSWERS

We stand by the fact that the bilaterals project is a huge opportunity for reducing market frictions and achieving best customer outcomes within the market, however we have been disappointed in that the data from bilaterals is not being widely shared and we are yet to see a strategic plan in how data will be used going forward.

The change delivery process now feels very mature, and the support provided by MOSL to proposers in developing change proposals that meet the needs of those reviewing has significantly improved over the last 12 months.

Data has also significantly improved over the last 12 months with the addition of drought dashboards proving very useful and informative for reporting providing more granularity and visibility to the market. This provides good insight to some key areas

The introduction of the bilateral hub has been successful so far and we are looking forward to including more forms into the hub and we can see this being of benefit to the business customers through efficiencies and progress tracking. We would like to see H1 forms added at some point.

Overall satisfied especially with the bilateral transactions programme and holistic reporting. Specific feedback on these programmes are included in other sections.

Code change proposals take too long to progress however it is useful to see the inclusion of approval/ rejection recommendations to Ofwat in the monthly change reports. We raised some concerns with the challenging programme of work the Strategic Panel has proposed especially relying on MOSL, RWG and trading parties to support.

The data insight appears to be very successful and the live demo's at the user forums are welcome. This could be improved by more timely access to performance data although we understand why the data isn't available for circa 3 weeks after the performance period has ended.

We have experienced some challenges with the Market Improvement Fund with delays in getting the agreements have resulted in our delivery partner pausing the project.

There are opportunities for MOSL to potentially use some of the outcomes from one of projects (business voids) along with their own data insight to help improve vacancy rates.

It would be good to see some outputs from round 1 as well as a review of the benefits of the initiative.

Market Improvement Fund – starting to see differences as these are driven by key stakeholders, and that these seem to be more successful than if they were driven by MOSL solely.

Bilateral Project – The MOSL bilateral reports are useful however direct access to the data via an API or even daily files similar to MDS would provide much great visibility and enable us to integrate this with our internal service request data. This would help us to operate more efficiently, better track OPS performance and reduce/avoid data issues between our internal systems and MOSLs.

Data Insight – we consider that there has been overall improvement with data visibility but have seen some inconsistency across some of the dashboards at times, and that dashboards have changed mid-way through a period when a change/correction is made.

Overall we are satisfied with the data and insight provided from MOSL relating to Market Improvement.

The data insights and repots provided via the MOSL website, MO Portal, Sharepoint and CMOS are very useful. However, we have requested more ability to extract and analyse Bilateral data as this could lead to insights to improve customer experience.

MOSL's activity in this area in supporting the Market Performance Framework review and the various industry groups in moving this agenda forward has been good, change delivery is working more smoothly and is benefitting from MOSL's input into the CCC work to develop a more efficient market change process.

I still class myself as a new contracts manager and I have had little time to fully experience and get involved in the strategic market development. I hope to get more involved next year.

We have the chance to talk about our performance on a quarterly basis but feel this is too high level and more emphasis on us to self serve. No real agenda or warning if our performance is not where it should be and more formal action will be taken. We feel this will evolve over time and will work with the Market Performance team on this.

MOSL have only recently provided the option for trading parties to confirm data is correct even if it falls in to a MOSL query area. We feel these options to confirm data accuracy should have been made available when the Holistic reports were initially produced.

We find that a lot of the information and analysis MOSL are producing is helpful to us, this continues to improve and makes the most out of MOSL's role as the central market system operator.

The increase in the availability is a welcome addition, i look forward to advancements and improvements in accuracy over time.

We are very satisfied with the data and reporting. Not only do you have the insight to our performance, we also have the insight to other Retailers and Wholesalers and we use this data to drive further improvements in our performance.

It would be very valuable, effective and efficient if the raw data was available from these dashboard reports.

Positive:

- The dashboards are easily accessible, well formatted and give good high level market info

Improvement suggestions:

- Sense check with TPs to make sure we focus efforts on those things that are going to provide the greatest insight to support market improvements
- Publish reports at the same time to enable TPs to manage and report on project effectively. An example is the MOSL Holistic Reports MPF is available on the dashboard but not in the SharePoint on the same day
- MOSL should consider pushing a daily Bilateral Hub SPID report via FTP.

During the last 6 months we have been delivering some major changes internally whilst having any changes made in the market being added into the business tracker.

We recognise there has been significant investment from MOSL on their data and insights which allows for cross checking against the data available in our billing systems. We use these regularly and work with other trading parties based on this data.

Whilst the market is over 5 years old, it still feels as it is immature in the development of process'. The change process is elongated and sometimes trading parties will have to develop a work around in their internal process' until the change is implemented. We would like to encourage a more proactive approach to change, also reducing the time for delivery.

As a trading party we have benefitted a huge amount since the bilateral hub has been introduced. This allowed us to streamline the different processes which were managed in different systems for wholesale trading parties, gives a better view of OPS performance and more control as a retail trading party.

We are satisfied with MOSL's commitment to improving the NHH market and how it works with trading parties. We would encourage all future initiatives to be aligned with the Strategic Panel's priority outcomes, which will efficiently deliver the best outcomes for the NHH customer. We would like to see MOSL continue to focus on improving the data held within the central market, particularly address data, and how this data is shared with trading parties, which can help drive water efficiency and ensure a seamless customer experience.

Holistic reporting was rolled out very well, sharepoint is great, and we have access to all the data we could need for the most part.

Insights are very useful.

If anything, we'd like more frequent updates to allow us to tackle more issues on a faster basis rather than monthly.

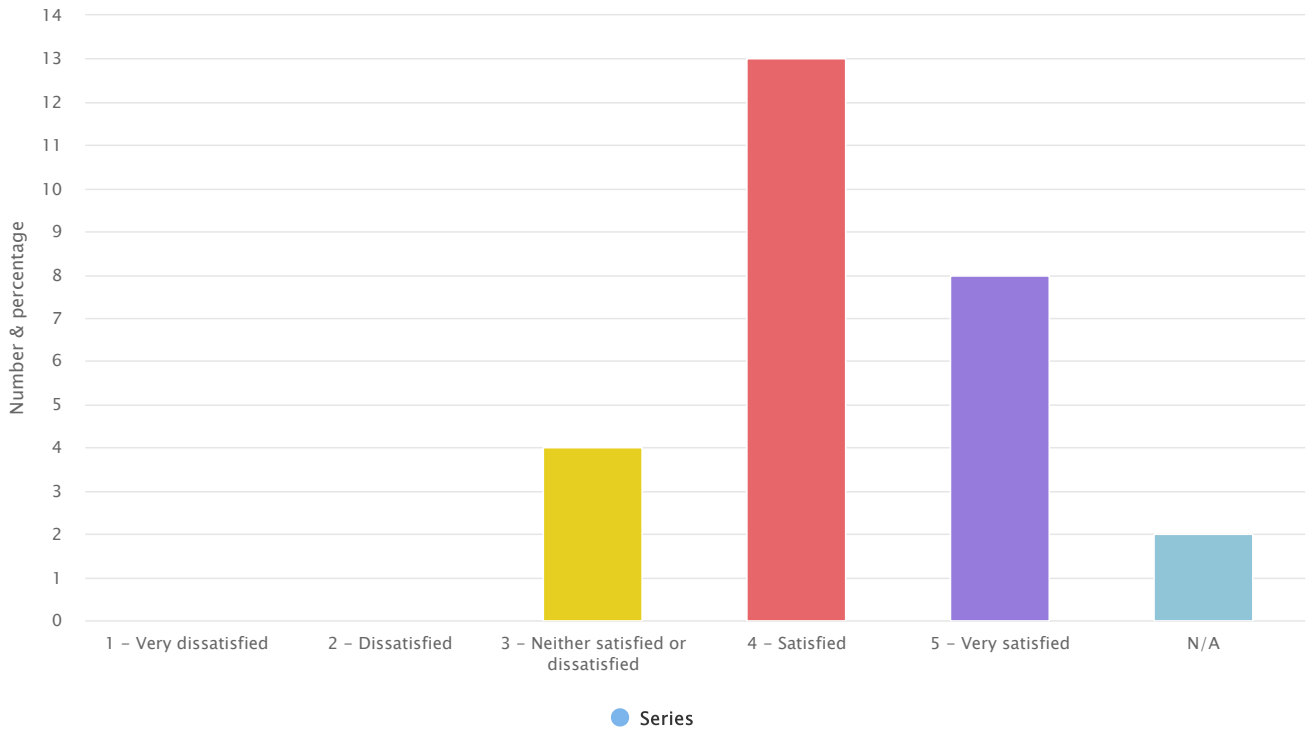
We have noted a marked improvement in the data offering, in particular the different dashboards which appear on the MOSL website. We have used a number of these in discussions with customers (particularly the water efficiency dashboard) and they have proved to be very insightful.

The iterative development and implementation of market dashboards is useful, supporting both operational and strategic decisions.

Availability and visibility of data and insight is much improved, although it's still sometimes time consuming to find what's wanted eg. it may be on the website, or the portal or in Sharepoint.

# How satisfied are you with MOSL's overall delivery of this service?

Page 6 - Question 1 | Governance and Support Services



|                                       |           |
|---------------------------------------|-----------|
| 1 - Very dissatisfied                 | 0 (0%)    |
| 2 - Dissatisfied                      | 0 (0%)    |
| 3 - Neither satisfied or dissatisfied | 4 (15%)   |
| 4 - Satisfied                         | 13 (48%)  |
| 5 - Very satisfied                    | 8 (30%)   |
| 6 N/A                                 | 2 (7%)    |
| <b>Answers</b>                        | <b>27</b> |

## ANSWERS

We agree with the statement and have no issues.

The market codes are sufficiently detailed and have been very helpful in our understanding of exact requirements and obligations. They are readily available and well-maintained.

Training documents for the bilateral hub have also proved very useful.

MOSL secretariat services continue to prove very good

We believe the secretariat support is still satisfactory and we are supportive of the review of market membership . The codes are available and clear in terms of updates. The online training has been useful for new starters and could be promoted more by MOSL. We have also had good experience with support from MOSL colleagues including support from the company secretary.

No further comments

Appreciate the good governance provided, especially around code changes, sharing of meeting content and data provision. We would welcome push notifications when certain reports are updated as they can be at random times of the day.

MOSL secretariat support for industry groups and Market Committees and the Panel is excellent, the team are dedicated and organised and this certainly helps those groups and committees to function more smoothly than would otherwise be possible.

There is a wealth of support, the appropriate tools and the experience within MOSL that deliver this service to a high standard.

We feel slightly under supported by MOSL. For example, in a user forum trading parties fed back that the colours on the holistic reporting table (red to green) gave the wrong impression when published on the website. This feedback was taken onboard and the published table colours changed. Thank you for doing this but we were unaware this was happening and could not find any communication to say it was happening.

We feel left out of the loop when things like this happen and would like the support service to be reviewed.

We don't tend to use the training materials frequently but it is good that they are available as it serves as a reminder to some and useful getting new team members and market participants up to speed quickly which reduces frictions and lost time for all.

We have not had much experience with any governance or support services in the past 12 months.

### Positive:

- In house legal expertise is working well – developing a great understanding of the codes and market legal framework and consistency of approach
- Drive towards centralised data cleanse is a positive for the market

### Improvement suggestions:

- We have noticed that the market is geared towards larger customer that are more attractive to switch therefore does not work as well for smaller non-household customers.

Within the last 6 months we have been involved in both a trading dispute and a letter of concern from MOSL.

The trading dispute brought against us, we feel was unfairly accepted by MOSL. We had been working with the opposing trading party, with little traction on the improvement of their data. Following the outcome of this being delivered we were keen to be involved in the code change review for the vacancy incentive. To date, we have received no invitation to discuss this nor have we seen a change in the code neither in consultation nor implemented which is disappointing.

Following the implementation of holistic reporting, we were in receipt of a letter of concern for the outcomes based on our performance. Following this, we provided our response and waited an extended amount of time for this to be addressed and any further questions to be posed to us.

As a trading party we would encourage bandings being added into the reporting. It can be deceiving when a trading party is in the high 90% mark but then highlighted in red.

We would be keen to be part of any discussions for this and this would align internal goals and work streams for a number of trading parties ensuring they are achieving measures.

N/A

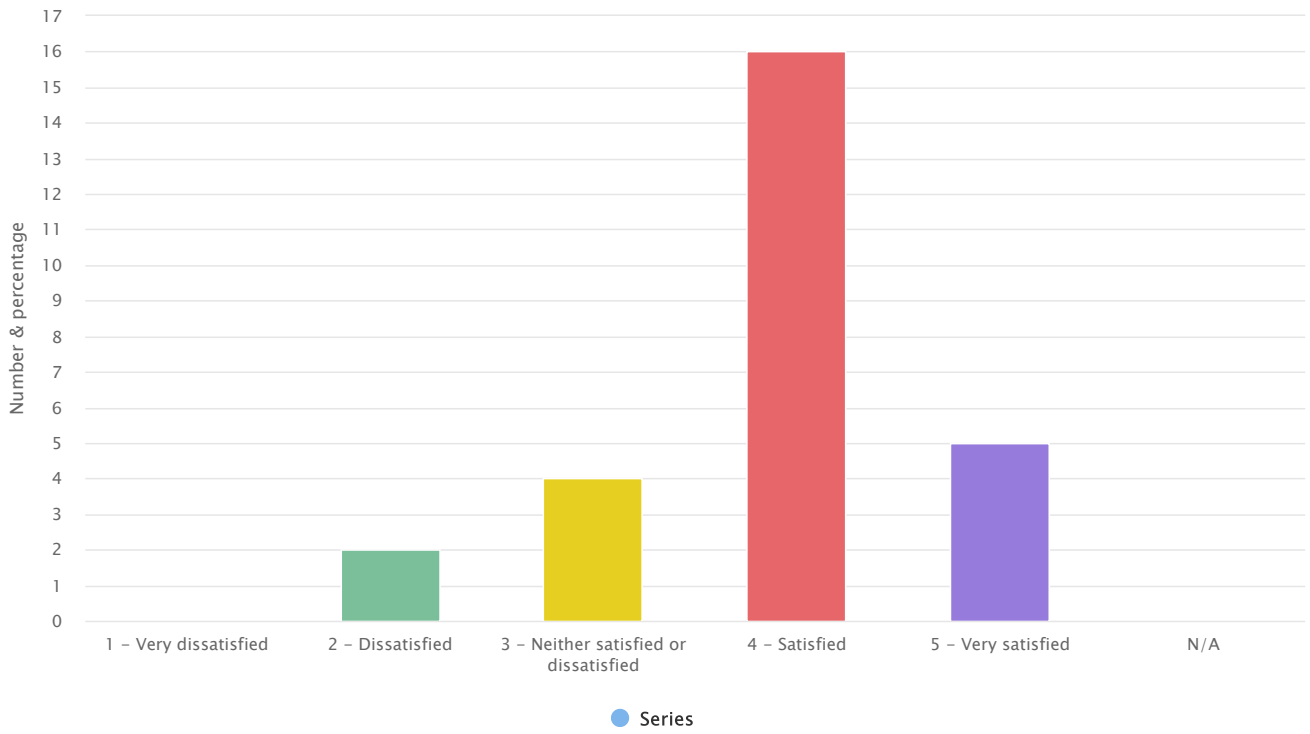
We are generally satisfied with the number of services MOSL provides and how these contribute to the development of the NHH market. We feel that there can be improvement within this area, with the timely publication of minutes and documents from MOSL's various market committees (Strategic Panel and Code Change Committee) and non-panel programmes (e.g. OAG, CAG, Strategic Metering Committee etc). The lack of visibility of these documents doesn't enable effective engagement with Trading Parties and these groups can lose the transparency of the work they are carrying out.

Generally really good - we feel a lot of the blockers to improving in this area are often outside MOSL's control.

We have been using some of the training videos with our new starters as part of their introduction to the NHH market. We have also been supported by the Bilaterals team to undertake assurance testing (in particular Asanka, Miles & Spencer) and found these sessions to be really helpful in resolving issues.

Secretariat services are good – minutes are high quality.

Please rate your overall satisfaction with MOSL’s communication and engagement with trading parties.  
 Page 7 - Question 1 | Engagement



|                                       |           |
|---------------------------------------|-----------|
| 1 - Very dissatisfied                 | 0 (0%)    |
| 2 - Dissatisfied                      | 2 (7%)    |
| 3 - Neither satisfied or dissatisfied | 4 (15%)   |
| 4 - Satisfied                         | 16 (59%)  |
| 5 - Very satisfied                    | 5 (19%)   |
| N/A                                   | 0 (0%)    |
| <b>Answers</b>                        | <b>27</b> |

## ANSWERS

We are broadly satisfied however we will always ask MOSL to consider bandwidth of each trading party in terms of engagement and continually ask MOSL to streamline approaches where possible and practical to do so.

Engagement is very good, although a little too frequent at times I can see MOSL are working to find the best solution to keep everyone updated.

The reduced volume of emails received alongside the streamlined channels is a great move as the overall communication from MOSL is excellent.

As the My MOSL Query Management System takes shape we expect the single point of contact platform will make communications with MOSL even easier.

Appreciate the work MOSL have done to try to reduce the volume of emails and to request trading party input in consultations/ RFIs etc. taking into considerations other priorities. There still feels like a large amount however we appreciate the efforts made. It would be good to understand what alternatives are being explored to address the gap following the loss of the portfolio manager role. We find the user forum useful and handled the challenges around debate and content well. The new format appears to be working well with useful discussions around the topics raised. Considering not everyone can attend on the day, is there an opportunity to invite other comments on the topics debated with a summary being provided.

One area we would like to feedback on is the MPF webinars. The initial idea was good however feel it has not been as productive as anticipated. It would be useful for panel to go through bits in depth and use the full time allocated rather than flying through the info assuming attendees have had chance to read all material. Perhaps mirror the approach of the PAG and outline expectations prior to attending e.g. read X and Y document beforehand.

Performance meetings – we feel that these meetings are not always well structured or allow focus in the right areas.

Experience of raising issues at market forum which appear to have been dismissed, we raised an issue back through the OAG as the code change to support bi-laterals was not in-line with actual functionality and has had a detrimental impact on market reporting for F5's. We did not receive the ownership we would expect from a centrally derived MOSL lead initiative.

We would welcome more engagement on understanding MOSL's role in reporting and monitoring late payments and any further support that may be available to support any late provision of credit security and our ability to understand financial risk.

Communication and engagement is very supportive, we have positive experience of working with MOSL, though internal projects that we have had MOSL have been on hand to support where needed.

We are satisfied with MOSL's overall communication and engagement with trading parties. The ORWG, Virtual User Forum and project groups are interactive and provide a great opportunity to trading parties to have their say and influence positive changes within the market.

We recently commented in response to consultation CPM045; Market Arrangements Code Change Proposal -Extending the Right of the Market Operator to Raise Code Changes – that when launching any consultation the potential impact on companies should be considered as should the volume and frequency.

We recommend that the consultation process is further reviewed to ensure it is proportionate, and that where possible consultation volumes are reduced, and the response process is streamlined. This could include the introduction of voting with only those companies who disagree with the proposal or specific elements are asked to share their rationale so that this can be considered through the approval process.

Previously MOSL held Service Review meetings with trading parties which at we found extremely beneficial. These have since stopped and we would like to see these resume in the near future.

We have however, valued the availability and council of Matt Labrum and Janet Judge as well as Sam Webb to discuss ad-hoc matters with.

MOSL's communications are well thought out and timed carefully, with the recipient in mind, engagement with trading parties is good via group sessions and although MOSL spent some time listening to Trading Party concerns about the lack of the direct contact that Portfolio/Account Managers provide, there is still a gap there, it feels very much like MOSL would prefer all communication to go via one of the various mailboxes and while this is no doubt efficient in terms of cost, it doesn't necessarily promote good working relationships with trading parties, especially for those who are not Contract Managers, or on industry groups. We feel that this may be part of the issue that we have seen recently with a lack of appetite amongst some trading parties to put people forward for industry groups. Historically the Portfolio managers were instrumental in introducing people to the various groups, and suggesting that some TP members might wish to apply to join various groups, given their specific (and well understood by the PFM's) interests and requirements.

Communication is excellent. I always receive really informative emails, Market Focus provides more in-depth information on projects and upcoming events etc. I feel the MOSL communications keep me in the loop with everything that's going on  
When I contact MOSL for support, the team are always on hand to provide great, friendly service and they always reply promptly.  
Keep up the good work!  
I think communication and engagement works both ways so if you need anything from us at SSW, please don't hesitate to contact me.

We cannot fault your efforts to engage and there are a number of groups we are invited to be part of. The age of the market is at a time when we do need to review frameworks, processes, customer value, water efficiency and there are a lot of activities taking place which reminds us of programme mode at market opening.

The difference being is that we no longer have additional staff to work on the changes, taking part in the groups has added additional burden to the team. This is not a criticism, more for awareness.

The advisory groups are key in delivering the projects however we feel that budget restrictions do take precedent over what is best for trading parties and customers. For example, delivering the bilateral programme has been a resounding success, aside from not delivering all processes which negates one of the main benefits for retailers to have one central bilateral system. Wholesalers and Retailers gave a lot of time providing input into the programme and we are feeling extremely frustrated that the project will end with a 'that will do' type of attitude.

We are actively and extensively involved in a number of MOSL working groups in relation to Bilaterals and Change Management. However, we do feel when an issue is raised with MOSL, such as our concerns around the VOA BA references, our concerns are not addressed and MOSL have not taken any ownership of the issue.

Feels about right at the moment.

Anytime that we have raised a concern via the various mailboxes, we receive a helpful and friendly response. I like that we have regular catch ups with MOSL. However as mentioned earlier, we have had a few of our emails seem to fall through the cracks and require chasing.

We appreciate the efforts that MOSL is putting into reducing/consolidating/targeting emails better however we do feel there is still some work to be done. The groupings on the communication preferences are not overly clear which means I still opt to receive all communications even though some are not needed as I am not clear on which box to untick and do not want to miss out on anything important. This can sometimes result in key important messages for actions/review can be lost.

Positive:

- Comms are clear and signpost information well
- Increasing use of webinars as a platform to share and discuss various projects and initiatives
- MOSL team are professional and put a lot of thought into how to engage effectively which results in more valuable discussions
- MOSL team get back to any queries in a timely manner and are always willing to provide further clarification via a call when necessary

Be aware of:

- Making sure that MOSL direction is flexible to input from trading parties – don't be wedded to a solution that was envisaged at the outset if trading party input informs a different direction

Ensure committed schedules for reports, system outages etc. are adhered to at all times which will ensure a high level of engagement is maintained.

Improvement suggestions:

- Get comms out straight away after key decisions confirmed such as once go/ no-go meeting has concluded for a bilaterals release

Following the removal of the portfolio managers we have felt the drop in engagement. It seems to be dependant on performance updates being built into dashboards and removed the personal element. We attended a forum a number of months ago about the removal of the portfolio manager, there was some great ideas from various trading parties. Following this session we have seen less engagement with trading parties.

We have a monthly catch up with the team at MOSL, however; we do not believe we are discussing both our plans and performance with the correct person. No one from the performance team has attended for the last 3-4 sessions. We ensure we are always prepared to come to the session and we have had limited engagement with the individuals which we believe will have more investment in the performance than the audit team.

Loosing contact with the key individuals doesn't allow us to discuss the performance and work streams as a trading party we have/are working on.

The Smaller trading party forum gives a good insight into the MOSL Business Plan, data cleanse activities and the priorities for MOSL strategic panel, many of the smaller trading parties may not be aware of the User forum and MOSL activities, the Smaller Trading Part forum gives these TPs that engagement.

N/A

We are satisfied with the level of communication and engagement MOSL has with trading parties. We welcome the cancellation of the Strategic User Forum as we did not feel that this was an effective method of engagement and communication with trading parties. However, we would like the User Forum format to be reviewed to encourage a better level of conversation and discussion within the forum, such as how to further improve the NHH market. These issues may be due to the remote format the forum has taken since COVID-19.

Everyone we have dealt with has been brilliant and we feel very supported.

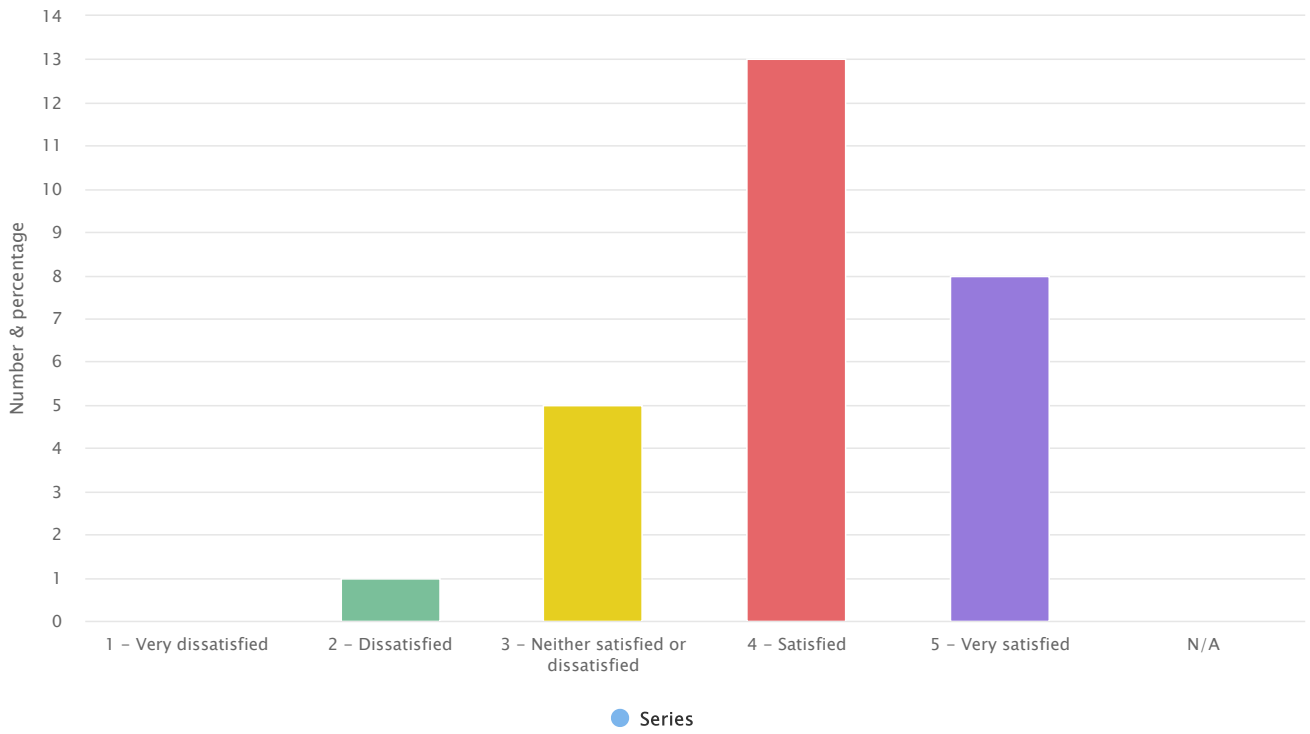
We have enjoyed being part of the Performance Advisory Group and are grateful for the opportunity to share our opinions with the wider market participants. The level of emails & consultations from MOSL isn't too overwhelming (we've certainly noted a reduction in these).

Engagement with NAV's has improved in recent months.

We still receive a large number of emails; it will be interesting to see if the trial of contract manager emails will be successful in keeping emails to a minimum.

Communication and engagement has been satisfactory over the past 6 months, open, transparent and good two-way communication on important areas such as the MPF reform.

Please rate your satisfaction with the website.



|                                       |           |
|---------------------------------------|-----------|
| 1 - Very dissatisfied                 | 0 (0%)    |
| 2 - Dissatisfied                      | 1 (4%)    |
| 3 - Neither satisfied or dissatisfied | 5 (19%)   |
| 4 - Satisfied                         | 13 (48%)  |
| 5 - Very satisfied                    | 8 (30%)   |
| 6 N/A                                 | 0 (0%)    |
| <b>Answers</b>                        | <b>27</b> |

## ANSWERS

We feel that the basic search engine needs further work to give a more refined set of results. We are encouraged to see that work is currently ongoing with this.

There is a vast amount of information available and we currently have to navigate multiple systems. For a complete ease of use package, we need a solution of a single source.

The website is fairly easy to use and navigate. Information is easy to find.

Satisfied with the continued improvements to the website and also the opportunity to help with testing recently.

Website functions fine, but not necessarily intuitive for users.

There have been changes to where documents are presented following the introduction of Bi-laterals processes, we're not convinced the new structure is particularly user friendly it has moved from one document containing everything to individual CSD's then a common process CSD which is referred to within the process documents, so you jump between different documents.

Our experience so far with MOSL's new website has been very positive, the integration of MyMOSL has also contributed to a better user experience.

The new MOSL website is a step change in usability, the search function and the general usability of the site is much better than it has been in previous incarnations.

Love the website. Very user friendly and is loaded with information.

I'm on the website most days and use the market charts in my presentations, account meetings, board reports etc.

The functionality of the website is okay. Trying to find the correct area is not easy and the search functionality a little convoluted.

The website is improved, although the search facility still requires some further improvements. Items are now located in more logical areas.

The single sign on and having the settlement re-run requests submitted through myMOSL make life a lot easier for the team, thank you.

some times searching can still be difficult but this has improved.

We like the new website and find it mostly easy to find what we are looking for.

We do sometimes find that it is quite slow, especially loading the market codes and CSD page.

The new website does mean some old links we had stored no longer work but we are gradually replacing old links with new in our processes.

We feel the website is very good and links in many useful services into a single place – the bilateral hub is much improved on previous wholesalers system

Positive:

- Good general functionality and a big improvement on previous
- When new users sign up to website MOSL set up the profiles in a timely manner
- Easy to navigate
- Dashboards are helpful
- We like the calendar

Improvement suggestions:

- When attempting to go to the bilaterals section of the website there appears to be an intermittent bug that logs you out and therefore requires a second sign in

As a trading party we use the MOSL website on a number of occasions for different teams and reasons. The look and feel of the new website is cleaner, however, we believe it is similar to the previous website and can sometimes be difficult to navigate and locate specific information.

For example – searching for transactional information such as T105 in the search bar, this doesn't find any information which would be useful to search the text in the codes and share these as a suggestion.

Following a review of website, there is a small section which outlines the senior leadership team. We believe it would be beneficial to be able to see the other members of the team who we would interact with on a more frequent basis. Within this survey we have discussed the impact the removal of a portfolio manager has had, leading to a disconnect between MOSL and trading parties.

The search function is poor, however I know that you are working on this.

The website is a lot easier to navigate, however there are still improvements to be made. It's a little difficult to find the latest version of documents.

Intuitive and full of useful info.

We still think there is improvement to be made in the search function within the website to help find certain information

Website is much improved from previously, but there are some considerations for improvement.

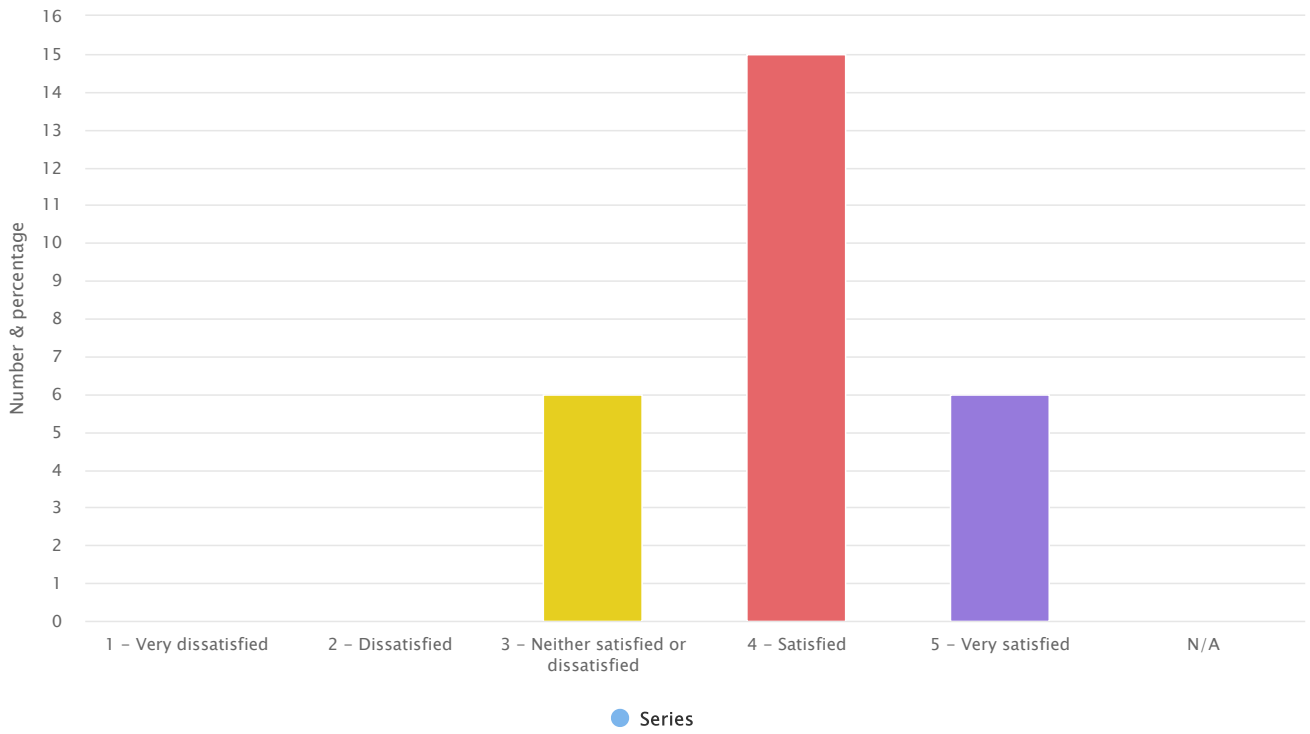
Much improved search facility continues to work well to find documents – only downside is you need to know the document or csd name you need to search as using key words doesn't help much, so expanded use of keywords would be beneficial.

The document section has over 200 pages but not really clear what you can find in here so an introduction piece would be help so you can see in advance what categories and types of information are in here and what might be useful.

Not a consideration, but the additional data insight dashboards being published in an open access area has been very beneficial for various internal stakeholders.

# How would you rate MOSL's overall performance as market operator?

Page 9 - Question 1 | Overall performance



|                                       |           |
|---------------------------------------|-----------|
| 1 - Very dissatisfied                 | 0 (0%)    |
| 2 - Dissatisfied                      | 0 (0%)    |
| 3 - Neither satisfied or dissatisfied | 6 (22%)   |
| 4 - Satisfied                         | 15 (56%)  |
| 5 - Very satisfied                    | 6 (22%)   |
| N/A                                   | 0 (0%)    |
| <b>Answers</b>                        | <b>27</b> |

ANSWERS

Fairly engaged and delivering to set out plan, improvements could be made in performance monitoring and reporting. The holistic reporting metrics do not align with any statistical measures/rules and do not seem configured to drive the right behaviours which are counter to the MPF review programme, however, we appreciate that this has been recognised and there is an ongoing reform

Nothing additional to add.

Bilateral Project -

Code documents and releases into Pre-prod – not always released on the agreed dates, however the plan isn't adjusted to account for MOSL slippage, so trading parties are put under pressure to deliver against a shorter timeframe.

Changing from HVI to LVI – due to changing delivery milestones and document release delays, some processes have or may have to be changed to LVI. In most cases this is a 'step back', moving from automated to manual processing. Apart from the obvious additional costs associated with processing requests manually, managing processes in two different ways risks systems becoming out of sync and over time will lead to increased operating costs.

Delivery plan post November 2022 – Still waiting on clarity regarding the delivery of the remaining processes post November. This makes it very difficult to plan resources, budget and other strategic plans which are dependent on the role out of all OPS processes to the Hub.

Overall we are satisfied with MOSL's overall performance and recognise that MOSL are taking steps where necessary to improve in areas highlighted to them by trading parties. We hope to see continued improvement in the Holistic reporting and Market Assurance as previously mentioned.

Very satisfied with MOSL's performance and their on-going guidance and support.

The market is evolving at quite a pace and it is exciting to be part of this. Is it the right time to take a step back, review what is currently going on and ensure that all trading parties are aware of everything.

We feel MOSL are making the right changes to allow the market to function more effectively, but for some of the reasons we have explained above, we cannot say we are satisfied with the performance of MOSL.

We have also noticed settlement reports can appear very late in the day, MDS reports appear inconsistently late on occasion, and the complex process of entering tariffs annually.

Doing well, continue to build stability in the team and services.

We think that each time we are asked to fill in one of these surveys, a lot has changed and improved and we hope that MOSL continues to do this over the coming months/years. It's appreciated.

It is difficult to meet the needs of all trading parties but generally doing a good job

Overall, we are neither satisfied or dissatisfied for the reasons outlined above.

We would welcome the opportunity to discuss the issues outlined above.

N/A

We are satisfied with MOSL's current performance and would like to see this overall performance continue in line with MOSL's Business Plan.

We are happy with our interactions with MOSL this year. We have had a number of different reasons to contact MOSL, particularly around the Bilateral hub, and have been really pleased with the support the teams have given us. A few people who have been super helpful include Asanka, Alex (IT), Miles, Spencer, Hannah, Candice & Oliver. We were also approached by Lyv about hosting some staff from MOSL for the day, which we are really excited to do!

A little bit of feedback around the quarterly performance calls. We are not sure of the purpose of these calls. The last two have been an opportunity for MOSL to inform us of upcoming news, a lot of which we already knew about from the communications already sent. We thought these calls were intended to review our performance but doesn't seem to be the case?

We have been pleased to see the additional forms being added to the Bilateral hub. We are concerned however that there is a large backlog of work, in particular enhanced reporting functionality (which we have raised to the Bilat team) but no clear timeline when or even if this work will be completed. With the escalating cost of the hub, we are struggling to understand why the original budget for this work hasn't taken into account any additional features and why the market is being asked to provide further funding for an already expensive project.

Our biggest concern, that we know is shared with at least four other WASC wholesalers (Severn Trent, Anglian, UU & Thames), is the rollout of the bilateral hub.

We have learnt many lessons over the last 18 months or so, these can broadly be grouped into 3 areas:

1. Timely release of documents: throughout the rollout documents haven't always been released on time. Despite this, the onward plan hasn't been adjusted. This subsequently puts pressure on trading parties to deliver against a shorter timeframe. In addition to this and as a result of MOSL driven changes to delivery milestones, wholesalers have been forced to move their HVI processes to LVI. In most cases this is a 'step back', moving from automated to manual processing. Apart from the obvious additional costs associated with processing requests manually, managing processes in two different ways risks systems becoming out of sync and over time will lead to increased operating costs. We would recommend including slippage in your plans, therefore allowing trading parties time to meet the initial deadline.

2. Delivery plan post November 2022 - this was due to be shared in January 2022, then May, then June, then July. We now understand this is to be detailed in your business plan. The uncertainty has caused us issues planning our resources. This is something to consider when setting expectations for future phases.

3. Wholesaler & onward customer benefits - costs versus original budgets have increased significantly, in some cases 5-fold. This is broadly down to 1. limited scope made available to wholesalers when the bilateral hub business case was drawn up, therefore cost estimations were limited and 2. changes to delivery plan and delays to the release in critical documents which meant resources were not utilised when expected. We estimate costs to wholesalers, excluding retailer and MOSL costs to be in the region of £27m. Additionally, unless all processes are migrated to the MOSL bilateral hub, both retailers and wholesalers are using two separate systems to submit and track wholesale requests, therefore driving inefficiencies. These additional costs have meant diverting investment on data quality and other customer initiatives to fund the bilateral hub. We need clarity on the onward delivery plan and certainty on when all processes will be delivered. We look forward to seeing this as part of your business plan consultation in January 2023. We would also welcome a full market review of benefits, across retailers, wholesalers and end customers, not just the MOSL run costs.

We'd welcome the opportunity to work with MOSL on lessons learnt so we don't make the same mistakes again and deliver the next phase of the bilateral hub with confidence. It's important to note that we fully support the implementation of the bilateral hub but are concerned it isn't delivering all the desired strategic market outcomes and benefits outlined in the business case.

We have welcomed the more independent MOSL seen recently which is championing the market and pushing for improvements