



The voice for water consumers
Llais defnyddwyr dŵr

Water Voice - Accountability Session

Summary report

Water company: Severn Trent

Accountability Session date: 09.03.26

Delivered by Taylor McKenzie
Research & Energy Saving Trust

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Questions created and asked by community members



Community members identified three priority questions they wanted to put directly to Severn Trent Water during the Accountability Session.

The questions were developed through a structured process involving the full Water Voice community (c.50 members). In January and February 2026, members collectively identified and refined priority themes through Spotlight surveys. These priorities were then shaped into draft questions during a dedicated briefing session, before being finalised and formally put to Severn Trent Water at the Accountability Session.

Each question was led by a community member and explored in depth during the session. Severn Trent Water provided on-the-record responses, with commitments and actions discussed in real time.

	Topic	Community member question
Q1	Future investment: Where the money goes	<i>"Most of our bills have increased, but we cannot see what difference that investment is making, or how it will improve our water supply and infrastructure now and in the future. Where information is published it is done so in the millions of pounds and as such, it is difficult for us to see where our money goes. Proportionately, how is our money spent and what steps will you take to improve transparency and visibility of how our money is spent?"</i>
Q2	Customer service and outcomes	<i>"Issues some of us have raised with Severn Trent have gone unresolved and there is a lack of consistency in how you communicate, with calls regularly going unreturned and customer service being unresponsive and unhelpful. What concrete changes will you make to ensure that customer problems are genuinely resolved and properly managed and that customers are communicated with properly from the start to the end of their query?"</i>
Q3	Communication and access to information	<i>"It is difficult to find clear, up-to-date information about the services you offer and the support available to your customers. This is made worse by the poor user experience we face when using your website, which will be worse for vulnerable customers less able to access these resources. What steps will you take to make access to information easier for those who need it and how will you address issues with the website experience?"</i>

The sections that follow set out each question in turn, alongside the actions discussed and the expectations community members have for delivery through the company's published action plan. This will be published on **Thursday 16th April 2026**.

Executive summary - insights by question



The Accountability Session for Severn Trent Water highlighted our community members need for clearer, more accessible information, greater transparency on how their money is used and more consistent ownership and responsiveness when issues arise.

Q1.

Future investment: Where the money goes

Severn Trent Water explained that rising bills are linked to a large programme of investment intended to improve environmental performance, strengthen infrastructure and support long-term water resilience.

Community members recognised the need for investment but said it remains difficult to understand how their money is being spent and what benefits customers should expect to see.

Participants emphasised the need for clearer explanations of where bill money goes, how much is reinvested into services and infrastructure and what improvements customers should see locally and over time.

Customers want clearer, simpler explanations of how their bills are spent and what outcomes investment will deliver.

Q2.

Customer service and outcomes

Severn Trent Water acknowledged that customer service experiences are not always consistent and outlined changes being made to improve systems, staffing and processes.

Community members welcomed the acknowledgement but highlighted ongoing concerns about unresolved issues, missed call-backs and customers being passed between teams.

Participants emphasised the importance of faster responses, clearer communication and ensuring that someone takes ownership of resolving customer issues from start to finish.

Customers want greater confidence that when they raise a problem it will be handled consistently, followed up properly and resolved without unnecessary delays.

Q3.

Communication and access to information

Severn Trent Water explained that it is working to improve the way it communicates with customers, including updates to digital systems and online services. Community members recognised that some information is already available but said it is often difficult to find, overly complex or only discovered after problems arise.

Participants emphasised the need for communication that is clearer, easier to access and more proactive, particularly when explaining support schemes, service disruptions and available assistance for vulnerable customers.

Customers want communication that is clearer, easier to find and delivered in ways that proactively inform them about the ranges of services, support and issues affecting them.

Actions agreed during the Accountability Session



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Q1.

Future investment: Where the money goes

- Provide clear explanations of why bills are increasing now, breaking down the financial strategy and regulatory framework governing service pricing.
- Improve clarity and transparency around the use of bill revenue, including simple, proportionate breakdowns of bill allocation across infrastructure, operations, environment and other costs.
- Demonstrate the real-world benefits of investment, helping customers understand how spending will improve water supply resilience, environmental outcomes and infrastructure over time.
- Provide clearer and more visible local investment information, helping customers understand how improvements funded through bills benefit their area.

Q2.

Customer service and outcomes

- Improve responsiveness and follow-up from customer service teams, ensuring customers receive timely responses and updates until their issue is resolved.
- Provide clearer ownership of ongoing or complex cases, helping customers avoid being passed between teams and ensuring issues are properly managed.
- Use available data more proactively to identify potential issues, including unusual water usage that may indicate leaks or faults, so customers can be alerted earlier.

Q3.

Communication and access to information

- Make key customer information easier to find and understand, particularly guidance about services, processes and support available to customers.
- Improve accessibility of information for vulnerable customers, ensuring communications and online services are inclusive and easy to navigate.
- Provide clearer guidance on what customers should do when problems occur, including leaks, billing issues or service disruptions.
- Improve how customers are informed about incidents or service interruptions, ensuring communication is timely, proactive and easy to understand.



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Q1. Future investment: Where the money goes

Clarity, transparency and reassurance on rising bills and investment



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Question asked by Severn Trent Water Community member:

“Most of our bills have increased, but we cannot see what difference that investment is making, or how it will improve our water supply and infrastructure now and in the future. Where information is published it is done so in the millions of pounds and as such, it is difficult for us to see where our money goes. Proportionately, how is our money spent and what steps will you take to improve transparency & visibility of how our money is spent?”

During the session, Severn Trent Water outlined significant investment plans aimed at improving environmental performance, strengthening infrastructure and securing long-term water supplies.

Community members recognised the need for investment but said it remains difficult to understand how their money is being spent and what benefits they should expect to see.

The discussion therefore focused on improving transparency, making financial information easier to understand and helping customers see the connection between rising bills and visible improvements.

Actions

- **Provide clear explanations of why bills are increasing now**, breaking down the financial strategy and regulatory framework governing service pricing.
- **Improve clarity and transparency around the use of bill revenue**, including simple, proportionate breakdowns of bill allocation across infrastructure, operations, environment and other costs.
- **Demonstrate the real-world benefits of investment**, helping customers understand how spending will improve water supply resilience, environmental outcomes and infrastructure over time.
- **Provide clearer and more visible local investment information**, helping customers understand how improvements funded through bills benefit their area.

“Most of our bills have increased but we cannot see what difference that investment is making or how it will improve our water supply and infrastructure.”

“I don’t see why Severn Trent can’t say your water bill was £1,000 and 20% went to cleaning rivers, 25% to infrastructure”



Customers want clearer, simpler explanations of how their bills are spent and what outcomes investment will deliver.

Q1. Future investment: Where the money goes



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"You said" (Community member actions)	"We did" (Water company response on the night)	What is the 'Ideal' water company response? (In the eyes of our community)	Timescale/ final comments
Provide clearer explanations of why bills are increasing now	<ul style="list-style-type: none"> The company explained that bill increases are linked to an ambitious proposal for the largest ever investment programme – approx £15bn over 5 years. Investment is required to meet future demand, environmental obligations and regulatory requirements. They clarified that borrowing/investors are also used to fund investment <p>Future plans:</p> <ul style="list-style-type: none"> Company stated information exists (e.g. QR code, leaflets) but will improve clarity and accessibility Some communication improvements can be implemented in the short term 	<ul style="list-style-type: none"> Provide simple explanations of why bills are increasing now Clearly explain the regulatory process and investment decisions Provide transparency on how investment is funded (customer bills vs borrowing vs other sources) 	<p>Timescale: Within 3 months</p> <p>Final comments have been included in 'future plans' section. Further detail expected within the company action plan</p>
Clearly show how customer money is being spent	<ul style="list-style-type: none"> The company explained that customer bills fund investment in infrastructure, leakage reduction, supply resilience and environmental protection. Some financial information is already available through company publications and reporting <p>No future commitments were stated on the night.</p>	<ul style="list-style-type: none"> Provide clear and simple breakdown showing where customer money goes Present information in simple, visual formats (e.g. diagrams, infographics) Improve the visibility of how spending benefits customers and the environment 	<p>Timescale: Within the next 6 months</p> <p>Final comments from Water company:</p> <ul style="list-style-type: none"> A breakdown visual, in the shape of a glass, is available but work is required to improve visibility. Further detail expected through the company action plan following the session
Demonstrate the benefits customers will see from investment	<ul style="list-style-type: none"> The company explained that much investment is preventative <p>Future plans:</p> <ul style="list-style-type: none"> They outlined plans for significant investment in infrastructure, leakage reduction and new water supply schemes. Examples included reducing leakage and strengthening network resilience. They referenced tools like spills maps for tracking spills into the environment 	<ul style="list-style-type: none"> Clearly show the outcomes customers will see from the investment Provide measurable indicators where possible (e.g. leakage reduction, improved resilience) Communicate short, medium, long-term benefits 	<p>Timescale: Within 3 months</p> <p>No final comments on this / Further detail expected through the company action plan following the session</p>
Provide clearer and more visible local investment information	<ul style="list-style-type: none"> The company provided local example – Worcestershire – including pipe replacement, treatment works investment and overflow improvements. They mentioned county-level videos and local communication already exist. They acknowledged more can be done to make information more localised <p>No future commitments were stated on the night.</p>	<ul style="list-style-type: none"> Provide localised investment information, showing what is happening in a customer's area and outcome of this investment – incorporating success criteria and target met Include this information with customer bills Break spending down to regional and micro-local level 	<p>Timescale: It will take time to get to the level of granularity and detail required (~6 months)</p>

Note: This table is an excerpt from the full Action Plan. Severn Trent Water will provide formal responses to each action within 28 days of the session date. The updated plan will then be shared with participating community members for review and agreement.



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Q2. Customer service and outcomes

Consistent service and clearer issue resolution

Question asked by Severn Trent Water Community member:

“Issues some of us have raised with Severn Trent have gone unresolved and there is a lack of consistency in how you communicate, with calls regularly going unreturned and customer service being unresponsive and unhelpful. What concrete changes will you make to ensure that customer problems are genuinely resolved and properly managed and that customers are communicated with properly from the start to the end of their query?”

Severn Trent Water acknowledged that customer service experiences are not always consistent and outlined changes being made to improve systems, staffing and processes. Community members welcomed the acknowledgement but highlighted ongoing concerns about unresolved issues, missed call-backs and customers being passed between teams.

Participants emphasised the importance of **faster responses, clearer communication and ensuring that someone takes ownership of resolving customer issues from start to finish.**

Actions

- **Improve responsiveness and follow-up from customer service teams**, ensuring customers receive timely responses and updates until their issue is resolved.
- **Provide clearer ownership of ongoing or complex cases**, helping customers avoid being passed between teams and ensuring issues are properly managed.
- **Use available data more proactively to identify potential issues**, including unusual water usage that may indicate leaks or faults, so customers can be alerted earlier.

“Why didn’t they contact me when they knew my water usage had gone up every month, going up and up and up, and nobody contacted me?”

“When you call up, you get through to someone that almost doesn't seem trained or have the authority to deal with your issue, and that can get really frustrating”



Customers want greater confidence that when they raise a problem it will be handled consistently, followed up properly and resolved without unnecessary delays.



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Q2. Customer service and outcomes

"You said" (Community member actions)	"We did" (Water company response on the night)	What is the 'Ideal' water company response? (In the eyes of our community)	Timescale / final comments
<p>Improve responsiveness and follow-up from customer service teams</p>	<ul style="list-style-type: none"> The company acknowledge this area needs improvement. They explained that additional customer service teams have been introduced over the past 12 months and have also invested in a new customer billing platform, Kraken, which is expected to improve customer support, specifically for billing enquiries. They also trialled ways to improve customer communication, including using VYN (Video Your Notes) and explored an engineer-tracking system <p>Future plans:</p> <ul style="list-style-type: none"> All customers will be able to access the Kraken platform within the next couple of months The company is introducing processes to contact customers at key points to provide updates. These will be automated in the longer term 	<ul style="list-style-type: none"> Provide prompt responses when customers raise an issue Enable quicker dispatch of engineers or technical staff when issues are reported, with issues being treated according to severity Improve the customer service journey via digital channels (e.g. WhatsApp) by reducing response times, ensuring conversations remain open until issues are resolved and avoiding stock responses Implement 'mystery-shops' to gather insight on customer service performance. The water company notes this are already in place - could the methodology be explained? 	<p>Timescale: Within the next 6 months</p> <p>Final comments from Water company:</p> <ul style="list-style-type: none"> 10,000 mystery shoppers drawn from the company's workforce currently in place Aim to reply within 10-20 minutes to WhatsApp enquiries. To be achieved in the next 6 months Help is provided within 4 hours when an issue is reported
<p>Provide clearer ownership of ongoing or complex cases</p>	<ul style="list-style-type: none"> The company explained that they are working hard to upskill staff and that customer teams have been split into water and waste teams so customers speak to staff with more relevant expertise <p>Future plans:</p> <ul style="list-style-type: none"> The company is creating 12-person pods of customer service staff responsible for 10,000 customers each. To be achieved by end of August, when customers are transferred to the new system Work to better join up teams across the organisation is underway 	<ul style="list-style-type: none"> Provide a single point of contact (e.g. case manager) for complex or ongoing issues Reduce the likelihood of customers being passed between teams or needing to repeat information Give frontline staff greater authority to initiate actions (e.g. sending engineers) 	<p>Timescale: Within the next 6 months</p> <p>Final comments from Water company:</p> <ul style="list-style-type: none"> Frontline staff are empowered to initiate emergency work (e.g. dispatch engineers after report of sewer flooding) Further detail expected through the company action plan following the session
<p>Use available data more proactively to identify potential issues</p>	<ul style="list-style-type: none"> No comments were made at this stage No future commitments were stated on the night 	<ul style="list-style-type: none"> Use smart meter and usage data to detect unusual water consumption that might indicate a leak Proactively alert customers to abnormal water usage and offer support before costs escalate 	<p>Timescale: Within the next 3 months</p> <p>No final comments on this / Further detail expected through the company action plan following the session</p>

Note: This table is an excerpt from the full Action Plan. Severn Trent Water will provide formal responses to each action within 28 days of the session date. The updated plan will then be shared with participating community members for review and agreement.



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Q3. Communication and access to information

Clarity, transparency and proactive communication customers can easily access

Question asked by Severn Trent Water Community member:

“It is difficult to find clear, up-to-date information about the services you offer and the support available to your customers. This is made worse by the poor user experience we face when using your website, which will be worse for vulnerable customers less able to access these resources. What steps will you take to make access to information easier for those who need it and how will you address issues with the website experience?”

Severn Trent Water explained that it is working to improve the way it communicates with customers, including updates to digital systems and online services.

Community members recognised that some information is already available but said it is often **difficult to find, overly complex or only discovered after problems arise**.

They emphasised the need for communication that is **clearer, easier to access and more proactive**, particularly when explaining support schemes, service disruptions and available assistance for vulnerable customers.

Actions

- **Make key customer information easier to find and understand**, particularly guidance about services, processes and support available to customers.
- **Improve accessibility of information for vulnerable customers**, ensuring communications and online services are inclusive and easy to navigate.
- **Provide clearer guidance on what customers should do when problems occur**, including leaks, billing issues or service disruptions.
- **Improve how customers are informed about incidents or service interruptions**, ensuring communication is timely, proactive and easy to understand.

“I couldn’t find any support on the website... I think it could do with being a bit more focused on the customer’s problem and the solution.”

“Perhaps if there could be clearer ‘what to do’ guides on the website that are very direct, easy to find and also just very straightforward.”



Customers want communication that is clearer, easier to find and delivered in ways that proactively inform people about services, support and issues affecting them.



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Q3. Communication and access to information

"You said" (Community member actions)	"We did" (Water company response on the night)	What is the 'Ideal' water company response? (In the eyes of our community)	Timescale / final comments
<p>Make key customer information easier to find and understand</p>	<ul style="list-style-type: none"> The company provided an explanation of the different forms of support they offer (e.g. affordability schemes, community fund, Priority Service Register). The company also explained that as part of the move to the Kraken system, the company rebuilt its customer portal. Six months were spent to improve the portal and customer journeys <p>Future plans: Continue improving the portal journey and information available to customers</p>	<ul style="list-style-type: none"> Clearly explain what happens after customers sign up to the Priority Services Register (PSR) and what support is available Add clear hyperlinks from support descriptions to the relevant action or service, so customers can easily request help Present support information in a problem-and-solution format Make the support eligibility tool easier to find and ensure it directs you to the correct support web page Continue improving the portal so customers can easily find answers without needing to contact customer services Consider additional ways of sharing support information beyond the website, such as communications with bills 	<p>Timescale: Within the next 6 months (aside from the continual improvement of portal)</p> <p>Final comments from water company:</p> <ul style="list-style-type: none"> Information about affordability support included in bills and website. Telephone call-in option also offered Significant improvements made to portal: one central login to check against all available support scheme. (Transitioning to stage 3)
<p>Improve accessibility of information for vulnerable customers</p>	<ul style="list-style-type: none"> The company said it works to ensure its website and communications meet accessibility standards (e.g. formats suitable for visually impaired customers). They also stated a whole team is focused on vulnerability <p>Future plans: Further £25m allocated to The Big Difference Scheme to support vulnerable customers</p>	<ul style="list-style-type: none"> Make it easy for customers to check whether they are registered on the PSR (e.g. dedicated webpage) Provide clearer information on how vulnerable customers can access support quickly, including dedicated contact routes Store vulnerable customers' information so that they do not need to repeatedly explain their circumstances when seeking help 	<p>Timescale: Within the next 6 months</p> <p>Final comments from water company:</p> <ul style="list-style-type: none"> PSR status can be checked via customer portal or by contacting customer services. Customers added to PSR receive immediate confirmation A dedicated 'vulnerability pod' can be considered
<p>Provide clearer guidance on what customers should do when problems occur</p>	<ul style="list-style-type: none"> The company explained that it has been reviewing customer journeys within the portal, particularly where processes were not as clear or smooth as they had previously been <p>No future commitments were stated on the night</p>	<ul style="list-style-type: none"> Provide clear "what to do" guidance for issues such as leaks, outages or billing concerns Use clear, accessible language so customers know exactly what steps to take and who to contact 	<p>Timescale: Within the next 6 months</p> <p>No final comments on this / further detail expected through the company action plan following the session</p>
<p>Improve how customers are informed about incidents or service interruptions</p>	<ul style="list-style-type: none"> The company explained that their focus is on the customer portal, as most customer contact comes through this route. Satisfaction levels have increased to the high-70% range since the end of last year <p>Future plans: Aim to increase customer satisfaction with the portal, while maintaining support through traditional contact channels</p>	<ul style="list-style-type: none"> Improve proactive communication during service interruptions, including timely updates about incidents Introduce clearer notification methods (e.g. text alerts) 	<p>Timescale: Within the next 6 months</p> <p>Final comments from water company:</p> <p>Text message service available for those who provided contact details. Acknowledgment communication during incidents can be improved</p>

Note: This table is an excerpt from the full Action Plan. Severn Trent Water will provide formal responses to each action within 28 days of the session date. The updated plan will then be shared with participating community members for review and agreement.

What happens after the Accountability Session?

After the Accountability Session, there is a clear and structured follow-up process.



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Publication and transparency

Within 5 working days

A full (anonymised) transcript of the session was [published](#) on **Monday 16th March**

Within 10 working days

A plain-English summary is published, setting out:

- The questions asked.
- The key points raised by Community members.
- The actions agreed for inclusion in the action plan.

Anything recorded as *not yet agreed*.

Monday 23rd March



Action plan

Within 28 days

The water company must share its **action plan**, setting out how it will deliver the agreed actions.

The action plan will be **shared with the Water Voice community on Thursday 16th April**



Customer feedback

Participants will be asked, via a short survey, whether they feel the action plan:

- ✓ Reflects what was agreed in the session
- ✓ Goes far enough to address customer concerns

This feedback forms part of CCW's ongoing monitoring and follow-up with the company and helps inform future accountability work.



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Background



What is an Accountability Session?

An Accountability Session is a formal, facilitated meeting where **water consumers directly question senior executives from their water company** about performance, service failures and issues of concern – and **agree the actions they want the company to take**.

They sit at the heart of CCW's statutory role to strengthen consumer voice and ensure companies respond transparently and meaningfully.

Why do they exist?

Accountability Sessions exist because customers deserve a real say in how their water company performs. They give people a direct line to the people in charge – not through a survey, not through a complaint form, but face-to-face.

For years, customers have felt that water companies weren't listening closely enough. *Water (Special Measures) Act 2025** requiring a relevant undertaker to have arrangements in place for involving consumers in decisions of the undertaker that are likely to have a material impact on consumer matters.

These sessions make that happen. They create a space where customers can:

- Ask honest questions
- Raise the issues that really affect them
- Agree the actions they expect the company to take next.

It's all about making the process fair, open, and focused on what matters most to the people who actually use and pay for the service.

*<https://www.legislation.gov.uk/ukpga/2025/5/enacted>

Objectives

What the session aims to achieve



1. Give customers a real voice

These sessions make sure customers aren't just "heard" – their views actually guide the conversation and shape what happens next.

2. Make companies answer directly to the people they serve

Senior water company leaders must respond openly, honestly, and in real time. No hiding behind reports or press statements.

3. Agree clear actions that lead to real improvements

By the end of each session, everyone should be clear on:

- ✓ what the company will do
- ✓ how they'll do it
- ✓ how customers will know things have improved.

4. Build trust through transparency

Everything is published – the questions, the answers, the agreed actions – so customers can see what's happening and whether companies are following through.

5. Make sure all types of customers are represented

People from different backgrounds, ages, abilities and regions take part, ensuring the outcomes reflect real experiences across the community.

Outputs

By the close of the process, this Accountability Session will have:

- Provided CCW with **robust, publishable evidence** of consumer concerns and company responses.
- Established a clear and transparent set of customer-agreed actions that the water company must reflect in its published action plan. The action plan itself is published by the company following the session, in line with the accountability process.
- Given consumers confidence that their participation leads to **real scrutiny and follow-through**, reinforcing the credibility of the accountability process.
- Informed future regulatory engagement by highlighting **systemic or recurring issues** requiring wider attention.

Together, this ensures the session delivers both **immediate accountability** and **longer-term value** for consumers and the sector.

Methodology

How does it work?

CCW

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01



Prioritising what matters most

1. We listen to what customers tell us each month

Through Barometer & Spotlight surveys and the online community

2. We play back what they said

In the January Spotlight survey, we show customers the issues they raised & ask them to prioritise the most important ones.

3. Confirm their priorities

In the February Spotlight survey, customers confirm if they agree with which points matter most.

02



Getting ready (Briefing session)

Selected 12 customers join a 2-hour online (via Zoom) briefing before the main meeting.

Everyone gets clear, easy-to-read information beforehand so they feel confident and prepared.

The facilitator talks them through:

- How the session will work
- The issues they've prioritised
- How to shape their questions & come up with a set of questions for each priority.

We will brief the CCW Chair separately at this point & remind them on their role, share guide & prioritised topics / Priorities will be sent the Water Companies at this point

03



The Accountability Session (Main meeting)

12 customers take part in an online session (via Zoom) with a senior water company representative for 2 hours.

TMcK facilitator & Chair guiding the conversation:

- Customers ask their prepared questions
- Challenge the company's answers
- Explore what needs to change.

Live polls let everyone share honest views – even those who prefer not to speak out loud.

Welsh panels will be given the option of English, Welsh or simultaneous translation .

04



Agreeing what should happen next

During the main accountability session, after each issue is discussed, the facilitator checks whether customers feel the company's proposed actions are good enough.

Together, they work towards a clear **consensus** on what actions the company must take.

05



Publishing the outcomes and following up

A summary is produced showing: the questions asked, how the company responded, and the actions agreed.

- CCW publishes a **transcript within 5 working days**
- CCW publishes a **summary within 10 working days**
- The company must publish its **action plan by day 28**

Panellists are asked short follow-up questions about whether the plan reflects what was agreed.

CCW then tracks progress and updates panellists before the next session.

[Priorities will be shared with the ISG]

Sample

Who takes part in an Accountability Session



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We brought together a **small, representative group of around 12 people** for each accountability session.

This number keeps the conversation manageable and ensures everyone has the chance to speak.

Each person is selected by the panel manager from their panel of 50 participants.

Our panel managers are responsible for selecting a representative range of participants and ensure that anyone who has expressed a keen interest in taking part in an accountability session is included at this stage.

We make sure each session of 12 includes the following types of panellists:

- **Age** - younger adults, middle-aged adults and older customers (2 per age bracket)
- **Gender** - a balanced mix (at least 5 males & 5 females)
- **Income levels** - including low-income households (3 financially vulnerable, 3 x 20-40k, 3 x £40k-60k & 2 x £60k+)
- **Location** - Rural and Urban water users (different house-types represented)
- **Ethnic backgrounds** - reflecting the local population, 2-3 from an ethnic minority background
- **People with accessibility, neurodivergent or additional support needs** (at least 1)
- **Different customer types** - e.g metered/unmetered, renters/homeowners
- **Different attitudes** – including 3 x positive, 3 x neutral & 3 x negative customers
- **Bathing water users** – 3 regular users (for WaSC panels)
- **Welsh speakers** – at least 2 Welsh speakers within our two Welsh panels & options for accountability session language

This ensures all voices are represented, not just the loudest or most confident.

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Thank you!



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