



The voice for water consumers
Llais defnyddwyr dŵr

Water Voice - Accountability Session

Summary report

Water company: South West Water including Bristol Water and Bournemouth Water (Pennon Group)

Accountability Session date: 11.03.26

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 South West 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 South West Water, Bournemouth Water and Bristol Water¹ at the Accountability Session.

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

	Topic	Community member question
Q1	Rising bills and value for money. Where is the money actually going?	<i>"Bills have risen sharply while customers are seeing sewage pollution, infrastructure failures and supply interruptions. Why are bills rising at this level now, exactly how much of each pound is going into infrastructure, how can you demonstrate that these increases are driving preventative investment and not just keeping a strained system afloat, and what concrete improvements will they see over the next three to five years?"</i>
Q2	Sewage pollution and environmental credibility	<i>"What specific reduction in storm overflow use and untreated discharge will you deliver over the next 12–24 months, which infrastructure upgrades are already fully funded to achieve that, and how will customers be able to see that performance is improving rather than this becoming a recurring cycle?"</i>
Q3	When things go wrong: Communication, contact and vulnerable support	<i>"What clear communication and contact standards will you commit to — including explicit confirmation when water is safe, proactive postcode-level outage updates, and guaranteed response time targets so customers can reach you quickly?"</i> <i>How will you publish measurable evidence that performance against these standards is improving?"</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 **Monday 20th April 2026**.

¹This session covered South West Water including Bristol Water and Bournemouth Water (The Pennon Group) – referred to in this report as 'South West Water' for the purposes of brevity.

Executive summary - insights by question



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The Accountability Session for South West Water highlighted customers' needs for clearer explanations of rising bills, confidence that infrastructure investment will maintain a reliable supply and more proactive, accessible communication about services and support.

Q1.

Rising bills and value for money:
Where is the money actually going?

During the session, South West Water explained that bill increases are driven by rising operating costs and significant investment in infrastructure; a new reservoir, improvements to treatment works, leakage and network resilience. They outlined how bills are allocated and emphasised regulatory oversight.

Community members accepted the need for investment but felt the explanation lacked clarity, transparency, and did not fully build confidence in how money is used, particularly around debt, indirect costs and how spending translates into visible, measurable improvement.

The discussion therefore focused on a need for fair, credible, clear and simple communication, directly linking customer bills to tangible outcomes and demonstrating how money is being used.

Customers recognised the need for investment but felt explanations of rising bills lacked clarity and transparency, particularly around debt and outcomes, limiting confidence in how money is used.

Q2.

Sewage pollution and environmental credibility

During the session, South West Water outlined a structured plan to reduce storm overflows and pollution, including a pollution incident reduction plan, targeted infrastructure investment and a phased programme of improvements over the next five years, with some works already underway.

Community members welcomed the scale of investment but challenged whether this reflects their lived experience, with many feeling that incidents are increasing locally rather than improving. It was felt there was a disconnect between reported progress and what customers are seeing in their own areas.

The discussion therefore focused on the need for more localised, transparent and measurable reporting, enabling customers to clearly track incidents, understand what is being done in their area, and see tangible evidence of improvement over time.

Customers felt a disconnect between reported improvements and local experience, with a need for clearer, localised and measurable evidence of progress.

Q3.

When things go wrong:
Communication, contact and vulnerable support

South West Water explained that most incidents do not impact customers - where issues do occur, they provide communications through multiple channels, including text, website updates and direct outreach. They highlighted existing processes for water safety communications and publishing performance metrics.

Community members felt that communication does not consistently match their experience, particularly during outages or when water quality is unclear. Delays in response times and lack of clear reassurance can create uncertainty and in some cases, unnecessary concern.

The discussion therefore focused on improving clarity, speed and consistency of communications, ensuring customers receive timely, proactive updates and clear confirmation about water safety.

Customers felt communication during incidents can be inconsistent and unclear, with a need for faster responses and clearer reassurance on water safety.

Actions agreed during the Accountability Session



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Q1.

Rising bills and value for money:
Where is the money actually going?

- Provide clear, transparent and accessible breakdowns of how customer money is allocated (including indirect costs)
- Directly link customer spending to measurable, real-world outcomes and improvements
- Communicate in simple, visual, easy-to-digest formats
- Clearly explain investment decision making, including trade-offs between infrastructure, debt and shareholder returns.

Q2.

Sewage pollution and environmental credibility

- Provide clear, localised and easy-to-access data on incidents and sewage spills
- Clearly link local issues to specific projects, timelines and expected outcomes
- Provide measurable evidence of improvement and reconcile reported performance with local lived experience
- Proactively deliver and signpost local plans, updates and progress through appropriate channels

Q3.

When things go wrong:
Communication, contact and vulnerable support

- Set, publish and consistently meet clear response time standards for initial customer contact
- Provide timely, proactive updates to affected customers across multiple accessible channels
- Clearly and consistently confirm whether water is safe to drink, including in ambiguous situations
- Provide clear, realistic timelines for resolution and proactively update customers if these change



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Q1. Rising bills and value for money:

Where is the money actually going?

Question asked by South West Water Community member:

“Scottish Water reportedly invests more per household while charging lower bills. We’re not debating ownership models, just value...

Bills have risen sharply - including for financially vulnerable households - while customers are seeing sewage pollution, infrastructure failures and supply interruptions.

So why are bills rising at this level now, exactly how much of each pound is going into infrastructure, how can you demonstrate that customers are not funding fines, past underinvestment or shareholder returns, and what concrete improvements will they see over the next three to five years as a direct result?

What proof can you offer that these increases are driving preventative investment - not just keeping a strained system afloat?”

During the session, South West Water explained that bill increases are driven by rising operating costs and significant investment in infrastructure; a new reservoir, improvements to treatment works, leakage and network resilience. They outlined how bills are allocated and emphasised regulatory oversight.

Community members accepted the need for investment but felt the explanation lacked clarity, transparency, and did not fully build confidence in how money is used, particularly around debt, indirect costs and how spending translates into visible, measurable improvement.

The discussion therefore focused on a need for fair, credible, clear and simple communication, directly linking customer bills to tangible outcomes and demonstrating how money is being used.

Actions

- Provide clear, transparent and accessible breakdowns of how customer money is allocated (including indirect costs)
- Directly link customer spending to measurable, real-world outcomes and improvements
- Communicate in simple, visual, easy-to-digest formats
- Clearly explain investment decision making, including trade-offs between infrastructure, debt and shareholder returns.

“I’m not really clear how much money actually goes out... to banks, interest, shareholders, profit, as opposed to how much is invested.”

“Have a clear diagram of where the £1 is going... be really, really transparent with it... so we can see that it’s fair.”

“You’re hearing lots of words but you’re not understanding them... so you don’t feel like there is transparency.”



Customers recognised the need for investment but felt explanations of rising bills lacked clarity and transparency, particularly around debt and outcomes, limiting confidence in how money is used.

Q1. Rising bills and value for money:

Where is the money actually going?



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"You said" (Community member actions)	"We did" (South West Water response on the night)	What is the 'Ideal' South West Water response? (In the eyes of our community)	Timescale / final comments
Provide clear, transparent and accessible breakdowns of how customer money is allocated (including indirect costs)	<ul style="list-style-type: none"> • Provided high-level "pence in the pound" bill breakdown. • Explained ~30% of bills directly fund investment, 23% indirectly through 'indirect costs' – servicing lender and shareholder debts. • Confirmed financial information is available in reports, but acknowledged it is complex and not always accessible 	<ul style="list-style-type: none"> • Provide clearer, more detailed breakdowns of where money goes • Clearly explain what "indirect costs" include (e.g. debt servicing, returns) • Make information easy to understand, easy to find • Make breakdowns intuitive and transparent, not requiring interpretation 	Timing detail expected via action plan
Directly link customer spending to measurable, real-world outcomes and improvements	<ul style="list-style-type: none"> • Outlined investment examples e.g. treatment work upgrades (Bristol, Bournemouth), a new reservoir at Cheddar, leakage reduction, network resilience and storm overflow improvements. • Referenced long-term infrastructure plans and regulatory commitments 	<ul style="list-style-type: none"> • Clearly link spending to real-world improvements • Provide traceable mapping from bills to specific outcomes – practical, local examples • Demonstrate impact of spending in clear, measurable terms 	Timing detail expected via action plan
Communicate in simple, visual, easy-to-digest formats	<ul style="list-style-type: none"> • Provided detailed explanation of bills, investment and funding • Acknowledged use of technical language and complexity • Recognised that existing information (e.g. reports) may not be accessible to all customers • Agreed that communication could be clearer and simpler 	<ul style="list-style-type: none"> • Use plain English and avoid jargon • Present information in simple, digestible formats • Use visuals (e.g. diagrams, summaries) to explain key points • Make information quick and easy to understand 	Some improvements feasible in short term Timing detail expected via action plan
Clearly explain investment decision making, including trade-offs between infrastructure, debt and shareholder returns.	<ul style="list-style-type: none"> • Explained that investment plans are agreed with regulators, shaped by customer engagement, and funded through a mix of bills, debt and shareholder and investor funding • Explained that returns/dividends are performance-linked • Confirmed that fines/penalties not funded by customer bills • Provided some clarity on decision-making process underlying the allocation of funds 	<ul style="list-style-type: none"> • Clearly explain how investment decisions are made • Show how funding is balanced between infrastructure, debt and returns • Provide transparency on how spending and investment priorities are set • Build confidence that investment is prioritised appropriately 	Timing detail expected via action plan

Note: This table is an excerpt from the full Action Plan. South West 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.

Q2. Sewage pollution and environmental credibility



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Question asked by South West Water Community member:

“Customers are seeing repeated sewage discharges, polluted rivers and beaches, and infrastructure that appears unable to cope with rainfall and housing growth.

What specific reduction in storm overflow use and untreated discharge will you deliver over the next 12–24 months, which infrastructure upgrades are already fully funded to achieve that, and how will customers be able to see — in clear, measurable terms — that performance is actually improving rather than this becoming a recurring cycle?

During the session, South West Water outlined a structured plan to reduce storm overflows and pollution, including a pollution incident reduction plan, targeted infrastructure investment and a phased programme of improvements over the next five years, with some works already underway.

Community members welcomed the scale of investment but challenged whether this reflects their lived experience, with many feeling that incidents are increasing locally rather than improving. It was felt there was a disconnect between reported progress and what customers are seeing in their own areas.

The discussion therefore focused on the need for more localised, transparent and measurable reporting, enabling customers to clearly track incidents, understand what is being done in their area, and see tangible evidence of improvement over time.

Actions

- Provide clear, localised and easy-to-access data on incidents and sewage spills
- Clearly link local issues to specific projects, timelines and expected outcomes
- Provide measurable evidence of improvement and reconcile reported performance with local lived experience
- Proactively deliver and signpost local plans, updates and progress through appropriate channels

“From where I’m sat, things are not getting better... I can prove that... it’s actually getting worse.”

“If you’re hearing improvements across the South West but not seeing it locally, it creates distrust.”

“We don’t live in Pennon land, we live in our own communities... we need to understand what’s happening here.”



Customers felt a disconnect between reported improvements and local experience, with a need for clearer, localised and measurable evidence of progress.

Q2. Sewage pollution and environmental credibility



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"You said" (Community member actions)	"We did" (South West Water response on the night)	What is the 'Ideal' South West Water response? (In the eyes of our community)	Timescale / final comments
Provide clear, localised and easy-to-access data on incidents and sewage spills	<ul style="list-style-type: none"> Confirmed incident data is monitored through systems (e.g. event duration monitors) Referenced existing tools (e.g. WaterFit Live, storm overflow maps on the website) showing local spill data Explained that data is already shared publicly and with third parties Acknowledged importance of local visibility of incidents 	<ul style="list-style-type: none"> Provide clear, localised and easy-to-access data on incidents and spills Ensure data is presented in a way that is easy to understand and use Improve accessibility/awareness of existing tools 	Performance data already reported, trust gap evident Company committed to reviewing accessibility of existing tools and data Timing detail expected via action plan
Provide measurable evidence of improvement and reconcile reported performance with local lived experience	<ul style="list-style-type: none"> Shared high-level performance data (e.g. reduction in pollution incidents year-on-year). Explained regulatory oversight and monitoring by Environment Agency and Ofwat Referenced targets (e.g. reducing high-frequency spills over time) Focus remained on aggregated or regional data rather than local experience 	<ul style="list-style-type: none"> Provide clear, measurable indicators of improvement Align reported performance with customer experience on the ground Show trends over time in a transparent way Build trust that reported improvements reflect reality 	
Clearly link local issues to specific projects, timelines and expected outcomes	<ul style="list-style-type: none"> Outlined 5-year, £760m investment plan to reduce storm overflows ~11 overflow improvement works underway (e.g. Dawlish, Falmouth) - further sites to follow in subsequent years Explained phased approach (modelling → intervention → scaling) Provided examples of investment locations, but did not connect specific customer-raised issues to planned actions 	<ul style="list-style-type: none"> Clearly link local issues to specific projects - what will be done, where, and why Provide clear timelines and delivery stages Show expected outcomes and how they will improve local issues Enable customers to track progress in their area 	Company acknowledged need for more localised linkage. Timing detail expected via action plan
Proactively deliver and signpost local plans, updates and progress through appropriate channels	<ul style="list-style-type: none"> Confirmed pollution incident reduction plan to be published by end of March. Committed to providing both detailed and "bite-size" versions Explained that information is shared via website, newsletters, and community engagement / local outreach Acknowledged customers are not always aware of where to find information 	<ul style="list-style-type: none"> Clearly signpost where plans and updates are available Use multiple channels (digital and non-digital) Ensure information is easy to find and regularly updated Tailor communication to different customer needs 	Ongoing improvements to communication approach implied. Timing detail expected via action plan

Note: This table is an excerpt from the full Action Plan. South West 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. When things go wrong:

Communication, contact and vulnerable support

Question asked by South West Water Community member:

“When customers experience discoloured water or supply outages, some are left unsure whether water is safe and report long delays getting through to customer services.

What clear communication and contact standards will you commit to — including explicit confirmation when water is safe, proactive postcode-level outage updates, and guaranteed response time targets so customers can reach you quickly?

How will you publish measurable evidence that performance against these standards is improving?”

South West Water explained that most incidents do not impact customers - where issues do occur, they provide communications through multiple channels, including text, website updates and direct outreach. They highlighted existing processes for water safety communications and publishing performance metrics.

Community members felt that communication does not consistently match their experience, particularly during outages or when water quality is unclear. Delays in response times and lack of clear reassurance can create uncertainty and in some cases, unnecessary concern.

The discussion therefore focused on improving clarity, speed and consistency of communications, ensuring customers receive timely, proactive updates and clear confirmation about water safety.

Actions

- Set, publish and consistently meet clear response time standards for initial customer contact
- Provide timely, proactive updates to affected customers across multiple accessible channels
- Clearly and consistently confirm whether water is safe to drink, including in ambiguous situations
- Provide clear, realistic timelines for resolution and proactively update customers if these change

“I waited 17 hours in a WhatsApp chat... that’s just not acceptable when you’re trying to get information.”

“We were told about discolouration but not whether it was safe to drink, so we ended up buying bottled water.”

“It’s easier to find out what’s going on from local Facebook groups than from the water company.”



Customers felt communication during incidents can be inconsistent and unclear, with a need for faster responses and clearer reassurance on water safety.

Q3. When things go wrong:

Communication, contact and vulnerable support



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"You said" (Community member actions)	"We did" (South West Water response on the night)	What is the 'Ideal' South West Water response? (In the eyes of our community)	Timescale / final comments
Set, publish and consistently meet clear response time standards for initial customer contact	<ul style="list-style-type: none"> • Outlined existing contact channels (phone, text, website, WhatsApp) • Explained that staff can respond quickly in many cases, particularly for operational incidents 	<ul style="list-style-type: none"> • Publish clear response time targets across channels • Ensure customers can quickly access support when needed 	Timing detail expected via action plan
Provide timely, proactive updates to affected customers across multiple accessible channels	<ul style="list-style-type: none"> • Confirmed use of multiple channels (texts, voice messages, website updates, direct outreach for vulnerable customers, and mobile response units). • Explained that communications are issued during incidents (e.g. outages) – proactively to vulnerable customers. • Acknowledged current limitations in technology for more proactive or targeted updates 	<ul style="list-style-type: none"> • Provide proactive updates to customers in affected postcodes • Use multiple channels to reach all segments of the customer base • Ensure updates are timely, easily accessible, and reach customers before they seek information elsewhere 	Company implementing a new customer platform Potential to introduce improved communication tools (e.g. push notifications) Timing detail expected via action plan
Clearly and consistently confirm whether water is safe to drink, including in ambiguous situations	<ul style="list-style-type: none"> • Confirmed that clear communications are issued in situations when water quality issues are clear-cut e.g. written notices and alerts. • Highlighted that 76% of incidents have no customer impact • Acknowledged that clarity is not always consistent, particularly in less severe incidents • Publishes regulated performance standards (e.g. discoloured water, supply interruptions), with separate reporting for different regions 	<ul style="list-style-type: none"> • Clearly communicate water safety in circumstances where ambiguity may exist • Provide reassurance alongside issue updates 	Company agreed this can be integrated into communications – Timing detail expected via action plan
Provide clear, realistic timelines for resolution and proactively update customers if these change	<ul style="list-style-type: none"> • Explained that incident timelines can vary significantly (e.g. burst pipes, treatment shutdowns) - acknowledged variability makes precise timelines challenging • Confirmed updates are provided during incidents via existing channels – website, text, and voice messages for vulnerable customers 	<ul style="list-style-type: none"> • Provide clear, expected timelines for resolution of different issues • Proactively, regularly update customers if timelines change • Set realistic expectations during incidents 	Company acknowledged importance of clearer timelines Confirmed timelines for water quality restoration can be integrated into communications Timing detail expected via action plan

Note: This table is an excerpt from the full Action Plan. South West 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 **Wednesday 18th 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*.

Wednesday 25th 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 Wednesday 22nd 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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Annex: Research approach

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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.

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

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.

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?

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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