



The voice for water consumers
Llais defnyddwyr dŵr

Water Voice - Accountability Session

Action plan response

Water company: South East Water
Wednesday 27th May

Delivered by Taylor McKenzie
Research & Energy Saving Trust

Version: Update with South East Water Action plan response –
27.05.26

ccw.org.uk

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Questions created and asked by community members



Community members identified **two priority questions** they wanted to put directly to South East 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 East Water at the Accountability Session.

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

	Topic	Community member question
Q1	How Our Money Is Being Spent	<p><i>"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. It also isn't clear to us as customers what our individual bills are spent on.</i></p> <p><i>Proportionately, how is our money being spent and what steps will you take to improve transparency and visibility of this for customers now and in the future?</i></p>
Q2	Exec Pay, Shareholder Dividends & Performance	<p><i>"We don't have a problem with Executive pay being high, and performance bonuses being paid when the service we receive is good. Performance has clearly been very poor but - from the outside at least - it seems that Executive pay and bonuses remain high.</i></p> <p><i>What steps will you take to make bonuses more reflective of our experiences as customers and representative of company performance?</i></p>
	Ad hoc Action Plan review	<p><i>Progress on the ad hoc Action Plan was presented by South East Water, followed by a short Q&A with the company, providing community members with the opportunity to ask questions.</i></p> <p><i>The full ad hoc Accountability Session Action Plan discussed can be accessed on the CCW website.</i></p>

Executive summary - insights by question



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The Accountability Session highlighted customers' need for clearer, proportional explanations of how bills are spent and what benefits investment will deliver, alongside greater transparency on how executive bonuses reflect service performance and customer experience.

Q1.

Bills, investment and transparency

The company said bill increases fund day-to-day operation and maintenance alongside investment in resilience and capacity, and referenced existing "Where does your £ go?" bill breakdown communications.

Customers accepted the need for investment but felt they still lacked proportional clarity on what individual bills pay for, where funding comes from (bills vs other sources) and how priorities translate into visible benefits.

The discussion focused on clearer funding/spend breakdowns, plain-English project updates with timelines and simple performance reporting delivered through channels beyond bills.

Customers wanted transparent bill breakdowns and clearer evidence of benefits

Q2.

Executive pay and bonuses

The company said executive base pay is set through third-party benchmarking and bonuses depend on meeting targets across service and organisational metrics, overseen by the remuneration committee and Ofwat.

Customers reiterated they accept high pay when service is good, but felt poor performance sits uneasily with continued high bonuses and wanted clearer proof that customer experience and outcomes drive reward decisions.

The discussion centred on publishing bonus metric weightings and thresholds, clearer year-end reporting linking results to payouts and stronger safeguards (including hold-backs and assurance against "back-door" payments).

Customers want bonuses transparently tied to performance and experience

Actions agreed during the Accountability Session



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Q1.

Bills, investment and transparency

- Publish a clear percentage breakdown of revenue sources and whether projects are funded via bills, private finance or both.
- Link customer bill spend to specific projects, timelines and benefits, with regular plain-English updates beyond bills.
- Explain investment priorities and company debt in everyday language, including what drives levels and customer impacts.
- Provide simple, visual performance metrics (e.g., traffic-light) in accessible formats and channels customers can choose.

Q2.

Executive pay and bonuses

- Publish clear bonus metrics, weightings and customer satisfaction thresholds, in plain English and accessible formats.
- At year-end, show performance vs targets and how this affected bonus outcomes, with short customer-facing summaries.
- Review whether bonuses are appropriate given performance and strengthen multi-year deferral and malus/clawback arrangements.
- Explain safeguards against 'back-door' payments and how remuneration committee can hold back bonuses post-award.



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Water Voice - Accountability Session

Action plan response

Our findings in detail

Delivered by Taylor McKenzie
Research & Energy Saving Trust

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Q1. How our money is being spent

Calls for more transparent company spending



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Question asked by a South East Water Community member:

“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. It also isn't clear to us as customers what our individual bills are spent on.

Proportionately, how is our money being spent and what steps will you take to improve transparency and visibility of this for customers now and in the future?

During the session, South East Water said bill increases fund day-to-day operation and maintenance of water assets, alongside investment in resilience and capacity projects. They referenced the existing “Where does your £ go?” bill breakdowns for spending allocations.

Customers accepted the need for investment but felt they still lacked proportional clarity on what individual bills pay for, where project funding comes from (bills vs other sources) and how priorities, including debt, translate into visible benefits.

The discussion centred on clearer funding and spend breakdowns, plain-English project updates with timelines and simple, accessible performance reporting delivered through multiple channels beyond bills.

Actions

- **Publish a clear percentage breakdown of revenue sources**, clarifying whether projects are funded via bills, private finance or both.
- **Link customer bill spend to specific projects, timelines and benefits**, with regular plain-English updates beyond bills.
- **Explain investment priorities and company debt in everyday language**, including what drives levels and customer impacts.
- **Provide simple, visual performance metrics** (e.g., traffic-light) in accessible formats and channels customers can choose.

“Sometimes you see on South East Water communications, “X project launched” it's unclear whether that's funded by bill payers' money or whether that's private money that's been invested.”

“As customers we don't necessarily.. know what we're paying for, even if that's based on usage or service or standing charge.”



Customers want clearer proportional breakdowns of bill spending and funding sources, alongside regular, jargon-free updates linking investment priorities to visible benefits and simple performance measures



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Q1. How our money is being spent (1/2)

"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>Publish a clear percentage breakdown of revenue sources and clarify funding source</p>	<ul style="list-style-type: none"> Explained bills fund day-to-day operation and maintenance of water assets, including ongoing replacement. Said bills also contribute to future projects, and referenced dividends/shareholder debt in explaining bill components. Signposted existing "Where does your £ go?" communications to illustrate bill allocation. <p>Future plans</p> <ul style="list-style-type: none"> Described investment programme targeting network resilience and capacity 	<ul style="list-style-type: none"> Clarify where funding comes from for projects (customer bills vs private funding, or a mix). Provide a proportional (e.g., percentage based) breakdown of revenue sources and link funding to specific projects. Communicate this clearly via public-facing channels, not only within bills. 	<p>Timescale: Timescales will be provided in the company action plan.</p> <p>Final comments from water company</p> <ul style="list-style-type: none"> Company said points 1–2 were doable but needed consideration on the depth/detail that could be provided.
<p>Link customer bills to projects and outcomes, with regular updates</p>	<ul style="list-style-type: none"> Positioned bill increases as supporting improvements to resilience, network connectivity and water quality. Referenced current customer communications that explain bill allocation. <p>Future plans</p> <ul style="list-style-type: none"> Reservoir development. Launching a smart meter programme to improve water resilience and reduce wastage. Upgrades to water treatment works to increase water capacity. Investing in network pipes and reduce leakage (target referenced as 1 million litres by 2030). 	<ul style="list-style-type: none"> Increase transparency on how investment priorities are set and how spend is distributed across services. Provide clarity on future planning, including what areas are more/less funded. Provide regular, easy-to-read updates (e.g., monthly/quarterly) using real-life examples that show what customers are getting for their money. 	<p>Timescale: Timescales will be provided in the company action plan.</p> <p>Final comments from water company</p> <ul style="list-style-type: none"> Company asked what communication methods customers prefer and noted bills may not be the most effective channel. Customer feedback emphasised using multiple channels (including online/offline) and enabling opt-in/choice, so information reaches those who want it.

Q1. How our money is being spent (2/2)



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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
<p>Explain investment priorities and company debt in everyday language</p>	<ul style="list-style-type: none"> Referenced debt/dividends as part of explaining how bill income is used. Framed investment needs in the context of pressures such as growth and future resilience. <p>Future plans</p> <ul style="list-style-type: none"> Planned investment programme areas were described (reservoirs, meters, treatment works, networks/leakage reduction). 	<ul style="list-style-type: none"> Explain why debt sits at current levels, in plain English. Make clear how investment choices and financing translate into customer bill impacts and expected benefits. 	<p>Timescale: Timescales will be provided in the company action plan.</p> <p>Final comments from water company</p> <ul style="list-style-type: none"> Company response indicated these areas are covered in existing reporting, but it should be communicated in a more regular and accessible format.
<p>Provide simple visual performance metrics</p>	<ul style="list-style-type: none"> Pointed to existing customer-facing materials used to explain bills and performance information. <p>Future plans</p> <ul style="list-style-type: none"> Intend to communicate performance information more regularly and in a more accessible format (as part of improving visibility). 	<ul style="list-style-type: none"> Provide clear, simple metrics for performance and progress. Use visual aids (e.g., traffic-light style reporting) across bills and other channels so customers can quickly understand performance. 	<p>Timescale: Timescales will be provided in the company action plan.</p> <p>Final comments from water company</p> <ul style="list-style-type: none"> Company said existing performance reporting covers these areas, but committed to make it more regular and accessible.



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Q1. How our money is being spent

Please find the response from South East Water's Action Plan below

Timescale

A detailed breakdown of how each £1 is spent is published in our Annual Report - available on the South East Water website. See P4 of the Annual Report - <https://www.southeastwater.co.uk/about/resources/publications/financial-reports/>

A one page summary report to be produced for the website to extract the information in the Annual Report. We will implement this within two months following this year's Annual Report - published in July 2026.

Q1a - 30 September 2026, Q1b - 31 October 2026, Q1c - 30 September 2026, Q1d - 31 July 2026



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Q1. How our money is being spent

Please find the response from South East Water's Action Plan below

Timescale

Details of all our engineering schemes - how we're investing customer bills are on our website: <https://www.southeastwater.co.uk/about/our-work/our-engineering-schemes/>

We plan to overhaul this area in the coming months to provide more information about our engineering schemes and how we're turning bills into benefits.

Information about investment projects are available in different places on our website. For example Broad Oak, Smart Meter and engineering schemes.

<https://www.southeastwater.co.uk/about/our-plans/broad-oak-water/>
<https://www.southeastwater.co.uk/help/water-supply/meter-upgrade-programme/>
<https://www.southeastwater.co.uk/about/updates/improving-your-water-network/>

We have recently recruited a new Digital Marketing Manager who has been tasked to overhaul our engineering schemes information - demonstrating to customers how we're 'turning bills into benefits'!

Q1a - 30 September 2026, Q1b - 31 October 2026, Q1c - 30 September 2026, Q1d - 31 July 2026



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Q1. How our money is being spent

Please find the response from South East Water's Action Plan below

Timescale

Details of all our engineering schemes - how we're investing customer bills are on our website: <https://www.southeastwater.co.uk/about/our-work/our-engineering-schemes/>

We plan to overhaul this area in the coming months to provide more information about our engineering schemes and how we're turning bills into benefits.

We will provide a short summary in plain English on our website to articulate how water companies are financed within two months following this years Annual Report - published in July 2026.

Q1a - 30 September 2026, Q1b - 31 October 2026, Q1c - 30 September 2026, Q1d - 31 July 2026



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Q1. How our money is being spent

Please find the response from South East Water's Action Plan below

Timescale

Many performance metrics are measured annually and we publish this on a specific performance microsite:
<https://performance.southeastwater.co.uk/>

This information relates to 24/25 as it is the latest information. It is annually updated and will be refreshed in July 2026.

Q1a - 30 September 2026, Q1b - 31
October 2026, Q1c - 30 September 2026,
Q1d - 31 July 2026



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Q2. Exec pay, shareholder dividends and performance

More transparency and accountability; bonuses must reflect service quality

Question asked by a South East Water Community member:

“We don’t have a problem with Executive pay being high, and performance bonuses being paid when the service we receive is good. Performance has clearly been very poor but - from the outside at least - it seems that Executive pay and bonuses remain high.

“What steps will you take to make bonuses more reflective of our experiences as customers and representative of company performance?”

During the session, South East Water said Executive base pay is set through third-party benchmarking and that bonuses depend on meeting targets across service and organisational metrics, overseen by the remuneration committee and Ofwat.

Community members accepted high pay when service is good, but felt poor performance sits uneasily with high bonuses and wanted clearer proof that customer experience drives reward decisions.

The discussion focused on publishing bonus metric weightings and thresholds, clearer year-end reporting linking results to payouts, and stronger safeguards against “back-door” payments, with no timescales agreed.

Actions

- Publish clear bonus metrics, weightings and customer satisfaction thresholds, in plain English and accessible formats.
- At year-end, show performance vs targets and how this affected bonus outcomes, with short customer-facing summaries.
- Review whether bonuses are appropriate given performance and strengthen multi-year deferral and clawback arrangements.
- Explain safeguards against ‘back-door’ payments and how the remuneration committee can hold back bonuses post-award.

“It would be interesting to understand the weighting on customer satisfaction, but also as to whether or not as part of the bonus there is a gate, i.e. a minimum that they have to achieve before the bonus is even paid..?”

“I think we just need more transparency really, it just feel like all this is happening [is] behind closed doors. We’re not seeing what the weighting is or what thresholds you have to meet”



Customers accepted high pay in principle, but felt bonuses should visibly reflect service outcomes, with clearer metrics, thresholds and reporting to rebuild confidence.

Q2. Exec pay, shareholder dividends and performance

"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
Make bonus rules transparent	<ul style="list-style-type: none"> Said bonuses depend on meeting targets across multiple metrics (leakage, water quality, interruptions, staff engagement, health and safety and environmental performance). Noted remuneration committee determines outcomes; Ofwat check referenced. <p>No future plans discussed in the session</p>	<ul style="list-style-type: none"> Improve transparency on metric weightings for bonuses. Clarify how customer satisfaction is weighted and what threshold must be met before a bonus is considered. Ensure the remuneration committee is explicitly sighted on these expectations. 	<p>Timescale: Timescales will be provided in the company action plan</p> <p>Final comments from Water company:</p> <ul style="list-style-type: none"> Bonus breakdown is explained in Annual Accounts; company will consider making this more accessible.
Show how performance drives payouts	<ul style="list-style-type: none"> Described a metrics-based approach to bonus decisions, with targets across service areas. <p>No future plans discussed in the session</p>	<ul style="list-style-type: none"> Provide a clear, easy-to-read year-end explanation showing which targets were/weren't met and how this affected bonus awards (with context). 	<p>Timescale: Timescales will be provided in the company action plan</p> <p>Final comments from Water company:</p> <ul style="list-style-type: none"> Company said it would consider improving communication of the bonus breakdown into a more accessible format.
Tighten safeguards and accountability	<ul style="list-style-type: none"> Explained base pay is set via third-party benchmarking against job-market rates (not set by the company). Said remuneration committee can propose bonuses are not awarded where performance does not justify it (with Ofwat check referenced). <p>No future plans discussed in the session</p>	<ul style="list-style-type: none"> Re-evaluate whether bonuses are appropriate given current performance, including at board level. Strengthen how bonuses can be deferred/withheld over time and reduced if performance worsens. Provide assurance there are no alternative "back-door" payments. 	<p>Timescale: Timescales will be provided in the company action plan</p> <p>Final comments from Water company:</p> <ul style="list-style-type: none"> Company assured customers there would be no "back door" payments and said it is complying with the Special Measures Act. Company also stated a proportion of bonuses can be held back over a two-year period after award by the remuneration committee.



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Q2. Exec pay, shareholder dividends and performance

Please find the response from South East Water's Action Plan below

Timescale

We will produce a summary (one page) report within 2 months of our main report publications.

Please note, annual reports are published in July 2026, the following details in answer to the points raised, show the most recently available documentation which covers the year 24/25.

All remuneration of executive directors, including performance related pay (bonuses), is disclosed in the remuneration report in our annual report which is published every year in July. Our annual reports are available on our website:
https://cdn.southeastwater.co.uk/Publications/Financial+reports/SEW-2025-Annual_Report-Linked.pdf

In accordance with our corporate governance code the remuneration committee is solely responsible for making all decisions regarding executive directors' pay, including bonuses. The remuneration committee has full discretion on whether or not to award any bonus payment.

Metrics, their weightings, targets (at threshold, target and maximum levels) and potential outcomes at each performance level (as a percentage of salary) are set by the remuneration committee at the beginning of the year to align potential reward to the business strategy. The remuneration committee determines bonus payments, if any, in accordance with the remuneration policy and actual performance during the year. This information is shown in our annual report.

In our latest available annual report for 2024/25, this can be found on pages 183 for that year's bonus scheme with further explanations on the relevant metrics, targets, performance and the reasons for the remuneration committee's decision, in the following pages. This includes details on specific metrics including those related to customer satisfaction (including C-MeX and D-MeX and a range of specific customer satisfaction metrics which applied in 2020 to 2025). The remuneration policy is set out on pages 170 to 175.

Details on the new bonus schemes for the period 2025 to 2030 were also included on pages 196 to 197, and further information on metrics, weighting, targets and performance will be provided in the 2025/26 annual report to be published in July 2026 based on actual performance.

Q2a - 30 September 2026, Q2b - 30
September 2026, Q2c - 30 September
2026



The voice for water consumers
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Q2. Exec pay, shareholder dividends and performance

Please find the response from South East Water's Action Plan below

Timescale

We will produce a summary (one page) report within 2 months of our main report publications.

Please note, annual reports are published in July 2026, the following details in answer to the points raised, show the most recently available documentation which covers the year 24/25.

The annual report 2024/25 includes specific explanations on whether targets were met and how the remuneration committee has assessed performance.

This includes a summary table on page 183 and a section entitled "Overall assessment of performance and decision on award under the 2024/25 AIP" from pages 189 to 193 setting out the reasons for the decision of the committee (i.e. in the context of actual business performance).

A summary of the activities of the remuneration committee and decision is also provided in the introduction by the chair of the committee at the beginning of the remuneration report on page 164.

The same level of information will be provided in our annual remuneration report for 2025/26 taking account of the changes to the bonus schemes applying from 2025 to 2030.

Q2a - 30 September 2026, Q2b - 30
September 2026, Q2c - 30 September
2026



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Q2. Exec pay, shareholder dividends and performance

Please find the response from South East Water's Action Plan below (Page 1 of 2)

Timescale

Full end of year reporting process is currently underway, Annual Performance reports for 25/26 will be published in July 2026, until this process is complete we are unable to provide further details.

The following information is supplied to help provide understanding of how the process has operated previously using the latest published data from 24/25.

As mentioned in the previous response, the committee has full discretion on whether to award any bonus payment to executive directors in light of actual performance. It is also required to provide explanations on its decisions in the remuneration report. It considers not only performance against specific targets in the bonus schemes but also the wider performance of the business. This is expressly set out in the remuneration policy (see sections on discretion/underpin/malus, and on deferral, clawback and malus on pages 172 and 172 of the 2024/25 annual report). The annual bonus scheme also includes a deferral of payment of part of any award.

Further regulatory requirements require strengthening contractual provisions relating to clawback under Ofwat performance related pay prohibition rules (see below).

There are a number of corporate governance, legislative and regulatory requirements which require companies to disclose all payments made to executive directors.

All payments to SEW executive directors are disclosed in our annual reports and key disclosures in our remuneration reporting are subject to external audit. Our executive directors only receive remuneration from South East Water and do not receive any remuneration for any other group company (noting that if any such payments were made they would also have to be disclosed).

Q2a - 30 September 2026, Q2b - 30 September 2026, Q2c - 30 September 2026



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Q2. Exec pay, shareholder dividends and performance

Please find the response from South East Water's Action Plan below (Page 2 of 2)

Timescale

With regards "back-door" payments, we believe that it is important to draw attention to the extensive body of rules which govern remuneration by water companies, ensuring transparency, and in certain cases either (i) requiring shareholders and not customers to bear the cost of remuneration or (ii) prohibiting performance related pay. The following is particularly relevant to understand:

From general corporate governance:

Corporate governance code requirement,
SEW aligns its reporting with the reporting requirements of listed companies.

From sector specific obligations:

- s35A of the Water Industry Act 1991 requires water companies to make specific disclosures about any performance related pay,
- Ofwat's board leadership transparency and governance principles and the associated licence conditions P2 and P3.
- Ofwat PRP prohibition rule and guidance arising from the Water (Special Measures) Act 2025 and preventing bonus payments under specific conditions set by Ofwat (<https://www.ofwat.gov.uk/consultation/consultation-performance-related-executive-pay-prp-prohibition-rule/#outcome>),
- Ofwat PR24 performance related pay mechanism and guidance which allows Ofwat to determine that bonus payments are excessive and must be paid by shareholders only (<https://www.ofwat.gov.uk/consultation/protecting-customer-interest-on-performance-related-executive-pay-proposed-guidance/#outcome>).
- Ofwat setting expectations and requiring presentation of remuneration policies at price reviews.
- Ofwat annual review of remuneration where they provide feedback to companies on remuneration disclosures (www.ofwat.gov.uk/wp-content/uploads/2025/11/Performance-related-executive-pay-%E2%80%93-2024-25-assessment.pdf)

Q2a - 30 September 2026, Q2b - 30 September 2026, Q2c - 30 September 2026

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 22nd April**

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 29th April



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 27th May**



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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Water Voice - Accountability Session

Action plan response

Annex: Research approach

Delivered by Taylor McKenzie
Research & Energy Saving Trust

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



The voice for water consumers
Llais defnyddwyr dŵr

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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