



The voice for water consumers  
Llais defnyddwyr dŵr

# Water Voice - Accountability Session

## Summary report

**Water company:** Thames Water

**Accountability Session date:** 21.04.2026

Delivered by Taylor McKenzie  
Research & Energy Saving Trust

Version: Final 29.04.2026

[ccw.org.uk](http://ccw.org.uk)

# Contents page



The voice for water consumers  
Llais defnyddwyr dŵr

## Research findings

[Questions created and asked by community members](#)

**Page 3**

[Executive summary - insights by question](#)

**Page 4**

[Actions agreed during the accountability session](#)

**Page 5**

## Our findings in detail

[Q1. Actions overview](#)

**Page 7**

[Actions in detail "You said" / "We did"](#)

**Page 8**

[Q2. Actions overview](#)

**Page 9**

[Actions in detail "You said" / "We did"](#)

**Page 10**

[Q3. Actions overview](#)

**Page 11**

[Actions in detail "You said" / "We did"](#)

**Page 12**

## What happens next?

**Page 13**

## Annex: Research approach

[Background](#)

**Page 15**

[Objectives](#)

**Page 16**

[Methodology](#)

**Page 17**

[Sample](#)

**Page 18**

# Questions created and asked by community members



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Llais defnyddwyr dŵr

Community members identified three priority questions they wanted to put directly to Thames 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 Thames Water at the Accountability Session.

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

	Topic	Community member question
Q1	<b>Water quality and perception:</b> Rebuilding confidence in the face of negative public narratives	“For many of us, day-to-day service is actually fine, but our overall view of Thames Water is shaped much more by what we’re seeing in the news. This creates a gap where the water quality we experience might be okay, but confidence in the company is low...  <b>How will you reassure customers about water quality, improve communication beyond the headlines and rebuild confidence in Thames Water?”</b>
Q2	<b>Sewage and pollution:</b> Ongoing frustration at the lack of visible change	“Pollution and sewage is a really high priority for all of us because it’s such a visible and concerning issue. From our perspective, it feels like the same problems keep happening...  <b>What specific changes will you deliver in the next 12–24 months to reduce sewage pollution, what work is already funded and how will customers see clear local evidence of improvement?”</b>
Q3	<b>Bills, value and trust:</b> Lack of confidence in how money is spent	“We’re seeing bills go up, and at the same time we’re reading about things like dividends, financial issues and the company not meeting expectations. We’re being asked to pay more without seeing clear improvements...  <b>Can you clearly explain where our money is going, how we know it is being used for customers, and what improvements we will actually see as bills rise?”</b>

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 **Tuesday 2<sup>nd</sup> June**.

# Executive summary - insights by question



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The Accountability Session for Thames Water highlighted customers' calls for clearer communication on water quality, sewage pollution and rising bills, alongside stronger evidence of local improvement and greater clarity on how customer money is being used; Thames Water acknowledged these concerns and broadly accepted the actions raised.

## Q1

### Water quality and perception:

Rebuilding confidence in the face of negative public narratives

Thames Water said water quality is strong, citing low levels of customer contact about water quality, extensive random sampling, published performance data and recent investment in more personalised customer support (inc. additional staff) when issues arise.

Community members welcomed some of these steps, particularly the move towards more human support, but said confidence remains low because statistics and reassurance alone do not rebuild trust when many customers feel disconnected from the company, influenced by negative coverage, and unsupported by regular, visible communication.

The discussion therefore focused on the need for Thames Water to rebuild trust through an ongoing relationship with customers, supported by proactive updates, clearer public evidence on water quality, more accessible explanations and communication that feels credible, transparent and relevant to customers' lived experience.

Customers wanted clearer, more tangible and more local explanations of rising bills, with visible links between extra cost, specific projects and real customer benefit.

## Q2

### Sewage and pollution:

Ongoing frustration at the lack of visible change

Thames Water said it had made progress on sewage pollution, citing an 18% reduction in pollution incidents and 60% reduction in spills in the last year, alongside targeted network cleaning, sewer depth monitors, £200m of pollution-related interventions and a 5-year, £6bn investment plan.

The community welcomed the scale of activity but did not feel the response yet gave clear enough evidence that local conditions are improving, with several questioning whether headline figures, rainfall effects and company-level reporting reflected what they see locally or addressed wider concerns about monitoring and transparency.

Discussion focused on a need for simple, localised and independently credible communication on what is funded, what is changing in practice, and how customers will be able to see measurable improvement in sewage pollution over the next 12–24 months.

Customers wanted simpler, local and independently credible evidence that funded investment is reducing sewage pollution, rather than relying on high-level figures and company-wide claims.

## Q3

### Bills, value and trust:

Lack of confidence in how money is spent

Thames Water explained that customer bills are being used to fund infrastructure investment, day-to-day network operations and financing costs, while also outlining a wider £20bn investment programme and the company's ongoing recapitalisation.

Community members welcomed the clearer breakdown, but remained concerned that rising bills are being asked of customers at the same time as Thames Water is undergoing major financial restructuring, with limited clarity on how refinancing decisions have been made, why financing costs are so significant and what this will mean for customers over the longer term.

Discussion focused on the need for much clearer, more transparent communication on both spending and refinancing, showing not only where customer money is going now, but how financial decisions will affect future bills, investment and customer outcomes.

Customers wanted clearer proof that higher bills will deliver visible improvements, alongside evidence and transparency around key financing decisions and how these will shape long-term outcomes.

# Actions agreed during the Accountability Session



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## Q1

**Water quality and perception:**  
Rebuilding confidence in the face of negative public narratives

- (Re)build trust through regular, proactive, evidence-led communication to create and sustain customer relationships.
- Provide clear, customer-friendly evidence on water quality and safety across website, email and social channels.
- Maintain human, personal, responsive support when issues arise, shaped by customer feedback on channels and format.
- Explain sampling and hard water clearly, linking technical data to customers' lived experience and concerns.

## Q2

**Sewage and pollution:**  
Ongoing frustration at the lack of visible change

- Communicate sewage pollution performance and funded investment in simple, local and customer-friendly formats.
- Show clear local evidence of improvement, linking area issues to projects, timelines and expected outcomes.
- Give customers confidence that monitoring, treatment and reporting are robust, maintained, and independently assured.
- Educate customers on behavioural impacts on sewers and infrastructure, with clear guidance on how to reduce harm.

## Q3

**Bills, value and trust:**  
Lack of confidence in how money is spent

- Provide clear, regular and accessible breakdowns of where customer money goes and what bill increases are funding.
- Show year-on-year evidence of the service and infrastructure improvements delivered through customer bills
- Clearly explain refinancing, including decision-making and its impact on future customer bills and outcomes
- Demonstrate how investment in people, skills and service delivery is improving long-term value for customers.



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## Summary report

# Our findings in detail

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# Q1. Water quality and perception:

## Rebuilding confidence in the face of negative public narratives



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### Question asked by Thames Water Community member:

“For many of us, day-to-day service is actually fine, but our overall view of Thames Water is shaped much more by what we’re seeing in the news. This creates a gap where the water quality we experience might be okay, but confidence in the company is low...

### How will you reassure customers about water quality, improve communication beyond the headlines and rebuild confidence in Thames Water?”

Thames Water said water quality is strong, citing low levels of customer contact about water quality, extensive random sampling, published performance data and recent investment in more personalised customer support (inc. additional staff) when issues arise.

Community members welcomed some of these steps, particularly the move towards more human support, but said confidence remains low because statistics and reassurance alone do not rebuild trust when many customers feel disconnected from the company, influenced by negative coverage, and unsupported by regular, visible communication.

The discussion therefore focused on the need for Thames Water to rebuild trust through an ongoing relationship with customers, supported by proactive updates, clearer public evidence on water quality, more accessible explanations and communication that feels credible, transparent and relevant to customers’ lived experience.

### Actions

- (Re)build trust through regular, proactive, evidence-led communication to create and sustain customer relationships.
- Provide clear, customer-friendly evidence on water quality and safety across website, email and social channels.
- Maintain human, personal, responsive support when issues arise, shaped by customer feedback on channels and format.
- Explain sampling and hard water clearly, linking technical data to customers’ lived experience and concerns.

“A good starting point would be to take accountability... we made a mistake, but we want to put things right.”

“I feel Thames Water should be proactive... rather than crisis to crisis and kind of being a submarine in terms of communication and not say anything until it goes wrong.”

“Personally for me, there is no relationship between myself and Thames Water... I’m right at the bottom, I need to have that trust built and have that relationship with the company.”



Customers wanted clearer, more tangible and more local explanations of rising bills, with visible links between extra cost, specific projects and real customer benefit.

# Q1. Water quality and perception:

## Rebuilding confidence in the face of negative public narratives



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"You said" (Community member actions)	"We did" (Thames Water response on the night)	What is the 'Ideal' Thames Water response? (In the eyes of our community)	Timescale/ final comments
(Re)build trust through regular, proactive, evidence-led communication to create and sustain customer relationships.	<ul style="list-style-type: none"> <li>Said transparency is crucial to rebuilding confidence.</li> <li>Said more regular water quality updates are being explored.</li> <li>Referenced engagement through council events, outreach and forums such as this one.</li> <li>Confirmed company uses multiple survey sources to understand trust, service and public perception.</li> </ul>	<ul style="list-style-type: none"> <li>Build trust through regular communications, not only during incidents.</li> <li>Create a stronger media presence and build ongoing relationships with customers through visible, credible updates and ownership around issues and mistakes.</li> <li>Track trust over time and use customer feedback to shape communications.</li> </ul>	<p><b>Company comment:</b> Thames Water acknowledged need for trust-building. Advised that trust looks different for different customers, and recognised the need for a more proactive, multi-channel approach.</p> <p>Positive around ask for continued human support, stated that further customer involvement could be used to advise on their action plan.</p> <p>Clarified the sampling process in-session.</p> <p><b>Timescale:</b> Initial, visible trust-building actions requested within 2-3 months. No timeline committed, detail expected in company action plan.</p>
Provide clear, customer-friendly evidence on water quality and safety across website, email and social channels.	<ul style="list-style-type: none"> <li>Said water quality data already available on website.</li> <li>Said company carries out extensive annual water quality sampling and that performance is strong.</li> <li>Referenced previous TV and social media campaigns, with further activity planned.</li> </ul>	<ul style="list-style-type: none"> <li>Present water quality and safety information in plain English and easy-to-digest formats.</li> <li>Make reassurance more visible and easier to find across channels customers already use.</li> <li>Evidence that is simple and relatable, not just technically available e.g. actual rates of tap water consumption.</li> </ul>	
Maintain human, personal, responsive support when issues arise, shaped by customer feedback on channels and format.	<ul style="list-style-type: none"> <li>Said 12 additional staff have been added to improve support when things go wrong.</li> <li>Said generic responses are not sufficient and more personal communication is needed.</li> <li>Indicated a willingness to involve customers more directly in shaping future communications.</li> </ul>	<ul style="list-style-type: none"> <li>Keep support channels human, personal and responsive.</li> <li>Ensure customers receive communication that feels reassuring rather than scripted.</li> <li>Use customer views to shape how support is delivered and through which channels.</li> </ul>	
Explain sampling and hard water clearly, linking technical data to customers' lived experience and concerns.	<ul style="list-style-type: none"> <li>Said around 500,000 water quality samples are taken each year.</li> <li>Clarified that sampling is generated randomly and explained how addresses are selected.</li> <li>Said most water quality contacts relate to appearance and taste rather than safety concerns.</li> </ul>	<ul style="list-style-type: none"> <li>Explain sampling clearly and transparently so customers understand why it can be trusted.</li> <li>Address perceived gaps between company data and customers' local experience.</li> <li>Provide clearer information on hard water, taste and what Thames Water can do in response.</li> </ul>	

**Note:** This table is an excerpt from the full Action Plan. Thames 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 and pollution:

### Ongoing frustration at the lack of visible change



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#### Question asked by Thames Water Community member:

"Pollution and sewage is a really high priority for all of us because it's such a visible and concerning issue. From our perspective, it feels like the same problems keep happening...

**What specific changes will you deliver in the next 12–24 months to reduce sewage pollution, what work is already funded and how will customers see clear local evidence of improvement?"**

Thames Water said it had made progress on sewage pollution, citing an 18% reduction in pollution incidents and 60% reduction in spills in the last year, alongside targeted network cleaning, sewer depth monitors, £200m of pollution-related interventions and a 5-year, £6bn investment plan.

The community welcomed the scale of activity but did not feel the response yet gave clear enough evidence that local conditions are improving, with several questioning whether headline figures, rainfall effects and company-level reporting reflected what they see locally or addressed wider concerns about monitoring and transparency.

Discussion focused on a need for simple, localised and independently credible communication on what is funded, what is changing in practice, and how customers will be able to see measurable improvement in sewage pollution over the next 12–24 months.

#### Actions

- Communicate sewage pollution performance and funded investment in simple, local and customer-friendly formats.
- Show clear local evidence of improvement, linking area issues to projects, timelines and expected outcomes.
- Give customers confidence that monitoring, treatment and reporting are robust, maintained, and independently assured.
- Educate customers on behavioural impacts on sewers and infrastructure, with clear guidance on how to reduce harm.

"It was statistically quite a lot of information to take in... there's something about... simple messaging."

"A lot of people don't know this, so we need to be educated on what we should do and how we can help."

"That could be me being misled by things I've read online... I'm just a little bit confused about actually what the figures are telling us in reality."



Customers wanted simpler, local and independently credible evidence that funded investment is reducing sewage pollution, rather than relying on high-level figures and company-wide claims.

## Q2. Sewage and pollution:

### Ongoing frustration at the lack of visible change



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"You said" (Community member actions)	"We did" (Thames Water response on the night)	What is the 'Ideal' Thames Water response? (In the eyes of our community)	Timescale / final comments
Communicate sewage pollution performance and funded investment in simple, local and customer-friendly formats.	<ul style="list-style-type: none"> <li>Offered sewage, pollution and investment information in-session.</li> <li>Said Thames Water was the first company to publish live overflow data on a website map.</li> </ul>	<ul style="list-style-type: none"> <li>Present pollution performance and investment plans in plain English and easy-to-follow formats.</li> <li>Make it easier for customers to understand key data points and track progress.</li> <li>Clearly explain what funded investment means in practice for customers and the environment.</li> </ul>	<p><b>Company comment:</b> Sewage/pollution data is available through Pollution Incident Reduction Plan and website, but will explore how this info should be communicated to customers. Upcoming marketing campaign will help explain £6bn investment plan.</p> <p>Said local communication is important, also noted that major infrastructure improvements take time.</p> <p>Confirmed independent monitoring is deployed around incidents.</p> <p>'Bin it, don't block it' campaign is in place, communicates info and advice on customer behaviours - can be ramped up.</p> <p><b>Timescale:</b> Requested 1 month for sewage/pollution communication. No timeline commitment, detail expected in company action plan.</p>
Show clear local evidence of improvement, linking area issues to projects, timelines and expected outcomes.	<ul style="list-style-type: none"> <li>Said pollution incidents are down 18%, spills down 60%, while acknowledging rainfall had been a factor.</li> <li>1,500km of network cleaning and 23,000 sewer depth monitors are already in place.</li> <li>£200m spent on pollution-related interventions, with further infrastructure investment planned.</li> </ul>	<ul style="list-style-type: none"> <li>Link company-level reporting to local conditions and lived experience.</li> <li>Show what improvements customers should expect to see in their area.</li> <li>Be clearer about how local issues, including sensitive local environments, are being addressed.</li> </ul>	
Give customers confidence that monitoring, treatment and reporting are robust, maintained, and independently assured.	<ul style="list-style-type: none"> <li>Said sewer depth monitors are used to identify issues earlier and improve response times.</li> <li>Confirmed incidents are independently monitored.</li> <li>Reporting is provided through a self-reporting mechanism to the Environment Agency, with wider reporting changes also being worked through.</li> </ul>	<ul style="list-style-type: none"> <li>Provide reassurance that monitoring and treatment assets are maintained and upgraded.</li> <li>Explain more clearly how reporting and assurance processes work.</li> <li>Show that data can be trusted and is not solely reliant on company's own interpretation.</li> </ul>	
Educate customers on behavioural impacts on sewers and infrastructure, with clear guidance on how to reduce harm.	<ul style="list-style-type: none"> <li>Said many incidents are linked to customer behaviour, including fats, oils, grease and wet wipes.</li> <li>Customer campaigns are already being used, including with communities, food service establishments, care homes and schools.</li> </ul>	<ul style="list-style-type: none"> <li>Give customers clearer guidance on what not to put down sinks and toilets, and why it matters.</li> <li>Communicate impacts of poor disposal behaviour on infrastructure, pollution and customer costs.</li> <li>Use a wider range of channels to make this messaging more visible and practical.</li> </ul>	

**Note:** This table is an excerpt from the full Action Plan. Thames 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.

## Q3. Bills, value and trust:

Lack of confidence in how money is spent



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Question asked by Thames Water Community member:

“We’re seeing bills go up, and at the same time we’re reading about things like dividends, financial issues, and the company not meeting expectations. We’re being asked to pay more without seeing clear improvements...

**Can you clearly explain where our money is going, how we know it is being used for customers, and what improvements we will actually see as bills rise?”**

Thames Water explained that customer bills are being used to fund infrastructure investment, day-to-day network operations and financing costs, while also outlining a wider £20bn investment programme and the company’s ongoing recapitalisation.

Community members welcomed the clearer breakdown, but remained concerned that rising bills are being asked of customers at the same time as Thames Water is undergoing major financial restructuring, with limited clarity on how refinancing decisions have been made, why financing costs are so significant and what this will mean for customers over the longer term.

Discussion focused on the need for much clearer, more transparent communication on both spending and refinancing, showing not only where customer money is going now, but how financial decisions will affect future bills, investment and customer outcomes.

## Actions

- Provide clear, regular and accessible breakdowns of where customer money goes and what bill increases are funding.
- Show year-on-year evidence of the service and infrastructure improvements delivered through customer bills.
- Clearly explain refinancing, including decision-making and its impact on future customer bills and outcomes.
- Demonstrate how investment in people, skills and service delivery is improving long-term value for customers.

“Showing that year on year that we are investing in this, things are improving, and we are on the right track, that would be good, I think for building public confidence as well.”

“It’s all to do with a fundamental question, really, understanding the increase and where the money’s going...”

“Yes, because essentially we are the ones who are paying for this [decision-making on refinancing]”



Customers wanted clearer proof that higher bills will deliver visible improvements, alongside evidence and transparency around key financing decisions and how these will shape long-term outcomes.

## Q3. Bills, value and trust:

### Lack of confidence in how money is spent



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"You said" (Community member actions)	"We did" (Thames Water response on the night)	What is the 'Ideal' Thames Water response? (In the eyes of our community)	Timescale / final comments
Provide clear, regular and accessible breakdowns of where customer money goes and what bill increases are funding.	<ul style="list-style-type: none"> <li>Explained that the average metered bill is around £700.</li> <li>Broke down each £1 of customer spend into infrastructure investment, network running costs and financing costs.</li> <li>Said operating costs include salaries, consumables, energy and communications.</li> </ul>	<ul style="list-style-type: none"> <li>Give customers a simple, tangible breakdown of where their money goes, presented in accessible formats e.g. bill insert, infographic or website.</li> <li>Connect bills with cost-to-company for service provision</li> <li>Make it easier to understand what specific spending categories mean in practice.</li> </ul>	<p><b>Timescale:</b> Update of website within 3 months.</p> <p><b>Company comment:</b> Broad acceptance of actions raised, detail expected in company action plan.</p> <p>Confirmed that they already invest in UK apprenticeships.</p>
Show year-on-year evidence of the service and infrastructure improvements delivered through customer bills.	<ul style="list-style-type: none"> <li>Said company plans to invest £20bn over five years.</li> <li>This is intended to deliver fewer disruptions, fewer supply interruptions, less pollution and better customer service.</li> <li>More than 1,000 additional people have been recruited over the past 12 months to support service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>Show clear evidence of what customer bills are delivering over time.</li> <li>Link spend to visible service and infrastructure improvements.</li> <li>Demonstrate progress in a way that customers can easily track and understand.</li> </ul>	
Clearly explain refinancing, including decision-making and its impact on future customer bills and outcomes.	<ul style="list-style-type: none"> <li>Explained that part of each bill goes on financing costs.</li> <li>Thames Water is undergoing recapitalisation, involving debt restructuring and new shareholders.</li> <li>Said no shareholder has taken dividends since 2017, with none expected for any new shareholders until at least 2030.</li> </ul>	<ul style="list-style-type: none"> <li>Clearly explain how refinancing decisions have been made and why.</li> <li>Show how these decisions affect future customer bills and longer-term outcomes.</li> <li>Provide greater transparency on how financial decisions are being taken in customers' interests.</li> </ul>	
Demonstrate how investment in people, skills and service delivery is improving long-term value for customers.	<ul style="list-style-type: none"> <li>Said additional recruitment is supporting more consistent service delivery.</li> <li>Linked higher spending to improved resilience and customer service outcomes.</li> <li>Framed investment as necessary to improve long-term performance.</li> </ul>	<ul style="list-style-type: none"> <li>Show how spending on people and capability supports better service for customers.</li> <li>Demonstrate long-term value, not just short-term cost increases.</li> <li>Where relevant, show how Thames Water is investing in skills and future workforce development.</li> </ul>	

**Note:** This table is an excerpt from the full Action Plan. Thames 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

**Tuesday 28<sup>th</sup> 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 6<sup>th</sup> May**



## 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

**Tuesday 2<sup>nd</sup> June**



## 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

## Summary report

# Annex: Research approach

Delivered by Taylor McKenzie  
Research & Energy Saving Trust

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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?

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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!



[ccw.org.uk](http://ccw.org.uk)