Summary report & Action Plan response

Autumn Accountability Session: South Staffs Water and Cambridge Water

As part of CCW's Water Voice programme, Accountability Sessions allow community members to challenge water company performance, question senior representatives and agree actions to enhance customer experiences and drive meaningful improvements.

Accountability Session | Tuesday 20th October 2026
Summary Report published: 29th October 2026
Action plan published: 27th November 2026

Community members questioned senior representatives from South Staffs Water and Cambridge Water about leakage, value for money and accountability. They want clearer evidence of what is changing, how customers will benefit and when improvements will become visible.

The Action Plan Review focused on making SS11's[1] leakage reduction commitment **understandable and measurable**. The Performance Review challenged the company to provide greater visibility of substantial improvements in service and affordability that customers could expect **over the next 12 months**, rather than relying on explanations of its five-year investment programme.

During the Q&A, members explored **action ownership**, **AI and digital inclusion** and **businesses' contribution to reducing water demand**. The key discussion points, company responses and customer requests are outlined on the following pages.

Action Plan Review
Q1: Making leakage reduction measurable

Members wanted to understand how much water will be saved, when reductions will be achieved and what they mean for bills and water security.

The company described progress already made. Members sought clearer baselines, interim milestones, investment costs and an accessible tracker showing delivery and any shortfalls.

Performance Review
Q2: Delivering better value for money

Members asked what higher bills would deliver in service and affordability over the next 12 months.

The company said it would provide benchmarked actions across its five investment areas. Members also sought clearer evidence of support outcomes, information about future bills and greater transparency around financial decisions.

Q&A Q3:
Action ownership and accountability

Members wanted named senior ownership and clarity about consequences when commitments are missed.

The company explained executive accountability and links to performance related rewards. It committed to clearer updates showing what has been done, its impact and what comes next.

Q&A Q4:
AI & digital inclusion

Members wanted technological improvements without losing access to human support.

The company said telephone contact would remain available alongside new digital options, with AI supporting staff behind the scenes. Members were reassured and did not request additional actions.

Q&A Q5:
Business water use and shared responsibility

Members wanted reassurance that businesses and larger water users were contributing fairly.

The company described direct engagement and tailored messages through water retailers to reduce demand. Members welcomed these examples and wanted to understand the water savings being achieved.

What is the purpose of this report and what happens next?

This report summarises the key discussions and requests raised by Water Voice community members during the **South Staffs Water and Cambridge Water Accountability Session on 20 October 2026**. It records the company's responses and distinguishes between **requested actions**, reflecting the improvements members would like to see, and **agreed actions**, which are confirmed company commitments. The water company has set out its **full response** to each request in its Action Plan response, detailing what it will deliver and when.

CCW will monitor progress against these commitments, providing monthly updates so that community members can track changes over time and hold the company to account.

[1] **SS11** - *Reduce leakage by 14% over five years through more sensors, satellite technology, pressure management, no-dig repair trials and the wider metering programme to find and fix leaks faster.*

Q1: Action Plan Review

Strengthening the company's existing actions

What measurable progress and customer benefits will you commit to before 2031 to deliver the 14% leakage reduction?

Context from the session:

Members welcomed the company's explanation of leakage reductions already achieved and its focus on Cambridge Water's water resource pressures. However, percentages and comparisons with the consumption of 56,000 homes did not give them enough context to judge the scale of progress.

They wanted to understand **how leakage is measured, how much water is being saved, which interventions are delivering improvements and whether the expenditure represents good value**.

Members sought a clearer route to completing the work, including interim milestones, customer benefits and what would happen if delivery fell behind.

Regulatory and existing activity context:

SS11[2] is in progress and the company explained that leakage is already subject to regulator agreed targets and annual reporting. Delivered actions also cover investment information and customer-friendly water resource planning, including SS05[2], SS07[2] and SS12[2]–SS13[2]. The quarterly Service Snapshot under **SS09[2] remains delayed, but is in progress**.

The additional request is to connect this existing work to a clear leakage delivery pathway and evidence of customer benefit, rather than restart the programme or repeat general information already provided.

Actions requested by community members:

1A. Make the leakage baseline and proposed savings understandable

Provide a clear, customer friendly explanation of the leakage commitment, including:

- **How leakage is measured**: How total leakage is calculated, including losses not yet located and how company network and customer side leakage contribute to the measure.
- **The scale of water loss and savings**: The starting position, current leakage and intended savings in actual water volumes, alongside the total volume supplied in each operating area.
- **Progress against targets**: How reductions across successive periods relate to one another, so customers can understand the scale of improvement.

Required clarification: SS11[2] commits to a 14% reduction over five years. During the session, the company described targeting a further 20% reduction for the current programme, with around 6% already achieved and 14% remaining. Its formal response should reconcile these descriptions, confirm the baseline used for each percentage and explain the precise delivery period.

1B. Show the route to delivery, with clear interim milestones

Set out how the company intends to achieve the remaining leakage reduction, including:

- **Progress to date**: Which measures have already been implemented and what they have achieved.
- **Future milestones**: What is planned over the next 12 months and the milestones leading to the final target.
- **Contribution of different measures**: Where additional detection teams, mains replacement, metering and new technologies are being used, and what reduction each is expected to deliver.

This should build on the measures already specified under SS11[2], rather than simply restating the existing programme.

Actions requested continued overleaf...

[2]See Slide 13 for a comprehensive overview of all referenced actions

Q1: Action Plan Review

Strengthening the company's existing actions

What measurable progress and customer benefits will you commit to before 2031 to deliver the 14% leakage reduction?

Actions requested by community members:

1C. Explain the programme's costs, customer benefits and longer-term approach

Explain the overall cost and resourcing of the leakage-reduction programme and how this expenditure benefits customers, including:

- **Costs and benefits:** The total programme expenditure and the expected benefits for water security and customers' bills.
- **Value for money:** How the company balances expenditure against the amount of water saved.
- **Long-term sustainability:** Whether current resourcing can be sustained, how harder or more expensive leaks will be addressed, and when further investment may produce diminishing returns.

Members wanted clarity about the longer-term ambition and how the company will maintain progress as leakage becomes harder to reduce. **The request is for programme-level information, not a detailed expenditure breakdown by staffing, technology and repairs.**

1D. Make progress and any shortfalls visible

Provide an accessible, customer facing leakage tracker showing:

- **Delivery progress**: Planned work, milestones and completed interventions.
- **Results achieved**: Actual leakage reductions and progress against the agreed targets.
- **Response to shortfalls**: Why delivery has fallen behind, what corrective action will follow and the revised route to meeting the commitment.

This should connect with existing performance information and the Service Snapshot under SS09[2], without duplicating general reporting. Ownership and progress updates should align with the arrangements described under Question 3.

Company response and clarification required:

The company accepted the direction of these requests in principle, subject to further review, and offered to share more information about its leakage detection methods.
Specific delivery milestones, overall programme costs, customer-benefit measures and the response to any leakage-target shortfall were not settled during this discussion. These details, together with the reconciliation of the leakage figures, should be addressed in its formal Action Plan response.

[2] See Slide 13 for a comprehensive overview of all referenced actions

Q1: Company Response

Strengthening the company's existing actions

Q1. What measurable progress and customer benefits will you commit to before 2031 to deliver the 14% leakage reduction?

Action requested	Action agreed by South Staff Water and Cambridge Water	Timescale
1A. Make the leakage baseline and proposed savings understandable	SS11A: New linked action under SS11[2]. Provide a customer-friendly explanation of how leakage is measured, how leakage commitments are calculated, the difference between the 14% and 20% reduction figures and how progress will be reported. Include this in "Investing for a Better Water Future" communications.	31-May-27
1B. Show the route to delivery, with clear interim milestones	SS11B: New linked action under SS11[2]. Publish a customer-facing summary of leakage reduction activities, milestones and delivery phases, covering progress to date and major initiatives still to come. Report progress through existing customer communications and the Service Snapshot.	31-July-27
1C. Explain the programme's costs, customer benefits and longer-term approach	SS11C: New linked action under SS11[2] Use regular updates and evidence-based case studies in "Investing for a Better Water Future" to explain investment priorities, expected customer and environmental benefits, progress and outcomes. Show how leakage investment supports water security, resilience and lasting reductions.	31-Aug-27
1D. Make progress and any shortfalls visible	SS11D: New linked action under SS11[2] Report leakage reduction progress in the quarterly Service Snapshot, including milestones achieved, performance against target and significant corrective action where delivery differs materially from plan.	31-Aug-27

This table sets out community members' requests alongside the actions agreed by South Staffs Water and Cambridge Water and their delivery timescales. These actions were proposed by the company and reviewed and refined through discussions with CCW to ensure they accurately reflect customers' concerns and the improvements they asked for.

[2]See Slide 13 for a comprehensive overview of all referenced actions

Q2: Performance Review

Challenging the company's performance and service delivery

What specific improvements in service and affordability will you commit to over the next 12 months so customers can see better value for money?

Context from the session:

Members welcomed the company's investment explanation, shorter telephone waiting times and affordability support and recognised that some investment protects future services rather than producing immediate benefits.

However, the central challenge remained **what customers will experience over the next 12 months, how substantial those improvements will be and whether affordability will improve alongside service**.

Members wanted benefits explained for the South Staffs region as well as for Cambridge, with specific questions about water treatment and pressure. They also sought clarity on future bill increases, the sustainability of financial support and where dividends are paid.

Existing activity context:

SS01[2] and SS05–SS08[2] already cover spending explanations, investment case studies and local programme information, and are marked **Delivered**. SS20's[2] affordability support programme is also marked **Delivered**, while SS09's[2] quarterly Service Snapshot remains **delayed, but is in progress**[3].

The additional requests concern substantial 12-month improvements, evidence that existing support is effective and clearer links between investment and customer outcomes - not introducing the same information or support programmes again.

Actions requested by community members:

2A. Commit to substantial improvements over the next 12 months

Identify specific improvements or meaningful delivery milestones across the five investment areas described: **network reliability and upgrades, water treatment, leakage reduction, customer service and environmental protection**.

For each area, the company should clearly outline:

- **Starting position**: Current performance and the issues being addressed.
- **12-month commitments**: What will change, the interim targets and when improvements will be delivered.
- **Customer benefits**: What practical difference customers should expect to experience.

Members wanted substantial commitments rather than smaller, easily completed tasks. They also sought clarity on **water treatment, telephone waiting times and how poor local water pressure factors into value for money assessments**.

Any leakage commitments should cross reference Question 1 rather than creating a duplicate set.

2B. Explain investment priorities, local benefits and implications for bills

Build on existing investment information by providing a clearer picture of:

- **Investment priorities**: How spending is allocated across the five areas over the next 12 months, what work comes next and why.
- **Local benefits**: What customers in both the South Staffs and Cambridge regions will gain and how immediate improvements are balanced against longer-term investment needs.
- **Future bills**: Whether current investment is expected to moderate future above inflation bill increases or whether further substantial expenditure is anticipated.

The company should distinguish what is known from what remains uncertain, without suggesting that investment automatically results in lower future bills.

Actions requested continued overleaf...

[2]See Slide 13 for a comprehensive overview of all referenced actions

[3]The action was delayed and remained in progress at the time of the Accountability Session. It was subsequently completed in November 2026.

Q2: Performance Review

Challenging the company's performance and service delivery

What specific improvements in service and affordability will you commit to over the next 12 months so customers can see better value for money?

Actions requested by community members:

2C. Demonstrate the effectiveness and sustainability of affordability support

Build on the programme delivered under SS20[2] by explaining **what support customers receive, who is being reached and what difference it makes to their ability to manage bills**.
Set out **the intended reach and targets for the next 12 months**, alongside how support can be sustained if demand increases. Share evidence of the outcomes being achieved through affordability advice, benefit checks, tariffs and hardship assistance, going beyond number of customers supported.

2D. Show whether customers actually experience better value

Demonstrate whether service improvements and affordability support are translating into better customer experiences, including:

- **Customer outcomes**: Changes in satisfaction, affordability and perceptions of value for money.
- **Evidence of improvement**: How operational delivery and customer feedback demonstrate whether the actions are working.
- **Ongoing assessment**: How the company will respond where improvements are not having the intended effect.

The 44% community survey finding[4] should be used as a reference point for that measure, keeping it distinct from other customer indicators.
The Service Snapshot under SS09[2] should help communicate these results, rather than publication alone being treated as evidence of better value.

2E. Make dividend flows and financial responsibilities clearer

Provide an accessible explanation of **where dividends are paid and how financial decisions relate to investment, service improvement and affordability**, building on the existing spending information.
The company clarified that responsibility for service improvement rests with the Managing Director and executive team, while investors own the business. That distinction should be preserved without losing the separate customer request for transparency about where money goes.

Company response and clarification required:

The company agreed to respond to the requests individually and distinguish trackable delivery commitments from explanatory responses. It explicitly said that actions across the five investment areas would include **benchmarks and interim targets**, with customer measures used to assess their impact.
The specific 12-month commitments and targets remain to be supplied. The discussion did not establish a numerical target for improving the 44% result, a promise of lower future bills or a change to dividend policy.

[2] See Slide 13 for a comprehensive overview of all referenced actions
[4]The Water Voice Barometer survey is a monthly survey tracking community members' views of their water company. The referenced statistic reflects the proportion of responding South Staffs Water and Cambridge Water community members reporting that they felt they received value for money. Note of this statistic has also been made in the session transcript.

Q2: Performance Review

Challenging the company's performance and service delivery

Q2. What specific improvements in service and affordability will you commit to over the next 12 months so customers can see better value for money?

Action requested	Action agreed by South Staff Water and Cambridge Water	Timescale
2A. Commit to substantial improvements over the next 12 months	SS09A: New linked action under SS09[2]. Organise Investment webpage by network reliability, water treatment, leakage reduction, customer service and environmental performance. For each, show the starting point, progress against milestones, plans for the next 12 months and to 2030, and expected customer benefits.	31-May-27
2B. Explain investment priorities, local benefits and implications for bills	SS08A: New linked action under SS08[2]. Explain how planned investment is allocated across the five areas, which programmes are prioritised for the next 12 months and the expected customer and environmental benefits.	31-May-27
2C. Demonstrate the effectiveness and sustainability of affordability support	SS20A: New linked action under SS20[2] Continue to evaluate and develop affordability support programme. Report support delivered, customers reached and outcomes achieved through the quarterly Service Snapshot and an annual summary.	30-June-27
2D. Show whether customers actually experience better value	SS08B: New linked action under SS08[2] Add customer satisfaction, affordability and value-for-money measures and targets to the Service Snapshot. Explain what action is being taken where expected customer benefits have yet to be achieved.	31-May-27
2E. Make dividend flows and financial responsibilities clearer	SS01A: New linked action under SS01[2] Expand "Your Water, Your Future" communications to explain in plain language how customer money is used, how investment decisions are made, the role of investors and how dividends relate to investment, service delivery and long-term resilience.	31-Mar-27

This table sets out community members' requests alongside the actions agreed by South Staffs Water and Cambridge Water and their delivery timescales. These actions were proposed by the company and reviewed and refined through discussions with CCW to ensure they accurately reflect customers' concerns and the improvements they asked for.

[2]See Slide 13 for a comprehensive overview of all referenced actions

Q&A: Q3

Further questions about the company's services and accountability

Who is accountable when an action misses its deadline or fails to deliver and what consequences follow for the project owner, senior leaders and any performance-related rewards??

Context from the session:

Members wanted identifiable people to take responsibility for Action Plan delivery. The company explained that ultimate accountability rests with the Managing Director, with the Customer Service Director owning the plan and named staff overseeing delivery and updates. **The questioner welcomed this explanation and said their confidence had increased.** The company also acknowledged that focusing updates on the most immediately due actions had made others appear inactive. The discussion therefore focused on making ownership visible and providing clearer updates across the whole plan, including delayed actions and work happening in the background.

Existing activity context:

Named delivery owners and internal reviews were described as already operating. The additional requests concern making these responsibilities visible and improving updates across the current Action Plan, including actions marked **In progress, Delayed – In progress and Not started**.

Actions requested or developed during the discussion:

3A. Make ownership and accountability clear against each action

Make clear who is responsible for delivering each Action Plan commitment, including:

- **Who is accountable:** The individual, senior role or team responsible for delivery, with clear oversight from the company's leadership.
- **How accountability works:** How progress is reviewed and issues are escalated when commitments are at risk.

The appropriate level of detail, including whether specific individuals or roles should be identified, **should be agreed between CCW and the company**. The priority is to make existing responsibilities transparent so customers can understand who is accountable for delivery.

3B. Show delivery, impact and next steps across the whole plan

Adopt the three-part reporting approach proposed by the company for every action:

- **What has been done:** Activity and deliverables completed so far.
- **What impact it has had:** The difference the work has made for customers.
- **What comes next:** Remaining work, timescales and any delays or dependencies.

Updates should cover the entire Action Plan, not just actions closest to their deadlines, so customers can distinguish genuine progress from work that has stalled.

Company response:

The company confirmed existing named ownership and explicitly committed to the three-part reporting approach. In response to the Chair's question about consequences, it explained that overall business outcomes, including customer outcomes, influence senior leaders' continued employment and remuneration, and that poor customer service performance can attract regulatory penalties.

The questioner responded positively, and no further request for clarification of action-specific consequences was raised during the subsequent discussion. The follow-up actions focused on visible ownership and clearer reporting of delivery, impact and next steps.

Q&A: Q3

Further questions about the company's services and accountability

Q3. Who is accountable when an action misses its deadline or fails to deliver and what consequences follow for the project owner, senior leaders and any performance-related rewards??

Action requested	Action agreed by South Staff Water and Cambridge Water	Timescale
3A. Make ownership and accountability clear against each action	SS23: New action Assign a responsible business area and executive sponsor to each commitment. Report consistently on progress, customer impact, next steps and any significant risks or dependencies affecting delivery.	31-Dec-26
3B. Show delivery, impact and next steps across the whole plan	No new action/commitment Company response: Apply a consistent reporting framework that explains progress made, customer impact, next steps and any material risks or dependencies affecting delivery. No new action or commitment was required, as the reporting framework was already in place at the time of the Accountability Session.	

This table sets out community members' requests alongside the actions agreed by South Staffs Water and Cambridge Water and their delivery timescales. These actions were proposed by the company and reviewed and refined through discussions with CCW to ensure they accurately reflect customers' concerns and the improvements they asked for.

Q&A: Q4

Further questions about the company's services and accountability

How will you use AI and other new technology to improve customer service without digitally excluding customers who need or prefer human support?"

Context from the session:

Members wanted technological improvements without being forced into digital-only contact. The company described additional self-service options alongside **continued telephone access and human support**.

It explained that AI and connected systems would also help advisers see previous contacts, access relevant information and resolve different enquiries without repeated transfers. The questioner welcomed the choice of contact routes and the balance between innovation and support for customers with different digital preferences. No additional requests were raised when the discussion was opened to the wider group.

Existing activity context:

The customer hub or portal under **SS21**[2] **is marked Delivered**. Accessible communications and website testing under **SS22**[2] **remain Delayed – In progress**[5].

The assurances given in this discussion do not change those statuses or remove the need to track the outstanding accessibility work.

Company assurances and clarification:

The company described approximately £8.5m of customer service investment over four to five years, including:

- **Choice of contact**: Customers would continue to have access to telephone support alongside digital options and would not be forced to use a chatbot.
- **Better support for advisers**: AI and connected systems would make previous contacts and relevant customer information easier to access, supporting quicker and more effective resolution.
- **More efficient interactions**: The company aims to reduce the average time spent handling an enquiry by around 25%, from the current baseline of eight to nine minutes.

The proposed reduction relates to the time spent handling an enquiry, not the waiting time before a call is answered. No specific 12-month deadline for this improvement was agreed.

The company said progress would be communicated through the Service Snapshot under SS09[2], which remains to be delivered.

Additional actions requested by community members:

No additional customer requested actions were identified. The company's assurances should remain recorded, with delivery considered alongside the service commitments developed under Question 2 and the existing accessibility actions, rather than creating duplicate commitments.

[2]See Slide 13 for a comprehensive overview of all referenced actions

[5]The action was delayed and remained in progress at the time of the Accountability Session. It was subsequently completed in November 2026.

Q&A: Q5

Further questions about the company's services and accountability

What are you asking businesses and large water users to do to reduce demand and protect water supplies and how will you make sure they do their fair share alongside households?

Context from the session:

Members wanted reassurance that households were not carrying the responsibility for reducing demand alone. The company described direct contact with developers, golf clubs and racing stables, alongside tailored messages through business water retailers. Businesses had been asked to reduce unnecessary consumption or shift demand to different times. The questioner welcomed these examples but wanted to know **how the company checks that businesses have acted and whether their changes have made a measurable difference**. They also asked whether existing powers were sufficient or further government support was needed.

The company's explanation of existing activity and constraints:

The company said restrictions on household non-essential use were an earlier step, with formal restrictions on business use subject to further conditions, reflecting potential effects on jobs and the economy. It said voluntary business engagement was already happening and would continue regardless of the restriction stage.
It also described some developers being contacted by councils after switching off dust-suppression systems, which the company said had caused them to fall foul of **local guidance**. This was the specific example given of competing requirements around water use.

Further requests raised by the questioner:

5A. Show whether business engagement is producing actual water savings

Explain how the company checks whether businesses and larger water users have changed their behaviour following requests, including:

- **Evidence of action**: Whether businesses have implemented the measures requested.
- **Water savings achieved**: What measurable reduction in demand has resulted, where this can be established.
- **Reliability of the evidence**: Whether business savings can be distinguished from wider reductions in demand, and any limitations in doing so.

The company should distinguish contact activity and reported intentions from actual changes in water use, rather than treating engagement alone as proof of success.

5B. Clarify the powers available and any further support needed

Provide a clear explanation of:

- **Existing powers**: What the company can require of businesses and larger users, when these powers can be used and where it relies on voluntary cooperation.
- **Potential limitations**: Whether existing rules constrain effective demand reduction.
- **Further support**: Whether additional government policy or powers would help secure a fair contribution from larger water users, and what form this might take.

This should explain the company's position without assuming that additional powers are necessary.

Status and required company response:

These follow-up requests were raised at the end of the session and received no further company response. **The company must address both requests explicitly in its formal Action Plan response**, confirming any actions it will take and explaining any requests it does not accept or cannot deliver. They should not be presented as commitments already agreed during the session.

Q&A: Q5

Further questions about the company's services and accountability

Q5. What are you asking businesses and large water users to do to reduce demand and protect water supplies and how will you make sure they do their fair share alongside households?

Action requested	Action agreed by South Staff Water and Cambridge Water	Timescale
5A. Show whether business engagement is producing actual water savings	SS25A: New action Provide a customer-friendly summary of water efficiency and demand management work with businesses. Explain what support it's offered offer, how water savings are estimated using recognised industry methods and how this informs future water resources planning.	31-May-27
5B. Clarify the powers available and any further support needed	SS25B: New action Update drought and water-resource communications to clarify businesses' and water companies' roles in managing demand, when restrictions may apply and where to find existing statutory plans and guidance.	31-May-27

This table sets out community members' requests alongside the actions agreed by South Staffs Water and Cambridge Water and their delivery timescales. These actions were proposed by the company and reviewed and refined through discussions with CCW to ensure they accurately reflect customers' concerns and the improvements they asked for.

Existing Action Overview

Existing Action	Action Statement
Action SS01	*Launch a "Your Water, Your Future" webpage with clear visuals explaining where customer money goes, why bills have changed, how charges link to investment areas, and what benefits customers and the environment should expect.*
Action SS05	*Develop and publicise investment scheme case studies across different project types and areas, showing purpose, cost, timescales, milestones, customers affected, benefits and progress updates through multiple channels.*
Action SS06	*Share simple explainer videos and quarterly or milestone-based updates through online tools, social media, bills, customer letters and local news to keep customers informed in accessible ways.*
Action SS07	*Raise awareness of the annual report by sharing customer-friendly summaries through letters, bills, short videos and social media, showing business spend and performance against targets.*
Action SS08	*Publish information on the five-year capital investment programme, including live, completed and upcoming regional schemes, so customers can see local benefits up to 2030.*
Action SS09	*Introduce a quarterly "Service Snapshot: Your Money in Action" summary showing performance against key service metrics such as leaks repaired, supply interruptions, water quality, meter installations and support for vulnerable customers.*
Action SS11	*Reduce leakage by 14% over five years through more sensors, satellite technology, pressure management, no-dig repair trials and the wider metering programme to find and fix leaks faster.*
Action SS12	*Publish and promote through at least three channels a customer-friendly Water Resources Management Plan (WRMP) summary, with case studies on managing demand, new supply and network resilience.*
Action SS13	*In the WRMP summary, explain pipe upgrades, metering, leakage and burst reduction, and performance on supply interruptions.*
Action SS20	*Introduce an affordability support programme for customers struggling with water costs, including direct financial help and wider support on efficiency advice, income maximisation, benefits and funding schemes.*
Action SS21	*Develop a new customer hub or portal with self-help guidance, FAQs and videos covering charges, meter readings, the metering programme and wider investment plans.*
Action SS22	*Provide accessible customer letters and leaflets on request, expand clear bill and meter guidance online, and keep the website accessible to recognised standards through quarterly testing.*