



CONSUMER COUNCIL FOR WATER

OPERATIONAL BUSINESS PLAN

2013/2014

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1. INTRODUCTION

The Consumer Council for Water (CCWater) Operational Business Plan outlines how we will deliver our Forward Work Programme during 2013/14. It also sets out what benefits we will deliver for consumers during the next year and how our success should be measured.

Based on what water consumers tell us, we will continue to focus on:

- **Value for Money** - Make delivering fair, affordable charges that are value for money a priority for water companies, to help ensure a sustainable water and sewerage service now and in the future.
- **Right First Time** - Press water companies to get their service to consumers right first time, and sort out problems quickly and without hassle.
- **Water on Tap** - Pressing for safe, reliable, good quality drinking water that consumers value and use wisely.
- **A Sewerage System that Works** - Helping consumers have a sustainable sewerage service that works with minimal sewer flooding.
- **Speaking up for Water Consumers** - Being a trustworthy voice that independently inform consumers, stakeholders and the media about key water issues, while consumers' views increasingly drive the key decisions that affect their water bill and service.

In addition consumers have told us¹ they want us to be an independent view to inform them on water issues. Consumers want CCWater to equip them with industry knowledge and insight so that they can make informed decisions and feel in control.

The main focus of CCWater's policy work, this year and next year, is the price review (setting price limits for 2015-20). We will represent water consumers through the water companies' 'Customer Challenge Groups' (CCGs), which were established last year, and through national level challenges to the regulators and the scale and benefit of their improvement programme.

As water companies develop their investment proposals, this will place significant demands on our local staff and Consumer Advocates. As such, we have reviewed our Operational Business Plan for 2013-14 and will reduce - though not stop - our activities in some areas not linked to PR14.

During 2012 water companies developed their consumer engagement strategies and undertook specific customer research to shape their 25 year strategic plans and to inform thinking about investment for 2015-20. This year, water companies will begin to flesh out their investment proposals and test these with both the CCGs and their customers. In doing so they will need to ensure that their proposals reflect consumers' views and meet legal requirements including those relating to drinking water and environmental standards.

In 2013/14 we will continue to limit the cost of CCWater to household and business customers to around 21p a year. We will respond to the increased workload required by the price review at no extra cost to customers.

We are continuing to strengthen our roles in reviewing companies' charges proposals in response to David Gray's recommendations² in his independent review for Defra and the Welsh Government. We will represent consumers as planned metering programmes are implemented.

¹ Expectations of CCWater June 2012 research report

² Link [here](#) to the Defra and Welsh Government Review of Ofwat and consumer representation in the water sector led by David Gray

Defra and the Welsh Government have seen our draft Forward Work Programme. We have a separate Forward Work Programme for our work in Wales.

2. OUR DELIVERY APPROACH

In delivering our business plan we will:

- Be aware of our legal duties. These are shown in **Appendix A**.
- Maintain a strong focus on advocacy.
- Engage with consumers, especially those who are disabled or chronically sick, of pensionable age, on low incomes, living in rural areas and those unable to switch suppliers in the competitive water market, so that we can develop a real understanding of their needs and work in line with their specific interests. We will act on behalf of businesses as well as households.
- Fulfil our duty to contribute to achieving sustainable development by showing how we balance the economic, environmental and social aspects in all that we do.

3. MANAGING PRIORITY AREAS

Strategic objectives and key targets

For each priority area we have identified:

- ✓ our strategic objective;
- ✓ what our work will deliver for water consumers; and
- ✓ our targets so that we can measure where CCWater has added value for consumers.

Some activities underpin all that we do. These activities are:

Sustainable development

We will continue to consider sustainable development and apply its three underlying principles to all projects that we undertake.

Vulnerable groups

We will continue to develop CCWater's approach to supporting the vulnerable in society and apply it to all projects that we undertake.

Overall measurement of CCWater's achievements and effectiveness

We have developed a monitoring and measurement management framework. This aligns the corporate strategy in the Forward Work Programme to business and individual objectives for CCWater. To help us to measure our performance we:

- Frequently commission consumer tracking research to assess the effects of our work on behalf of consumers. We would also use this to track consumers' concerns about water and sewerage services.
- Have a series of performance measures and milestones to track the progress in delivering the plan. This report is regularly reviewed by our Executive Team to ensure that we are delivering our commitments.

Our achievements on behalf of water consumers

Each year we review our performance and what we have achieved for water consumers. We continue to deliver on the issues that matter to them, and our key numbers below show where we have made a difference:

£1 billion - our work contributed to the 2009 price review being better for customers by this amount compared to 2004 (the equivalent of over £50 per customer).

£ 305 million - we helped return this to customers, consisting of:

- **£290 million** - the extra investment, customer assistance or price reductions we secured with water companies over the last four years. Recently, one company has committed to bring forward investment in resilience schemes worth around £150m while another has provided £3m of additional funding for customer assistance schemes.
- **£15 million** - the amount we helped return to domestic and business customers in compensation and rebates since 2005.

290,000 - complaints and enquiries about water companies handled by us since 2005.

40% reduction from the 2007-08 peak in customer complaints to water companies due to CCWater's continued pressure on water companies to get it right first time.

22% point improvement in customer satisfaction to 75% in 2011/12 with CCWater's quality of service when resolving complaints against water companies since 2005.

Almost four times as many customers signing up to the WaterSure scheme for vulnerable consumers since CCWater's project in 2007 to rebrand the scheme and introduce a standard simplified application form.

73% increase in consumers registered on companies' special assistance registers since 2008, when we focused on encouraging companies to raise awareness of the availability of extra help services.

£50 per annum rebate for each household customer of South West Water from April 2013 from Government after we, alongside other parties, helped the UK Government recognise the exceptionally high bills for the company's customers were created by underinvestment prior to privatisation.

21p - approximately what we will cost each water bill payer in 2013/14, down from almost 25p in 2008/09.

Our performance for 2011/12 is summarised in our Annual Review, and our financial performance is reported in our Annual Accounts for 2011/12. Our Annual Review and Annual Accounts for 2012/13 will be published in July. We are on-track to deliver the results we outlined in our last Operational Business Plan.

You can review last year's achievements using the links below.

[Annual Review 2011-12](#)

[Review of Achievements 2011-12](#)

[Annual Accounts 2011-12](#)

Consumer research

We continue to review and carry out consumer research that is needed to inform our Forward Work Programme, and to help us ensure that the advice we give to Governments, regulators and the water companies is evidence based. We will also use sources within the water industry and from other sectors where appropriate.

Partnership working

CCWater will work in partnership with the UK and Welsh Governments, regulators, each water company, consumer bodies as well as any other relevant organisations, to deliver on behalf of water consumers.

Specific risks and counter measures

CCWater is managed using a risk based approach. The organisation has a risk management strategy and an established Risk Register which is reviewed on a regular basis by both the Executive Team and the Board.

This Register covers all the major strategic risks which could prevent CCWater delivering its objectives and the resulting benefits for consumers. An initial assessment is made of the likelihood of each risk occurring when it is placed on the Register, together with an assessment of the impact of that risk on the organisation.

For each risk we have identified:

- Key controls - what controls/systems we have in place to manage the risk.
- Assurances on controls - evidence that controls/systems are in place are effective in managing risks.

The likelihood of occurrence is regularly monitored. The framework and risks are reported to and scrutinised by the Audit and Risk Management Committee on a quarterly basis and to the Board at least annually. The Executive Team oversees the management of risk on a six-weekly basis.

The steps being taken to minimise or eliminate each risk are recorded in the Risk Register and any gaps in control are identified and appropriate action taken.

The risk register is available on request.

4. OUR PRIORITY PROJECTS IN 2013/14

Value for Money - Make delivering fair, affordable charges, that are value for money, a priority for water companies; to help ensure a sustainable water and sewerage service now and in the future

What we will do:

Use customer research and evidence, obtained through handling customer complaints and enquiries to highlight consumers' views and inform the approach of water companies, regulators and Government on issues relating to the price review, fair charging, affordable bills and value for money.

Fair profits

Encourage water companies to share with water customers, at an early stage, the gains made through outperforming against Ofwat's assumptions at the last price review. This could be through additional investment in services that customers value highly.

The review of water prices in 2014

Work with Governments, regulators, water companies and other stakeholders towards delivering investment and price proposals for 2015/20 that are acceptable and affordable for customers by:

- Pressing water companies to use local consumers' priorities and preferences on service and cost as they develop their business plans, outcomes, measures of success and incentives; and challenge where they do not.
- Encouraging good value for money approaches by challenging the water companies (and the quality regulators) to deliver cost-effective, sustainable solutions to water and sewerage problems.
- Ensuring that the methodologies and decision-making by Ofwat, water companies and Government during the price review is strongly influenced by evidence of consumers' views, and will lead to acceptable and affordable price limits for 2015/20. We will do this independently and as part of our membership of water companies' Customer Challenge Groups and the Welsh Government's Wales price review Forum.
- Assisting Customer Challenge Groups to ensure companies':
 - Customer engagement process follows recognised good practice.
 - Proposals for long term outcomes, 25 year strategies or 2015/20 Business Plans are reflective of evidence of customers' priorities and acceptability.
- Press for companies to 'test' their Business Plan price and investment proposals with customers (through research), and aim for a high level of customer acceptance. Challenge companies to address the concerns of customers who do not accept Business Plan proposals, if there is a lower level of customer acceptance.

Working towards affordable water bills

Work with companies to ensure that they have effective and customer-focussed strategies to address the problems of customers struggling to pay and customers in debt, by:

- Helping domestic and business customers to minimise their bills by raising awareness of tariff options and assistance schemes - through our own work to inform customers, and by working with companies on improving their customer communication.
- Continuing to seek the provision of public expenditure to help customers who are struggling to pay their water bills.
- Ensuring that companies undertake effective customer engagement and take full account of their customers' views when considering the introduction of customer-funded social tariffs.
- Taking part in the next round of river basin planning to ensure that implementation does not put an unreasonable or unfair cost burden on water customers; and that the non-water sectors increase their contribution towards delivering the objectives of the Water Framework Directive.
- Keeping the cost of the transfer of private sewers down by challenging companies where costs seem unnecessarily high.

Fair charging

Ensure water companies have customer-focussed charging policies by:

- Identifying unsatisfactory policies and pressing for improvement. This continues to respond to the Gray report’s³ view that CCWater should be “a formal consultee on significant tariff changes”.
- Influencing companies, the UK and Welsh Government and Ofwat as they consider new policies and proposals in relation to water charging.
- Work with companies who are planning metering programmes to ensure tariffs are fair and take account of customers’ views, concerns and the impacts on all customers.
- Ensure there is no disadvantage to business and domestic customers where they have their water supplied by a different water company under a New Appointment or Variation.

Business customers

- Represent business customers’ views to Governments, regulators and companies, obtained through our regular business customer meetings, research and analysis of complaints and enquiries we receive.

Market reform for business customers in England

- Work towards market reform measures that meet business customers’ expectations.
- Ensure market reforms are not to the detriment of customers who are not eligible to switch supplier or choose not to switch.
- Engage in the development of market codes and charging risks to prevent mis-selling and unfair tariffs.

Delivering benefits for business customers in Wales

- Respond to the Water Strategy for Wales consultation to help deliver the best results and services for business customer in Wales.
- Help inform business customers in Wales about the different market regimes in Wales and England, when and where appropriate. This could particularly apply to some customers near the border between Wales and England.

This continued emphasis on business customers responds to the Gray Review’s recommendations.

Abstraction reform

- Press Governments and regulators to consider fully how proposed changes to the abstraction licensing regime impact on all water customers (business and domestic).
- Represent water customers’ interests when proposed packages of measures, that will form the basis for the changes to the abstraction licensing system, are consulted upon. These consultations include the Water Resources Management Plans (WRMPs) and specific consultations by the UK and Welsh Governments.

What our work seeks to deliver	How our success will be measured
The review of water prices in 2014	
Company investment plans and customers’ bills reflect customers’ priorities on services and cost.	<ul style="list-style-type: none"> • Companies’ customer engagement strategies reflect recognised good practice and effectively capture evidence of customer views. • Companies demonstrate to local Customer Challenge Groups (CCGs) and Wales PR14 Forum that their proposals are built around credible customer evidence. • The UK and Welsh Government requirements for PR14 and the statutory drinking water quality and environmental programmes take into account

³ Link [here](#) to the Defra and Welsh Government Review of Ofwat and consumer representation in the water sector³ led by David Gray.

What our work seeks to deliver	How our success will be measured
	customers' priorities on services and cost.
Working towards affordable water bills	
A sustainable water and sewerage service that delivers fair and affordable charges for customers.	Our research shows a rising trend in customers who feel their bill is affordable. ⁴
Help and protection for those who are disadvantaged, vulnerable or cannot afford to pay their water bill.	The number of customers receiving help through WaterSure, Welsh Water Assist and other schemes increase from current level of 87,000.
Company social tariffs will help address local water affordability and take full account of customers' views.	Company proposals will be well researched, effective in helping to address affordability and have broad customer support.
Planned metering programmes take full account of customers' views and the impacts on them, the most appropriate pace of implementation; and provide suitable protection for customers who will face higher bills.	Water company plans on metering are well researched, influenced by customer views, communicated well and provide appropriate support for customers during the transitional period and beyond.
Fair charging	
Fair and customer focussed water charging policies.	Our research shows a rising trend in customers that think their water bill is fair.
Water customers are engaged with local water company's decisions that impact their water bills and find the outcomes more acceptable.	Our research shows a rising trend in customer satisfaction with value for money.
Water customers make a fair contribution towards Water Framework Directive costs. ⁵	Other sectors, as measured against the River Basin Management Plans, increase their involvement and their proportion of the overall costs.
Business customers	
Business customers' views influence decision making on relevant issues.	Government policies take into account evidence of business customers' views and preferences.
All business customers receive a good service from their water company.	CCWater survey reports ⁶ show that small and medium business customers have continuing high levels of satisfaction with the service they receive.
Market reform for business customers in England	
Consumers' interests are central to proposals around market codes and charges rules.	Proposals for market codes and charges rules include safeguards to protect those customers who switch and those who cannot switch supplier.
Water companies share the benefits of outperformance by providing services/ investment that their customers value highly.	Water companies: <ul style="list-style-type: none"> • respond positively to CCWater requests to share the gains from outperformance; and • gain a reputational reward from doing so - as reflected in CCWater research.

⁴ We will use our Annual Tracking Research to track the trends.

⁵ Some of the work we are involved with relates to long-term projects and our goals might not be realised in the year when the activity is undertaken.

⁶ Link [here](#) to CCWater research into Small and Medium Business customers July 2012

Right First Time - Press water companies to get their service to consumers right first time, and sort out problems quickly and without hassle

What we will do:

Improving water company performance

Continue to press companies to improve by:

- Completing our risk-based complaint and cyclical assessments to focus our resources and improve water companies' service. Use real customer case studies to highlight poor company service and help water companies to improve and avoid repeating any failures.
- Comparing performance, establishing good practice and highlighting areas of concern with individual companies.
- Working locally with water companies to minimise customer complaints about annual water and sewerage bills.
- Building on relationships with Citizens Advice, Age UK and other relevant organisations to explore their clients' experiences with water companies and work with companies on any required improvements.
- Working with Ofwat and pressing companies to make service improvements, which will improve consumer satisfaction and help continue to reduce the number of complaints made against companies.
- Working to help ensure that Ofwat's Service Incentive Mechanism (SIM) continues to drive improvements in customer service and deliver better results for customers.

CCWater complaint handling

Continue to deliver a fair, effective and consistent complaint handling and resolution service for consumers, by:

- Helping keep consumers informed about their rights and the levels of service they should expect from their water and sewerage service providers.
- Considering the implications of any new legislation affecting the industry and particularly that based on the findings of the Gray Review which could lead to CCWater assuming responsibility for complaints presently dealt with by Ofwat.
- Continue to improve our complaints handling work, and to benchmark it with similar organisations.
- Further develop our comprehensive on-line database of frequently asked questions about water company policies, so that it provides consumers with an effective self-help answer service to questions.

What our work will seek to deliver	How our success will be measured
A water and sewerage service that satisfies water consumers, with water companies responding to domestic and business customers' needs and concerns.	Our research shows a rising trend in consumer satisfaction with basic delivery of the water and sewerage service.
Responsive water companies who work to reduce customer complaints.	Through our pressure on poor performing companies, complaints to water companies reduce to below the 2011/12 level of 163,000 and, move closer to the 2011/12 industry average of 53 written complaints per 10,000 connections.
Customer service from companies improves as we monitor Ofwat's SIM to assess whether water companies are incentivised to deliver good customer service.	SIM's qualitative survey shows water companies compare well to other utilities / services and their scores show an improving trend. SIM's quantitative elements improve on the previous year for the industry: <ul style="list-style-type: none"> • Repeat complaints about the same issue fall below the

	<p>2011/12 level of 16,000.</p> <ul style="list-style-type: none"> • CCWater investigations reduce below the 2011/12 level of 22.
<p>Provide a fair, effective and consistent complaint handling service across our local and Welsh offices.</p>	<p>CCWater's performance targets for complaint response and resolution remain high.</p> <ul style="list-style-type: none"> • 99.5% of complaints get a response within 5 days • 79% of complaints are resolved within 20 days • 91% of complaints are resolved within 40 days <p>CCWater - consumer satisfaction with the quality of CCWater's complaint handling service is at least 75%, and sees us move towards the 80% mark which will put us up with best comparator organisations.</p> <p>Consumer surveys show we have met or improved on:</p> <ul style="list-style-type: none"> • Speed of response 80% • Outcome of complaint for customer 61% • Courtesy of staff 93% <p>CCWater compares well in the 2012 benchmark report to other similar organisations.</p>
<p>Empowered domestic and business water consumers have access to appropriate information in our website consumer-support area and are able to take action on their water or sewerage problem.</p>	<p>Keep our consumer support website relevant by keeping content up to date. We will increase the number of consumers who visit the consumer support website.</p>
<p>Our risk-based consumer service assessments help deliver improved service for customers, focusing our resources where most effective and on companies where we have concerns.</p>	<p>Water companies with problem areas take action to improve their customer service.</p> <p>Water companies adopt recommendations made from CCWater assessment panel visits.</p>

Water on Tap - Pressing for safe, reliable, good quality drinking water that consumers value and use wisely

What we will do:

Water resources

- Continue to raise consumers' awareness of water resources issues and the impact that our water use has on the environment and on energy use at home, in businesses and by water companies, by: Using the media, our website; and working in partnership with water companies and key interested parties such as the Energy Savings Trust.
- Ensuring that information about water efficiency advice is easy to access, and that it is in a clear and helpful form to allow consumers to make informed choices about the way they use water.

Drinking water quality

Make sure that consumers receive appropriate and timely information and advice on drinking water quality by working with the Drinking Water Inspectorate (DWI) and water companies.

Severe weather⁷ events and their impact on water supply

Reflect consumers' views in discussions on how water companies and other organisations should co-operate and mitigate against the risks and impacts of severe weather events like drought and flooding on water services.

What our work will seek to deliver	How our success will be measured
Water resources	
Consumers are satisfied with the reliability of their water supply.	Continued high level of consumers remain satisfied that they have a reliable water supply.
More consumers recognise the need to use water more wisely and act upon it.	An increasing number of consumers advise they have taken actions to use water more efficiently (67% in 2011/12).
Drinking water quality	
Consumers are satisfied with the safety of their tap water.	Consumers remain satisfied their tap water is safe (92% in 2011/12).
Appropriate support and information for water consumers on water supply issues and during a poor water quality or major interruption/incident.	Water companies communicate effectively during any major water quality/ water supply event with clear, timely, helpful information and advice, and - where necessary - make alternative water supplies available.
Severe weather events and their impact on water supply	
Water infrastructure is resilient and water supply is reliable, as much as is possible, during and after severe weather events.	Customers' views will inform discussions and plans that deliver water infrastructure resilience for continuity of service during and after severe weather events. Evidence of good company operational performance indicating a reduction in supply interruptions, from Ofwat and water company evidence.

⁷ Severe Weather Events: Times of drought, severe flooding or heavy snow fall/ freezing conditions.

A Sewerage System that Works - Helping consumers have a sewerage service that works with minimal sewer flooding

What we will do:

Reduce risk of sewer flooding

- Ensure sewerage companies deliver their sewer flooding reduction plans by taking action to ensure that the properties most at risk receive attention first.
- Encourage water companies to work with local authorities, the Environment Agency and other partners to help reduce the impact on consumers of severe weather events by developing and delivering surface water strategies including, in particular, sustainable drainage pilot schemes.

Consumer information

- Ensure sewerage companies continue to have robust plans in place to handle queries and complaints about their programmes for repairing and upgrading former private drains, sewers and private pumping stations; and challenge sewerage companies where there are problems in resolving customers' queries and complaints.

Sustainable solutions to wastewater problems

Encourage sewerage companies to:

- Build low-carbon solutions to sewerage problems into their business plans.
- Generate renewable energy from sewage.

What our work will seek to deliver	How we will measure our success
Companies are delivering their funded sewer flooding programme on time.	Companies' sewer flooding programmes are delivered on schedule.

Speaking up for Water Consumers - Being a trustworthy voice that independently informs consumers, stakeholders and the media about key water issues, and make sure consumers' views increasingly drive the key decisions that affect their water bill and service.

What we will do:

Communication

Be accessible to water consumers who need our services and to stakeholders who want to work with us, by:

- Working with water companies to improve the clarity of the information they provide to their customers.
- Presenting our information in a clear and concise way through traditional communication tools and via our online tools, including the website.
- Working with the media on specific subjects, such as help for those struggling to pay bills.
- Raising awareness of changing to a water meter, and its associated benefits, by working with the media and through our own communication channels.

Water consumers at the heart of decision-making

- Ensure the customer's voice is heard within water companies' Customer Challenge Groups, to ensure customer views are reflected in business plans.
- Presenting evidence of consumers' views to Government, Parliamentarians and decision-makers as they consider changes to legislation and consult on policy decisions.

What our work will seek to deliver	How we will measure our success
<p>Clear, effective and appropriate communications and advice to consumers.</p> <p>Raising the voice of the consumer when:</p> <ul style="list-style-type: none"> • Changes in legislation occur such as with the upcoming Water Bill, Wales Water Strategy. • There are severe weather events (droughts, floods, and freezing temperatures) that affect water or sewerage services. 	<p>Achieve at least 50 million 'Opportunities to see' and positive placement of our key messages in all target media as identified in Public Relations plan.</p> <p>Consumer views influence shape of legislation.</p> <p>Minimal interruptions to supply because companies and our message have been affective.</p>
<p>Ensuring website and social media content is firmly linked to water consumers and the activity undertaken by CCWater and is regularly updated and tailored.</p>	<p>Increase the number of people visiting the website to 200,000.</p> <p>Increase the number of, and interaction with, Twitter followers from current levels by measuring links clicked, 'retweets' and responses to direct questions.</p>
<p>Water consumers who are better informed of the extra help companies can offer.</p>	<p>An increase in water consumers who are registered on the water companies' special assistance services register from the current figure of 158k.</p>

Making sure our own support services are effective and value for money

We aim to deliver a good value for money and effective service to water customers. CCWater reduced its costs to water customers by 10% in 2009-10 and a further 10% in 2010/11. In addition we have absorbed inflationary costs for each of the past two years, and plan to do so again for 2013/14. We have observed the Government's Spending Controls⁸. We will meet additional resource needs for the price review over the next two years, from previously accumulated cost savings brought about by careful financial management.

We remain mindful of the need to deliver value for money and that our support services are in line with similar organisations, and will during the year look again at whether it is cost effective to share any of our back office services. CCWater has access to both internal and external advice on legal issues.

What our support work will seek to deliver	How we will measure our success
Safe and secure environment for CCWater staff to work in.	There are no occurrences of avoidable reportable workplace incidents as per the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995.
Efficient Human Resources support	Short- and long-term sickness levels are managed below those of the public sector (7.9 days).
Efficient systems that support CCWater, which is shown through good governance, internal and external auditing.	Internal auditors confirm that effective systems are in place. External audit identifies no areas of concern which would result in the accounts being 'qualified'.
	All internal audit accepted recommendations implemented within six months.
Efficient finance and budget management to ensure there is accountability for how water customers' money is spent.	Annual spend to remain within allocated budget.
	All payments will be paid promptly - 80% of undisputed payments within five working days.
Openness and transparency	
Access to our activities - Opportunities to come along to those CCWater Board and Committee meetings which are held in public, and information about the issues under discussion.	All meetings in public are convened and advertised on our website at least seven working days in advance.
	All agendas and available papers for meetings held in public are published on the website at least seven working days before the meeting.
	All papers for meetings held in public which are not available seven days before the meeting will be published on our website within three working days of the meeting.
Prompt responses to information requests	All Freedom of Information (FOI) requests will be responded to within 20 working days. Staff will receive annual training/ updates on their responsibilities relating to FOI & the Data Protection Act.
Availability of information on CCWater's new contracts, payments to suppliers and Board members' expenses.	All expenditure details will be published in line with Government instructions
	All Board members expenses will be published within three months of quarter end.

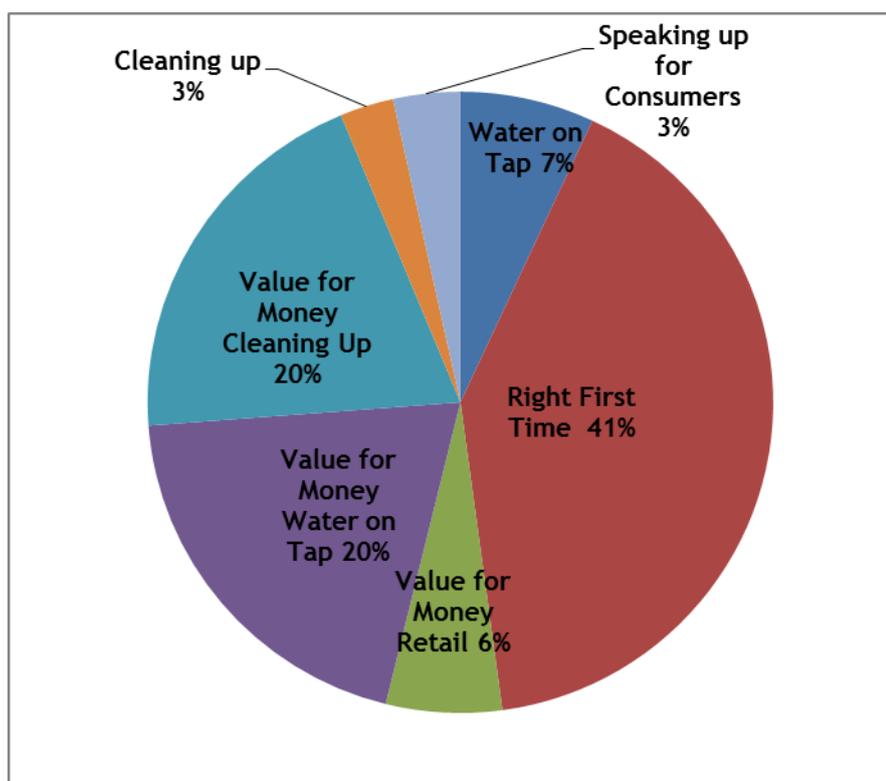
⁸ Link [here](#) to the governments spending controls

6. RESOURCES

For 2013/14 CCWater has a budget of £5.63m and staff of 71.33 (full time equivalents) working from offices in Birmingham, Bristol, Cambridge, Cardiff, Darlington, Exeter, London and Manchester. We cost the taxpayer nothing. We cost water customers about 21p per year, which has reduced from almost 25p in 2008/09.

We have 10 Board members and 17 Local Consumer Advocates. Section 7 on Governance outlines this in more detail.

Our organisation structure is set out at **Appendix B**.



7. GOVERNANCE

CCWater will continue to represent consumers' priorities and interests across England and Wales using our existing office network.

Governance

The key parts of the organisation's governance framework consist of:

- The Board, comprising the Chair of the organisation, the Chief Executive, the Chairs of the four committees in English regions and the Chair of the committee for Wales, and three independent members. The Board meets at least eight times during the year and two of those meetings are open to the public.
 - Three Board committees hold remits for: Audit and Risk Management, Finance and Resources, and Remuneration.
- In total there are 17 members of these Committees, referred to above, known as 'Local Consumer Advocates.'
- The Chief Executive is supported by the Executive Team.

The National Audit Office undertakes the external audit function and internal audit services are provided by RSM Tenon under contract.

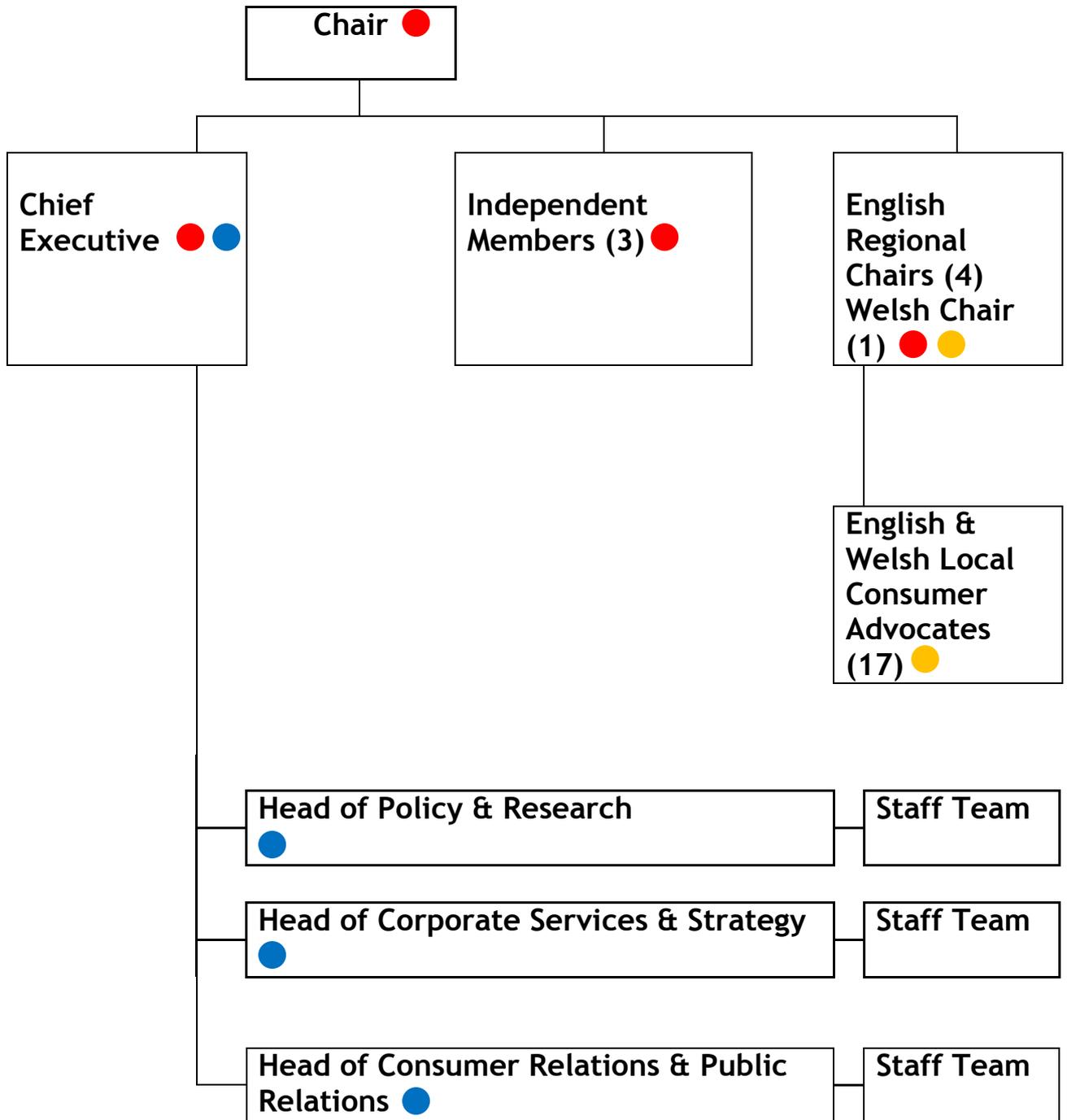
APPENDIX A: Legal functions, duties and powers of CCWater

CCWater's primary functions are to provide advice and represent customers on water matters and to investigate and handle complaints made against licensed water suppliers or companies. CCWater has duties to represent the interests of customers, both domestic and business, of licensed water suppliers in the new competition regime that came into operation on 1 December 2005, as well as the interests of customers of water and sewerage companies.

CCWater has the following specific powers, duties and powers under the Water Industry Act 1991 (as amended by the Water Act 2003):

- **S27A (12) Establishment of the Council and Committees** - requires CCWater to exercise and perform its powers and duties in the manner which it considers is best calculated to contribute to the achievement of sustainable development.
- **S27B Co-operation between Council and other authorities** - requires CCWater to agree a memorandum of understanding with the Authority (Ofwat), the Secretary of State (Defra and DWI) and the Welsh Assembly Government.
- **S27C The interests of consumers** - requires CCWater to have regard to the interests of :
 - a) individuals who are disabled or chronically sick;
 - b) individuals of pensionable age;
 - c) individuals with low incomes;
 - d) Individuals residing in rural areas: and
 - e) Consumers who are ineligible to change their water supplier.
- **S27D Acquisition and review of information** - provides for CCWater to obtain and keep under review information about consumer matters and the views of consumers.
- **S27E Provision of advice and information to public authorities** - provides for CCWater to make proposals, provide advice and information about consumer matters and represent the views of consumers to public authorities, undertakers, licensed water suppliers and other persons whose activities may affect consumers.
- **S27F Provision of information to consumers** - provides for CCWater to provide information to consumers about consumer matters.
- **S27G Power to publish information and advice about consumer matters** - (subject to certain conditions) gives CCWater the power to publish advice or information about consumers' matters or consumers' views where it would promote the interests of consumers.
- **S27H Provision of information to the Council** - (subject to certain conditions) provides for CCWater to request information from the Authority, undertakers or licensed water suppliers.
- **S27J Provision of information by the Council** - provides for CCWater to provide information to the Authority, Secretary of State or the Welsh Assembly Government.
- **S29 Consumer complaints** - provides for CCWater to deal with complaints about the services provided by an undertaker or licensed water supplier.
- **S29A Power of Council to investigate other matters** - gives CCWater the power to investigate any matter which appears to it to be a matter relating to the interests of consumers.
- **S38B Publication of statistical information about complaints: (water)** - requires CCWater to publish statistical information relating to complaints received by undertakers, licensed water suppliers and regulators about water services.
- **S95B Publication of statistical information about complaints (sewerage)** - requires CCWater to publish statistical information relating to complaints received by undertakers and regulators about sewerage services.

Appendix B: Organisation Chart - April 2013



- Board
- Executive team
- Committees