

CONSUMER COUNCIL FOR



CONSUMER COUNCIL FOR WATER

OPERATIONAL BUSINESS PLAN 2007-08

Version 1.0
2 April 2007

Document History

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1. INTRODUCTION

The Consumer Council for Water (CCWater) Operational Business Plan outlines how we will deliver our Forward Work Programme for 2007-08.

In March 2006 we set out our strategy for representing consumers of water and sewerage services from 2006-07 and beyond. The strategy was developed following research with consumers (*Shaping the Consumer Council for Water* by Opinion Leader Research) and a public consultation exercise.

We have reviewed our strategy to reflect new developments and a changing agenda. We have also taken account of:

- evidence of consumers' views from research conducted during 2006-07 (*Using Water wisely* by Opinion Leader Research and MVA Ltd; *Fair charging* by Corr Wilbourn; *Annual tracking* by ORC International);
- external feedback from our key stakeholders, which included round-table discussions both in England and Wales
- internal feedback from members and staff.

Our sponsors, Defra and the Welsh Assembly Government, have commented on the content of our Forward Work Programme.

A separate Forward Work Programme and Operational Business Plan will be issued for Wales.

Our focus continues to be on the issues of concern to consumers as reflected in our five key themes: *Right First Time*, *Value for Money*, *Water on Tap*, *Cleaning Up*, *Speaking Up for Water Consumers*. Feedback we have received suggests however, that there are a number of priorities where we will put particular focus. These are:

Our priority projects for 2007-08

- ***Right First Time* - Consumer complaints, advice and information**
- ***Value for Money* - 2009 price review**
- ***Value for Money* - Paying for Water, Fair charging**
- ***Water on Tap* - Using water wisely with particular focus on the South East and parts of Eastern England.**

For each priority we highlight:

- the strategic objective
- what we will do, with a brief description of actions, including the role of committees
- what our actions will deliver
- our targets and indicators of success so that we can measure where CCWater has added value for consumers.

These are explained in **Section 4** below.

Other activities and monitoring

We will continue to monitor other issues of concern to consumers and intervene where necessary. Some of these issues may feed into the next periodic price review (PR09) which will start in 2007/8.

These are explained in **Section 5** below.

We also have ongoing activities that will underpin all that we do. These activities are:

Ongoing underpinning activities

- **Sustainable development**
Continue to develop CCWater's approach to sustainable development to apply it to all projects that we undertake
- **Vulnerable groups**
Continue to develop CCWater's approach to supporting the vulnerable in society and apply it to all projects that we undertake.

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 all consumers including 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 limited competitive 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 consumers how we balance the economic, environmental and social aspects in all that we do. We will demonstrate this through our performance measures.

3. MANAGING PRIORITY PROJECTS

Strategic objectives and key targets

For each priority project we have identified our strategic objective and a series of indicators of our success. These are designed to demonstrate how CCWater will make an impact and make a real difference for customers of water and sewerage companies. In many instances our actions alone will not deliver the results we seek to achieve – we are dependent on delivery with our key stakeholders to effect change.

Outputs

For each priority project we have identified a series of outputs together with what we want to deliver by producing these outputs.

English regional and Wales committees' activities

For each priority project we have indicated, against the outputs, where the English regional and Wales committees will focus their activities (**see Section 4**).

We have also indicated those other activities and monitoring where English regional and Wales committees will be involved (see **Section 5**).

A summary of all of the committee's activities is contained in **Appendix B**.

Performance indicators

For each priority project we have identified what we will do and what this will deliver. These will become our performance indicators for each project so that we can measure where we have added value for consumers. We will use our indicators of success to measure and monitor our progress in our delivery of the Forward Work Programme.

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, in the delivery of our targets we will commission:

- Tracking research to assess the extent to which our campaigns have reached consumers, including recognition of CCWater. We will also use this to track consumers' concerns about water and sewerage services;
- A stakeholder survey, to gauge how influential we have been as consumer advocates.

Partnership working

CCWater will work in partnership with Government, regulators, the water industry, consumer bodies and other organisations to deliver our outputs.

Consumer research

We have developed a research plan to underpin our Forward Work Programme and to ensure that policy positions are based on robust evidence and reflect an up to date picture of consumers' views.

The research plan can be found in **Appendix C**.

As well as the budget allocated for research for 2007-08, we will seek out opportunities to work in partnership with others and share resources when commissioning research. Some stakeholders have expressed an interest in our research projects and willingness to contribute towards the costs.

Specific risks and counter measures

CCWater is managed using a risk based approach. 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 top six risks to CCWater are listed in **Appendix D**.

The framework and risks are monitored and reported to the Board/Audit Committee on a quarterly basis.

4. OUR PRIORITY PROJECTS IN 2007-08

RIGHT FIRST TIME - CONSUMERS' COMPLAINTS, ADVICE AND INFORMATION

Strategic objective

Companies treat complaints from consumers seriously and deal with them appropriately and promptly. Companies look to resolve the causes of consumers' complaints. Services recognise the differing needs of differing types of consumers.

Why is this a priority for CCWater?

Consumers regard complaints resolution and provision of advice and information as a core function of a consumer body. They expect help from CCWater when they have a problem.

What we will do:

- Provide a service to deal with consumers' complaints and enquiries about their water and sewerage services and provide information to build awareness of their rights and responsibilities
- Monitor our current system of complaint and enquiry handling to ensure it is as effective, efficient and consistent as we can make it
- Develop a redress scheme with Water UK and companies (in consultation with Ofwat) to resolve problems with flexibility without the need for an ombudsman scheme
- Collect and publish statistical data about complaints made to water and sewerage companies and licensed water suppliers to highlight emerging trends and areas for action.
- Review our customer service auditing guidelines to ensure consistency in approach and robustness of data.
- Work with companies to tackle the root cause of complaints
[Committee activity]
- Assess companies' complaint handling practices through customer service audits and report to Ofwat on performance in terms of timeliness and quality of response
[Committee activity]

What this will deliver:

We want companies to improve complaint handling, address the causes of complaints and to introduce complaint resolution schemes with CCWater.

Measure/Indicator of success	2007-08
Year on year increase in consumers satisfied with their contact with CCWater.	Increase (from base 2006-07)
Year on year increase in the percentage of consumer complaints resolved within our targets.	Increase (from base 2006-07)
Year on year increase in the percentage of customers satisfied with the companies' handling of complaints [contact with company].	Increase (from base 2006-07)

VALUE FOR MONEY - 2009 PRICE REVIEW

Strategic objective

Influence key stakeholders to put consumers' views at the centre of the 2009 price review and gain consumers' acceptance that the price review represents:

- a reasonable outcome in terms of safety and reliability of the services consumers pay for, and enhancing the local and wider environment;
- a fair price for what consumers receive.

Why is this a priority for CCWater?

The price review provides the main opportunity to gain the best possible deal for consumers in terms of price and service to build trust and restore their confidence in the water industry. Preparatory work in 2007-08 will be instrumental in gaining an outcome in 2009 that is grounded in consumers' views.

What we will do:

- Try in the 2009 price review to secure an outcome grounded in consumers' views with a fair balance between consumers and shareholders to deliver value for money solutions supported by robust cost benefit analysis
- Active participation in the Chief Executive Officers (CEOs) Group and the Senior Co-ordinators Group and any other working groups set up under the CEOs Group
- Develop a deliberative research programme (using a collaborative approach with other stakeholders) to capture consumers' views on the development of companies' draft business plans in 2008-09
- Capture and co-ordinate material from all other FWP projects and committee activities to feed into the 2009 price review
- Work with the companies to encourage the use of consumer research to shape the development of the plans and strategies so that these reflect consumers' priorities and expectations and will restore trust and build confidence at the conclusion of the 2009 price review
[Committee activity]
- Provide views on companies' Strategic Direction Statements to Ofwat at the end 2007
[Committee activity].

What this will deliver:

We want consumers' views to drive the 2009 price review and to deliver value for money and consumer acceptance of the benefits they are paying for.

Measure/Indicator of success	2007-08
Year on year increase in stakeholders who rate CCWater as influential in getting the consumer's views at the centre of the 2009 price review to result in the best deal for water and sewerage customers	Base (spring 2007)
Year on year increase in the percentage of consumers satisfied with value for money	Increase (from base 2006-07)

VALUE FOR MONEY – PAYING FOR WATER, FAIR CHARGING

Strategic objective

Use consumers' views to campaign for and influence changes to the existing charging system so that water and sewerage charges reflect the services provided; customers accept the charging system as fair; they understand what they are paying for and pay on time, with financial support available to those in need.

Why is this a priority for CCWater?

Value for money is a major concern for water consumers and heavily influences their views of the water industry. Consumers need to know what they are getting for their money.

What we will do:

- Work with Government, Ofwat and Water UK to develop and implement a fair, transparent charging system that draws on the findings of our own consumer research and UKWIR/Defra modelling research undertaken in 2006. This may be supplemented by further research with Water UK on consumers' perspectives on paying for water and sewerage services and the principles of charging for those services to build on earlier research
- Provide views on the companies' draft charges schemes for 2008-09 to Ofwat
[Committee activity]
- Continue to assess the operation of the vulnerable groups scheme and identify best practice in the promotion and targeting of the scheme and in dealing with applications
[Committee activity].

What this will deliver:

We want to deliver better, more consumer focussed, fairer charging schemes. We want Government recognition of the need for financial support with water charges and increased take-up of vulnerable groups tariff.

Measure/Indicator of success	2007-08
Be influential in delivering <ul style="list-style-type: none">- a value for money benefit for consumers nationally from a change to the way the industry is managed or regulated.- Value for money benefits locally for customers.	1 benefit 10 examples locally
Year on year increase in the percentage of consumers satisfied with value for money.	Increase (from base 2006-07)

WATER ON TAP - USING WATER WISELY WITH PARTICULAR FOCUS ON THE SOUTH EAST AND PARTS OF EASTERN ENGLAND

Strategic objective

Consumers to receive a safe, secure and reliable supply of water and value water as a resource by using it wisely.

Why is this a priority for CCWater?

Consumers view a safe, reliable water supply as amongst their top priorities and are concerned about water shortages and restrictions. We need to continue to work hard to ensure that consumers' views and concerns are pushed to the centre of the way the industry manages this critical issue.

What we will do:

- Work with the Defra-led Water Saving Group to influence a change in consumers' perceptions in the use of water and secure a reduction in consumption without compromising public health or hygiene. Use social marketing where appropriate to support this
- Work with the Defra-led Water Saving Group to review evidence on the impact of metering on demand
- Build consumer confidence about the security of future supplies and industry action on tackling leakage, particularly focusing on areas where water resources are seriously stressed.

What this will deliver:

We want better consumer understanding of the value of water as a resource and how to use water wisely.

Measure	2007-08
Be influential in helping secure: <ul style="list-style-type: none">- consumers' water supplies generally- improvements to safe, reliable water supply locally	1 benefit 10 examples locally

Summary - Operational Business Plan Key Targets for priority areas

Measure	2007-08
<i>Right First Time - Consumers' complaints, advice and information</i>	
Year on year increase in consumers satisfied with their contact with CCWater.	Increase (from base 2006-07)
Year on year increase in the percentage of consumer complaints resolved within our targets.	Increase (from base 2006-07)
Year on year increase in the percentage of customers satisfied with the companies' handling of complaints [contact with company]	Increase (from base 2006-07)
<i>Value for Money - 2009 Price Review</i>	
Year on year increase in stakeholders who rate CCWater as influential in getting the consumers views at the centre of the 2009 price review to result in the best deal for water and sewerage customers	Base (spring 2007)
Year on year increase in the percentage of consumers satisfied with value for money	Increase (from base 2006-07)
<i>Value for Money - Paying for water, fair charging</i>	
Be influential in delivering <ul style="list-style-type: none"> - a value for money benefit for consumers nationally from a change to the way the industry is managed or regulated - a value for money benefit locally for customers 	1 benefit 10 examples locally
Year on year increase in the percentage of consumers satisfied with value for money.	Increase (from base 2006-07)
<i>Water on Tap - Using water wisely with particular focus on the South East and parts of Eastern England</i>	
Be influential in helping secure <ul style="list-style-type: none"> - consumers' water supplies generally - improvements to safe, reliable water supply locally 	1 benefit 10 examples locally
In addition, other key targets will be:	
<i>Speaking up for Water Consumers</i>	
Year on year increase in number of stakeholders who rate CCWater as influential in getting the best deal for water and sewerage customers.	Increase (from base 2006-07)
Year on year increase in number of positive media mentions of CCWater.	Increase (from base 2006-07)

5. OTHER ACTIVITIES AND MONITORING

We will focus on our four key priority work areas as outlined in Section 4 above. We will ensure the consumers' voice is heard at every opportunity. In addition we will continue to monitor other areas of concern to consumers and intervene if necessary on their behalf in the following areas:

VALUE FOR MONEY

Bill layout and information

We will encourage:

- Companies to tell customers what they are getting for their money and where their profits are going
- Greater transparency in the breakdown of water and sewerage bills to show customers what they are paying for and what the company is delivering
- Companies to provide consumers with water and sewerage bills that are clear, timely and accurate;
- Companies to increase consumer awareness of what the water and sewerage bill covers [Committee activity].

Debt recovery

We will:

- Continue to work with Water UK and companies to identify new approaches to debt recovery and encourage the use of the most appropriate methods in terms of sensitivity and cost effectiveness
- Continue to assess companies' debt management practices through customer service audits and report to Ofwat on performance [Committee activity].

Competition

We will:

- Provide a consumer perspective on the water supply licensing framework to identify to Ofwat and Defra where changes need to be made to implement a regime in which business customers have greater confidence to exercise choice and switch supplier
- Seek to ensure that domestic and smaller business consumers are not disadvantaged by the introduction of competition for one section of the market
- Obtain business consumers' experiences, perceptions and expectations of the new competition regime, using market research, to help develop and assess the effectiveness of the regime and influence the review of the threshold for competition.

Europe

We will:

- Lobby the European Parliament and European Commission to highlight the implications of proposed new directives on the water industry and its customers in England and Wales
- Try to ensure consumers' views about costs and benefits are taken into account in the development and implementation of environmental and consumer legislation affecting the water industry in the UK and Europe.

Water Framework Directive

We will:

- Continue to participate in the national and local stakeholder groups to provide the consumers' voice in the implementation of the Water Framework Directive to deliver value for money
- Continue to participate in River Basin District Liaison Panels to provide the consumers' voice in implementation of the Water Framework Directive [Committee activity].

RIGHT FIRST TIME

Company comparisons in service provision

We will:

- Work with the industry and Ofwat to begin to develop a measure of consumer experience and satisfaction to encourage companies to treat consumers as if they could lose them to a competitor or be penalised as a result of poor reputation
- With Ofwat and Water UK, monitor consumer feedback to companies on telephone handling
- Review and revise the Best Practice Registers of service levels and compensation for service failures to reflect new initiatives
- Promote adoption of best practice, so that consumers benefit from the highest possible standards of service in the most cost effective way [**Committee activity**].

Consumers' rights/responsibilities

We will:

- Raise consumers' awareness of how CCWater can help individuals who experience problems with their water or sewerage services, by publishing case histories to illustrate this. [**Committee activity**]
- Monitor the delivery of services for consumers with special needs to identify best practice and to consider whether provision matches the social inclusion agenda for the most vulnerable in society.

WATER ON TAP

Water for Health Alliance

We will:

- Enhance consumers' perceptions of the safety of drinking water from the tap and its benefits for health by continuing to work with Water UK to support the Water for Health Alliance in identifying an education programme.

Drinking water quality incidents

We will:

- Continue to work with water companies and the Drinking Water Inspectorate to monitor consumer feedback from and to review the handling of any drinking water quality incidents to increase consumer confidence
- Work with water companies locally, raising consumer concerns and improving satisfaction with drinking water quality [**Committee activity**]
- Assist the Drinking Water Inspectorate in launching its Annual Report 2007 in each of our regions and in Wales [**Committee activity**].

CLEANING UP

Sewer flooding

We will:

- Monitor the companies' handling of any incidents to achieve consumer satisfaction
- Monitor the Sewer Flooding Best Practice Register and press companies to adopt best practice in their responses to sewer flooding incidents [**Committee activity**]
- Monitor companies on delivery of their sewer flooding investment programme [**Committee activity**]
- Support the industry to secure a requirement for planners to consult with, and take account of, the views of sewerage companies and of consumers on the impact of increased demand from new developments on the sewerage infrastructure with the aim of preventing sewer flooding.

Smells from sewage treatment works

We will:

- Continue to work with companies to reduce complaints about smells from sewage treatment works. [**Committee activity**]
- Press companies to adopt the best practice approach in the proposed Defra Code of Practice on 'Odours from Sewage Treatment Works' [**Committee activity**].

Private sewers and drains

We will:

- Work with Defra and sewerage companies to raise consumers' awareness of the issues linked to the potential transfer of private sewers and drains from property owners to sewerage companies
- Support the industry 'bag it and bin it' campaign to promote responsible disposal of waste.
- Inform consumers about their responsibilities as well as their rights (and the limitations of those rights) in relation to sewerage services [**Committee activity**].

6. TRACKING PROGRESS

In order to measure progress of the industry and CCWater's influence we will continue to do tracking surveys.

Tracking survey of consumers' views

- Obtain consumers' perceptions and expectations on all aspects of their water and sewerage services
- Obtain views from different consumer groups to identify their specific needs, and to understand how companies can tailor their services to meet those needs
- Obtain consumers' perceptions and expectations about the role and work of CCWater.

Annual survey of organisations to assess CCWater's influence on their actions or decisions that have improved things for consumers

- Undertake survey of our stakeholders to gain feedback on their perception of CCWater's influence in getting the best deal for water consumers.

7. RESOURCES

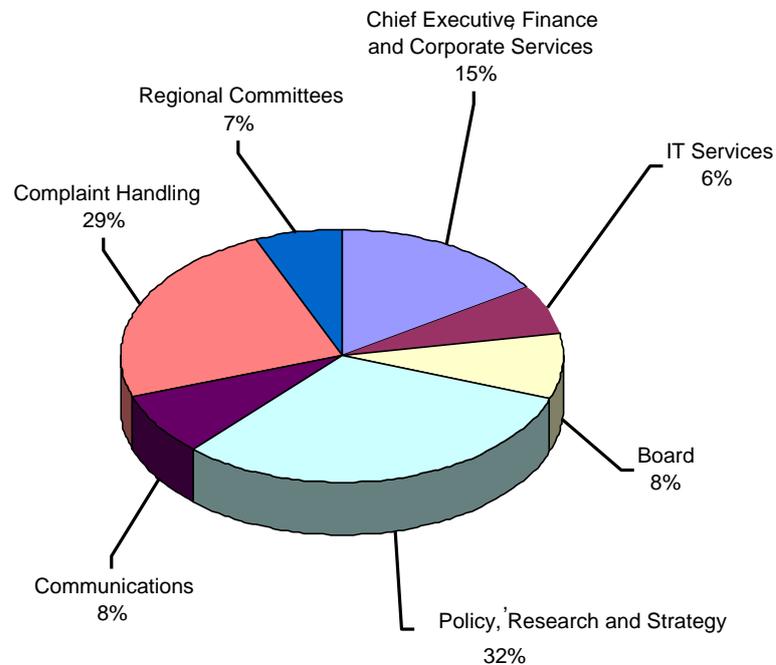
We will continue to monitor CCWater's performance against other consumer bodies to ensure that we deliver value for money and are well placed to deliver effective consumer representation.

For 2007-08 CCWater has a budget of £5.99m and staff of 79 (full time equivalents) working from offices in Birmingham, Bristol, Cambridge, Cardiff, Darlington, Exeter, London and Manchester.

We also have 75 Committee members.

Our organisation structure is set out at Annex E.

CCWater's resources will be allocated as follows:



8. CORPORATE SERVICES

Organisational structure

CCWater will continue to develop and deliver policies across England and Wales using our existing office network.

Support services

Service Level Agreements (SLAs) have been in place with Ofwat since 1 October 2005 to provide: Human Resource Management, Finance, Facilities Management, and Library and Information services. We have obtained indicative costs from external service suppliers for the services currently supplied by Ofwat and believe that we continue to receive better value for money than alternatives. However, following recent advice from the National Audit Office, we are about to go out to formal tender for these services.

From 1 October 2005 we also had an SLA with Ofwat for Information Technology. This ended in September 2006 with the installation of our new computer technology. The new service provider is Northgate Information Solutions.

CCWater has its own independent legal advisors.

Information Communication Technology programme

We have started the implementation of an Information Communication Technology Programme due to continue over the next two years to support delivery of our Forward Work Programme. The Council's Board has agreed the strategy; the first phase of which (an upgrade to our hardware, software and systems) has been completed. The second phase was the development and delivery of a new website and intranet. These were completed in September 2006. The next phase will assess the options for replacing our existing customer complaints handling system, inherited from WaterVoice.

Governance

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

- The Board, with the Chair of the organisation, the Chief Executive, six English regional members a member for Wales and four independent members. The Board meets ten times during the year, with some of the meetings being open to the public
- Three Board committees, with remits for: Audit and Risk Management, Finance and Resources, and Remuneration.

The National Audit Office undertakes the external function and internal audit services are provided by an external commercial organisation.

APPENDIX A

Legal functions, duties and powers of CCWater

CCWater has duties to represent the interests of customers 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 functions, duties and powers under the Water Industry Act 1991 (as amended by the Water Act 2003):

- **S27A (12) Establishment of the Council and Committee** - 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.

CCWater has supercomplainant status under the Enterprise Act 2002.

APPENDIX B

Committee activities 2007-08

Shaded activities are from the four priority projects.

Theme	Project	Activity
<i>Value for Money</i>	Fair Charging	Provide views on the companies' draft charges schemes for 2008-09 to Ofwat.
	Affordability	Continue to assess the operation of the vulnerable groups scheme and identify best practice in the promotion and targeting of the scheme and in dealing with applications.
	Bill Layout and Information	Encourage companies to increase consumer awareness of what the water and sewerage bill covers.
	Debt Recovery	Continue to assess companies' debt management practices through customer service audits and report to Ofwat on performance.
	2009 price review	Work with the companies to encourage the use of consumer research to shape the development of the Strategic Direction Statements so that these reflect consumers' priorities and expectations and will restore trust and build confidence at the conclusion of the 2009 price review.
		Provide views on companies' Strategic Direction Statements to Ofwat end 2007.
Water Framework Directive	Continue active participation in River Basin District Liaison Panels to provide the consumers' voice in implementation of the Water Framework Directive.	
<i>Right First Time</i>	Customer Complaints	Work with companies to tackle the root cause of complaints.
		Assess companies' complaint handling practices through customer service audits and report to Ofwat on performance in terms of timeliness and quality of response.
	Company Comparisons	Promote adoption of best practice, so that consumers benefit from the highest possible standards of service in the most cost effective way.
Consumers' Rights and Responsibilities	Raise consumers' awareness of how CCWater can help individuals who experience problems with their water or sewerage services, by publishing case histories to illustrate this.	
<i>Water on Tap</i>	Drinking water quality incidents	Assist the Drinking Water Inspectorate in launching its Annual Report 2007 in each of our regions and in Wales.
		Work with water companies locally, raising consumer concerns and improving satisfaction with drinking water quality.
<i>Cleaning Up</i>	Sewer Flooding	Monitor the Sewer Flooding Best Practice Register and press companies to adopt best practice in their responses to sewer flooding incidents.
		Monitor companies on the delivery of their sewer flooding investment programme.
	Smells from Sewage Treatment Works	Press companies to adopt the best practice approach in the proposed Defra Code of Practice on 'Odours from Sewage Treatment Works'.
		Continue to work with companies to reduce complaints about smells from sewerage treatment works
Private sewers and drains	Inform consumers about their responsibilities as well as their rights (and the limitations of those rights) in relation to sewerage services.	

APPENDIX C - Research strategy 2007-08

CCWater led and commissioned research projects	Reason	Type of Research
Value for money - Fair charging / Affordability	Inform further development of CCWater policy position on fair charging and cross subsidies.	Quantitative study to test the findings of the qualitative research undertaken in 2006.
Value for money - 2009 Price Review	Explore consumers' priorities, preferences, value for money and willingness to pay for improvements	Qualitative study using deliberative approach
Value for money – Water Framework Directive	Agreed methodology for cost benefit analysis for projects associated with implementation of Water Framework Directive. Explore consumers' views to benefits evaluation	WFD Collaborative Research project. Deliberative approach Year 2 of a 3 year project
CCWater annual tracking survey – Consumer feedback	Up to date picture of consumers' views to enhance companies' own data Measurement of recognition of CCWater activity and performance amongst consumers.	Quantitative telephone interviews with up to 1500 consumers
Right first time – Company comparisons in service provisions	Identify what delights consumers and how to give companies incentives to go beyond existing levels of service and Overall Performance Assessment	Qualitative study
Water on tap – Water for Health Alliance	Identify the barriers surrounding safety and health aspects of drinking water to help develop a social marketing approach.	Qualitative study
Speaking up for water consumers – Vulnerable Groups	Identify gaps in service provision in relation to social inclusion with particular focus on special needs	Tbc
Speaking up for Consumers - Stakeholder Survey	To gauge views on our effectiveness in consumer advocacy.	Qualitative depth interviews.

APPENDIX D

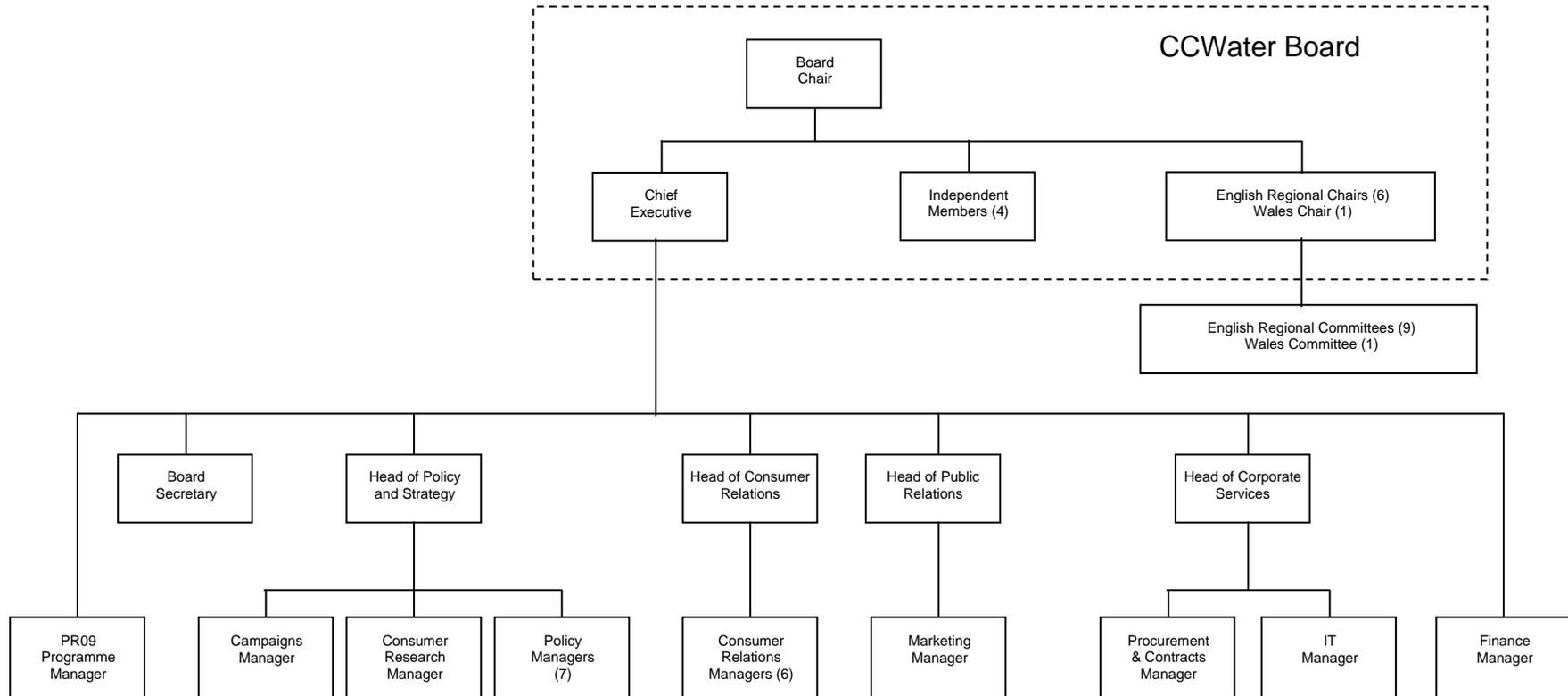
Risk Management

The organisation has a risk management strategy and an established a risk register which is reviewed on a regular basis by the Executive team, the Audit and Risk Management Committee and ultimately the Board.

From the current version of the risk register the top risks have been identified as shown below. 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. The likelihood of occurrence is regularly monitored.

Risk	Key controls in place within the organisation to mitigate the risk
The organisation fails to deliver its forward work programme.	<ul style="list-style-type: none"> • Forward Programme restricted to key initiatives on consumers' priorities where CCWater can make a difference forms basis of objectives for all CCWater staff and Committee. • Policy managers assigned to drive Forward Programme projects. Particularly opportunities with key stakeholders identified check we are not duplicating others' work. • Regular reporting of performance to the executive team and Board. • Regular review of priorities.
The organisation fails to convince customers of its validity as an organisation capable of representing consumers and being effective.	<ul style="list-style-type: none"> • Key messages are clearly expressed to key stakeholders • Annual report and other regular reports focussing on achievements of delivering Forward Work Programme, targets and benefits
DTI reorganisation of consumer representation distracts CCWater from delivery of FWP.	<ul style="list-style-type: none"> • Restrict involvement to lobbying during the passage of the Bill - some involvement on implementation • CCWater has a specific team of people to be involved – no others distracted from delivery
Loss of key staff as a result of DTI review 2008	<ul style="list-style-type: none"> • Continuity plan for loss of key staff
The organisation is portrayed as offering inappropriate advice / inadequate customer service and / or different service levels in some regions.	<ul style="list-style-type: none"> • Monitoring customer satisfaction • Consumer satisfaction with complaint and enquiry responses • Address any identified regional differences • Develop service proposition / model office
Committee members feel excluded from policy making decisions and detached from progress	<ul style="list-style-type: none"> • Review of roles by independent Board members early 2007 • Policy managers consult committees on FWP project initiatives • Ad hoc working groups • Members briefing on status of projects • Members informed of organisational achievements

Appendix E – Organisation Chart – April 2007



BOARD MEMBERS

Dame Yve Buckland,	Chair – England and Wales
Diane McCrea,	Chair of CCWater Wales
Catherine Harvey,	Chair of CCWater Eastern
Sir James Perowne,	Chair of CCWater Midlands
Andrea Cook OBE,	Chair of CCWater, Northern
Dr Richard Sturt,	Chair of CCWater Southern
David Bland OBE,	Chair of CCWater Thames
Charles Howeson,	Chair of CCWater, Western
Michael Barnes,	Independent member
Timothy Hornsby,	Independent member
Narendra Makanji,	Independent member
Janet Paraskeva,	Independent member
Tony Smith,	Chief Executive

WHERE TO CONTACT US

Committees: England

Consumer Council for Water Eastern –
for customers of Anglian Water, Cambridge
Water, Essex and Suffolk Water and Tendring
Hundred Water
Ground Floor, Carlyle House
Carlyle Road
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Local rate: 08457 959369
Fax: 01223 323930
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Office hours: 8.30 to 4.30, Monday to Friday

Consumer Council for Water Midlands –
for customers of Severn Trent Water
and South Staffordshire Water
First Floor, Victoria Square House
Victoria Square
Birmingham B2 4AJ
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Local rate: 08457 023953
Fax: 0121 345 1010
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Office hours: 8.30 to 4.30, Monday to Friday

Consumer Council for Water Northumbria –
for customers of Northumbrian Water and
Hartlepool Water
Eighth Floor, Northgate House
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Darlington DL1 1XA
Phone: 01325 464222
Local rate: 08457 089367
Fax: 01325 369269
E-mail: northumbria@ccwater.org.uk
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Consumer Council for Water South West –
for customers of South West Water
First Floor, Broadwalk House
Southernhay West
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Phone: 01392 428028
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E-mail: southwest@ccwater.org.uk
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Consumer Council for Water Thames –
for customers of Thames Water, Three Valleys
Water, Sutton and East Surrey Water
Fourth Floor (South), High Holborn House
52/54 High Holborn
London WC1V 6RL
Phone: 020 7831 4790
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Consumer Council for Water Wessex –

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and West Hampshire Water, Bristol Water and
Cholderton and District Water
2 The Hide Market
West Street
St Philips
Bristol BS2 0BH
Phone: 0117 955 7001
Local rate: 08457 078268
Fax: 0117 955 7037
E-mail: wessex@ccwater.org.uk
Office hours: 8.30 to 4.30, Monday to Friday

Consumer Council for Water Southern –

for customers of Southern Water, Folkestone
& Dover Water, Mid Kent Water, Portsmouth
Water and South East Water
Fourth Floor (South), High Holborn House
52/54 High Holborn
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WC1V 6RL
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Committee: Wales**Consumer Council for Water Wales –**

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and Dee Valley Water
Room 140, Caradog House
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CF10 3BE
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