



CONSUMER COUNCIL FOR WATER

OPERATIONAL BUSINESS PLAN

2014-2015

Version 4 - 11 February 2014

Contents

1.	Introduction	3
2.	Our achievements	4
3.	Delivery and management of the plan	5
4.	Our priority projects in 2014-15.....	6
5.	Making sure our support services are effective and value for money	13
6.	Resources	14
7.	Governance and risk management	15
	Appendix A: Legal functions, duties and powers of CCWater	16
	Appendix B: Organisational Chart (April 2014).....	17

1. Introduction

The Consumer Council for Water (CCWater) is the independent and statutory water consumer body which represents both household and non-household water consumers in England and Wales.

Our Operational Business Plan outlines how we will deliver our Forward Work Programme¹ commitments during 2014-15, the benefits that we will secure for water consumers and how we measure our success.

Consumers have told us that we should 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 and that is used responsibly.

Speaking up for and informing water consumers: Being a trustworthy, independent voice that empowers consumers by informing them about key water issues and ensures Governments, companies and other stakeholders understand water consumers' views.

Our priority continues to be ensuring that household and non-household consumers get a good, reliable water and sewerage service from their local water company at a price they find acceptable and can afford and that any issues and concerns water consumers have are addressed.

In 2014-15, we will continue to concentrate our resources on the five key themes outlined above, with a particular focus on:

- The final stages of the 2014 Price Review process including any ongoing work in Customer Challenge Groups that our teams and Local Consumer Advocates are involved with; and
- Influencing the design of market reforms in England to the benefit of non-household customers, and so that customers who cannot switch retailer are not disadvantaged.

We will work in partnership with the UK and Welsh Governments, regulators, each water company (including newly appointed water and sewerage service providers), other consumer bodies and business groups such as the Federation of Small Businesses, to deliver on behalf of water consumers.

As we are an evidence based organisation, we will continue to carry out research with water consumers to understand what is important to them. This ensures the advice we give to Governments, regulators, water companies and others reflects consumers' views. We also use data and information from within the water industry and from other sectors where appropriate.

¹ Link to published FWP

2. 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 achievements show where we have made a difference.

£1.15 billion - we helped return to customers in the last 12 months, consisting of:

- Over **£1 billion** of value secured from our negotiations with water companies, comprising investments brought forward, help for vulnerable customers, or companies not claiming for costs incurred.
- **£130 million** during the last price review period up to 2008 comprising of additional investment, rebates and assistance for those in water debt.
- **Almost £18 million** - the amount we helped return to domestic and business customers in compensation and rebates since 2005. In 2012-13 we helped to return around £2 million, and nearly £2.3 million in 2011-12.

A further **£1 billion** - our work contributed to a lower cost at 2009 price review worth over £50 per customer, to the 2004 review when CCWater was not formed.

300,000 - complaints and enquiries about water companies handled by us since 2005.

45% reduction from the 2007-08 peak in consumer complaints to water companies due to CCWater's continued pressure on water companies to get it right first time.

24% percentage point improvement in customer satisfaction to 77% in 2012-13 with CCWater's quality of service when resolving complaints against water companies since 2005.

A **350%** increase in the number of customers registered for the WaterSure scheme for vulnerable customers since CCWater's project in 2007 to rebrand the scheme and introduce a standard simplified application form.

Almost 120% increase in consumers registered on companies' Special Assistance Registers since 2008, when we focused on encouraging companies to raise awareness of the availability of the registers.

21p - approximately what we will cost each water bill payer in 2014-15, down from almost 25p in 2008-09.

Over 235,000 customers have visited our water meter calculator in the last two years. In 2012-13 the total potential saving to customers that used the calculator was estimated at over **£4.4 million**.

Our performance for 2012-13 is summarised in our [Annual Review 2012-13](#), and our financial performance is reported in our [Annual Report and Accounts 2012-13](#). Our Annual Review and Accounts for 2013-14 will be published in July 2014. We are on track to deliver the results we outlined in our last Operational Business Plan.

Last year's achievements can also be reviewed in our [Achievements against Operational Business Plan Objective aims 2012-13](#) report.

3. Delivery and management of the plan

In delivering our Operational Business Plan, we will:

- Be aware of our legal duties which are set out in **Appendix A**;
- Maintain a strong focus on advocacy;
- Continue to consider sustainable development by showing how we balance the economic, environmental and social aspects in all that we do; and
- Continue to develop CCWater's approach to supporting the vulnerable in society and apply it to all projects we undertake.

For each of our priority areas of work we have identified: our strategic objective; what our work will deliver for consumers; and targets to measure how our work has added value for consumers.

The Operational Business Plan forms part of our monitoring and measurement framework which aligns our Forward Work Programme to business and individual objectives for CCWater.

To help us to measure our performance we:

- Carry out annual tracking research to assess the effects of our work and to monitor consumers views about water and sewerage services; and
- Have a series of performance measures and milestones to track the progress in delivering the plan. This report is regularly reviewed by the Executive Team to ensure that we are delivering our commitments. Remedial action is taken where there is a delay in delivery due to internal reasons.

4. Our priority projects in 2014-15

4.1 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.*

Acceptable bills - pressing water companies to deliver water and sewerage charges at a price customers find acceptable

What we will deliver	How we will measure our success
Influence Ofwat's determinations on prices, services and investment to ensure they are acceptable to customers' and reflect evidence of customer expectations.	Customer research to measure the acceptability of Ofwat's draft decisions; a good outcome is high levels of acceptance.
Press companies required to resubmit a business plan to deliver a plan reflective of customers' expectations and offers prices and services that customers find acceptable.	Resubmitted business plans have robust customer evidence justifying investment proposals, and achieve more than 70% of customer acceptability.
Good practice and lessons are learned from the PR14 process involving Customer Challenge Groups, so that improvements can be implemented for the next review in 2019.	Acceptance that the independent review of the Customer Challenge Group process provides a good starting point for strengthened consumer engagement at PR19.
Encourage companies to ensure that customers are informed about the tax arrangements and structure of their water company	Companies publish clear and transparent information about their tax arrangements and company structures.

Affordable bills for vulnerable, low income customers

What we will deliver	How we will measure our success
Companies deliver affordable and customer focussed water charging policies.	Our research shows a rising trend in customers who think their water bill is affordable.
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, social tariffs and other schemes increases.
Company social tariffs that 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.

Sharing the industry's financial success with customers

What we will deliver	How we will measure our success
Water companies share the benefits from beating Ofwat's financial assumptions with their customers, by providing services/ investment that their customers value highly.	Water companies respond positively to our requests to share the gains from outperformance; and receive a reputational reward from doing so (as reflected in our research).

What we will deliver	How we will measure our success
Companies develop fair and customer focussed water charging policies.	Our research shows a rising trend in consumers that think their water bill is fair.
Influence Ofwat so that the planned investment for the Thames Tideway Tunnel reflects efficient costs with a customer bill impact that has been minimised.	Ofwat's determinations allow for required investment in the tunnel project, but with strong evidence that the associated costs and bill impact have been minimised.
Water customers make a fair contribution towards costs of implementing European environmental objectives. ²	Other sectors, as measured against the River Basin Management Plans, increase their involvement in tackling water environment problems and pay their fair share of the costs.

Delivering benefits for non-household customers

What we will deliver	How we will measure our success
Non-household customers' views influence decision making on the design of competitive market in water.	Evidence that non-household customers' views and preferences are reflected in the high level design of the market.
Companies ensure that all non-household customers receive a good service from their water company.	CCWater research shows that small and medium non-household customers have continuing high levels of satisfaction with service.
Consumers' interests are central to proposals around market codes and charges rules.	Proposals include appropriate safeguards to protect customers who switch and those who cannot switch supplier.

Monitor and input into work on water efficiency, water resource planning, and metering to ensure it considers water consumers' long term needs, as well as their priorities and preferences and ability to pay

What we will deliver	How we will measure our success
We expand/deepen our knowledge base on metering implementation and are seen to encourage and facilitate the adoption of best practice with a continuing focus on customer concerns.	Companies embarking on metering programmes will be helped to provide comprehensive support packages and services for customers going through the transition to metered charging.
We will be an active participant in the Steering Group for the Water Resource Management Plan Review to ensure that the consumer related matters are taken into account. We will continue to provide consumers with information on water management issues and encourage the companies to do the same.	Our contribution will be acknowledged. We will have taken opportunities to input to debates on related matters and use our website and other channels to inform consumers on key topics and developments.

² 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.

4.2 Right first time: *Press water companies to get their service to consumers right first time, and sort out problems quickly and without hassle.*

Help household and non-household consumers with their enquiries and help resolve their complaints with water companies

What we will deliver	How we will measure our success
Provide a fair, effective and consistent complaint handling service across our local and Welsh offices.	Our performance targets for responding to consumers and complaint resolution remain high. Specifically: <ul style="list-style-type: none"> • 99.5% of complainants responded to within 5 days; • 79% of complaints resolved within 20 days; and • 91% of complaints are resolved within 40 days.
	Consumer satisfaction with the quality of our complaint handling service is at least 75%, moving towards 80% to compare favourably to other comparator organisations.
	Consumer surveys on our complaint handling show we have reached or improved on: <ul style="list-style-type: none"> • Speed of response 80%; • Outcome of complaint 61%; and • Courtesy of staff 93%.
	CCWater continues to benchmark well when compared to similar organisations.
Consumers continue to have access to relevant and up to date information on our online consumer support site (frequently asked questions) which is shaped by consumer feedback.	Positive consumer feedback on the frequently asked questions.
The frequently asked questions are informative and empower consumers to take self help action.	Data shows consumers continue to self help by using our consumer support site to resolve problems.
Information to influence the alternative dispute resolution (ADR) provider to ensure that consumers continue to receive a timely resolution to their complaint and companies do not repeat mistakes.	Ensure there are no delays for complaints CCWater transfer to the ADR provider.
	Consumer satisfaction with speed of resolution is high for cases dealt with by the ADR provider. CCWater to monitor outcomes for future case handling improvement.

Focus on underperforming water companies

What we will deliver	How we will measure our success
Press water companies to provide a water and sewerage service that satisfies water consumers, with water companies responding to all consumers' needs and concerns.	Our research shows a rising trend in consumer satisfaction with the delivery of service from their water and sewerage service.
Influence companies to be responsive water companies working to reduce consumer complaints.	A reduction in written complaints below the 151,000 2012-13 level.
	The industry average of the 2012-13 figure of 49 written complaints per 10,000 connections reduce further.
Our risk based written complaint and cyclical debt assessments help deliver improved service for consumers.	Water companies adopt the recommendations we make to improve their complaint handling and debt management.

	<p>The Service Incentive Mechanism's (SIM) quantitative elements improve on the previous year for the industry:</p> <ul style="list-style-type: none"> • Unwanted telephone contacts reduce below the 2012-13 figure of 3.1 million; and • Repeat written complaints fall below the 2012-13 figure of 13,000.
Poorer performing companies are identified pressed to deliver improvements.	<p>Continue to use the available information from written company complaints and those dealt with by CCWater to press the under performers and praise the better performing companies.</p> <p>Recommendations from our risk based company written complaints assessments and good practice from our cyclical debt assessments is shared with the industry.</p>
Our local work with companies helps to identify areas of concern and minimise complaints.	Local teams meet with companies to cover specific issues on complaints or policy areas where we have identified a problem. The company action points from these meetings will be logged and company progress monitored.
A good working relationship with external organisations such as Citizens Advice, Age UK and Age Cymru and other organisations so that their clients' dealings with water companies are explored and benefits are delivered.	Continued work with external organisations through individual consumer complaints, share findings and issues arising in some areas through the information we hold. Through our informing consumers work, adopt a joined up approach for issues nationally and regionally.

Monitor effectiveness of water companies' incentives to drive consumer focussed company behaviour, and the impact of the wholesale/retail regime on customer service levels

What we will deliver	How we will measure our success
Customer service from companies improves as we press for improvements to Ofwat's SIM, ensuring it delivers better service to consumers.	<p>SIM survey results show water companies compare well to other utilities/services and the industry scores show an improving trend.</p> <p>SIM's quantitative elements improve on the previous year for the industry:</p> <ul style="list-style-type: none"> • Unwanted telephone contacts reduce below the 2012-13 figure of 3.1 million; and • Repeat written complaints fall below the 2012-13 figure of 13,000.

Target extra help for vulnerable consumers

What we will deliver	How we will measure our success
Vulnerable consumers who approach us with their complaint are strongly represented.	Our performance for complaint handling for those consumers flagged as vulnerable is at least at the same level as all other consumers who seek our help.
Companies who are not delivering a good enough service to vulnerable consumers are pressed to improve.	Monitor vulnerable consumer complaints and press any outlying companies where we are receiving a disproportionate number of complaints.

4.3 Water on tap: Pressing for safe, reliable, good quality drinking water that consumers value and use wisely.

Press for a safe, reliable, good quality at an acceptable price

What we will deliver	How we will measure our success
Companies ensure that consumers are satisfied with the reliability, safety and value for money of their water supply.	A continued high level of consumer satisfaction with water services and value for money as reflected in research.

Help consumers use water wisely

What we will deliver	How we will measure our success
Our website and other outlets are used to provide useful and clear information for consumers on how to use water efficiently.	CCWater will be seen as a source of reliable and practical help which will result in more hits on the website and media approaches/mentions.
	A rising trend in consumers who say they are taking actions to use water wisely, as reflected in research.

Ensure water companies prioritise leakage work in a way that meets customers' expectations

What we will deliver	How we will measure our success
Companies provide more information to consumers on leakage strategies and performance. We will also provide comparative information.	More information is available to explain the challenges, and to acknowledge and commend good practice.

React to inform and support consumers if there are significant drinking water issues

What we will deliver	How we will measure our success
Our website and Consumer Relations Team will provide accurate and timely advice and information and any consumer issues that emerge relating to drinking water quality are properly addressed.	Information will be up to date and consistent.

Monitor any potential issues that may arise from fracking programmes

What we will deliver	How we will measure our success
Our Board are informed of fracking issues as they develop and have appropriate policy positions in place.	We are able to input into related debates and consultations from the consumer perspective.

4.4 A sewerage system that works: *Helping consumers have a sustainable sewerage service that works, with minimal sewer flooding and that is used responsibly*

Help consumers who suffer sewer flooding in their houses or other areas of their property

What we will deliver	How we will measure our success
Push sewerage companies to deliver their funded sewer flooding programmes.	Companies deliver commitments made at the last price review on time or provide suitable alternatives.
Drive sewerage companies to ensure that the properties most at risk receive attention first.	Long-term outcomes and short-term milestones are risk based and reflect the consequences for consumers.
Companies that ensure consumers who suffer sewer flooding are satisfied with the clean up and post event service they receive from their company.	Satisfaction with waste water operations service within the SIM continues to improve.
Companies ensure that consumers are satisfied that they have a reliable sewerage service at an acceptable price.	A continued high level of consumers satisfaction with their sewerage service and value for money, as reflected in research.

Keep sewerage companies focussed and choosing cost effective and sustainable solutions to surface water overloading the sewerage system

What we will deliver	How we will measure our success
Encourage sewerage companies to work with local authorities, the Environment Agency, Natural Resources Wales, and other partners to help reduce the impact on consumers of severe weather events.	Companies build low-carbon solutions to sewerage problems into their business plans; develop surface water strategies at the catchment level; and include sustainable drainage pilot schemes working with other partners.
Monitoring the implementation of Sustainable Sewerage Systems (SuDs) Approval Boards and how water companies participate in the planning process.	SuDs Approval Boards and Local Authorities are positive about engagement and the contribution of sewerage companies.

Monitor the impact and cost of the adoption of private sewers and drains and private pumping stations into sewerage company ownership

What we will deliver	How we will measure our success
Sewerage companies continue to have robust plans in place for repairing and upgrading former private drains and sewers and private pumping stations.	Companies' programmes are proportionate and costs reasonable.
	Our research is used by companies as they continue to raise awareness of the transfer by providing consumer information and preparing for the transfer of private pumping stations in 2016.

4.5 Speaking up for and informing water consumers: *Being a trustworthy, independent voice that empowers consumers by informing them about key water issues and ensures Governments, companies and other stakeholders understand water consumers views.*

Inform consumers

What we will deliver	How we will measure our success
Effective and appropriate communications and advice to consumers through the media.	Achieve at least 75 million ‘Opportunities to See’ and ‘Advertising Value Equivalent’ of over £1.5 million.
	Increase the number of consumers who are aware of CCWater and our role.
Effective digital communications making sure that the website is kept up to date.	Continue to encourage significant increases in the number of people visiting our website from 270,000 in 2012-13.
Improved social media content which links directly to on-going CCWater and consumer activities.	Increase the number of, and interaction with, Twitter followers from current levels (1,700) by measuring links clicked, retweets and responses to direct questions.
A continuing upward trend in household customers who find out whether they could save money during 2014-15.	Continue to encourage customers to visit our online water meter calculator to working towards a total visitor number of 500,000 by the end of March 2014-15.
	Number of people who find the calculator useful remains at over 75%
	A minimum of quarterly information sent to the media about water saving activities and signposting consumers to the water meter calculator.
Customers that are informed about the performance of their water company.	Information relating to the performance of water companies is published on the website.
Communicate with non-household customers to raise awareness about the new competitive market for water and sewerage retail services in England from 2017.	This year we will establish a baseline with our non-household customer tracker survey, which will allow us to assess awareness levels in coming years.
Translation of our services and key consumer messages (e.g. press releases) to Welsh and, where requested, to other languages if water consumers are not fluent in English.	Deliver our Welsh Language Scheme and obligations to the satisfaction of the Welsh Language Board.
	Monitor the number of documents translated following effective and consistent use of the CCWater scoring system.
Effective response to requests for communication and assistance of consumers in languages other than English.	Monitor requests for documents in additional languages.
	Track feedback on the Welsh language area of our website.

Put water consumers at the heart of decision-making

What we will deliver	How we will measure our success
Effective communication of the needs of consumers to the water industry.	Evidence in parliamentary commentary and stakeholder documents that water consumers’ views influence shape of legislation and decision making.

5. Making sure our support services are effective and value for money

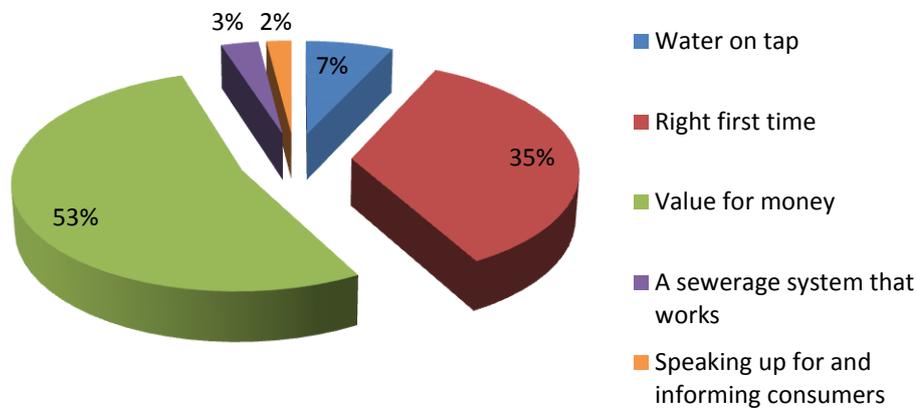
What we will deliver	How we will measure our success
Safe and secure environment for CCWater staff to work in.	Aim to have no occurrences of avoidable reportable workplace incidents as per the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995.
Efficient Human Resources Support	Short- and long-term sickness levels are managed below those of the public sector (8.7days CIPD Oct 2013).
Efficient systems that support CCWater, which is shown through good governance, internal and external auditing.	Internal auditors confirm that effective systems are in place and external audit identifies no areas of concern which would result in the accounts being 'qualified'.
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.
Efficient management of data.	All FOI requests will be responded to within 20 working days.
	Data Protection requests are dealt with within 20 days.
	There are no reportable data losses.
	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 and all Board members expenses will be published within three months of quarter end.
Opportunities to come along to public CCWater Board and Committee meetings, and information about the issues under discussion.	All meetings in public are convened and advertised on our website, including agendas and available papers, at least seven working days in advance.

6. Resources

For 2014-15 we have a budget of £5.7 million and staff of 74.2 (full time equivalents) working from offices in Birmingham, Bristol, Cambridge, Cardiff, Darlington, Exeter, London and Manchester. We cost the tax payer nothing. We cost water customers about 21p per year a decrease from almost 25p since 2008-09. In real terms our licence fee for 2014-15 is 42% lower than if we had taken our full uplifts under licence Condition N since we were formed.

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

The graph below summarises how our resources are split between our priority projects.



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

7. Governance and risk management

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

7.1 Governance

The key areas of the organisations governance framework consists of:

- The Board, comprising: the Chair of the organisation; the Chief Executive; the Chairs of the four committees in the English regions; the Chair of the committee in Wales; and two independent Board members. The Board meets at least eight times a 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.
- There are 17 members of the four regional committees and the committee in Wales in total, and they are 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 Baker Tilly under contract.

7.2 Risk management

To support and monitor the effective delivery of our work we have a robust and well-embedded risk management framework and risk register. The strategy provides the basis for identifying, assessing and mitigating risks at all levels within the organisation. The framework is set out in our Risk Management Strategy.

Risks that are identified within the organisation are scored against likelihood and impact to customers and the organisation; and are categorised into 'high', 'medium' and 'low'. The risk register is reviewed by the Executive Team every six weeks. The full risk register is also presented to the Audit and Risk Management Committee (a sub-committee of the Board) every quarter and the highest perceived risks to the organisation are presented to the Board annually.

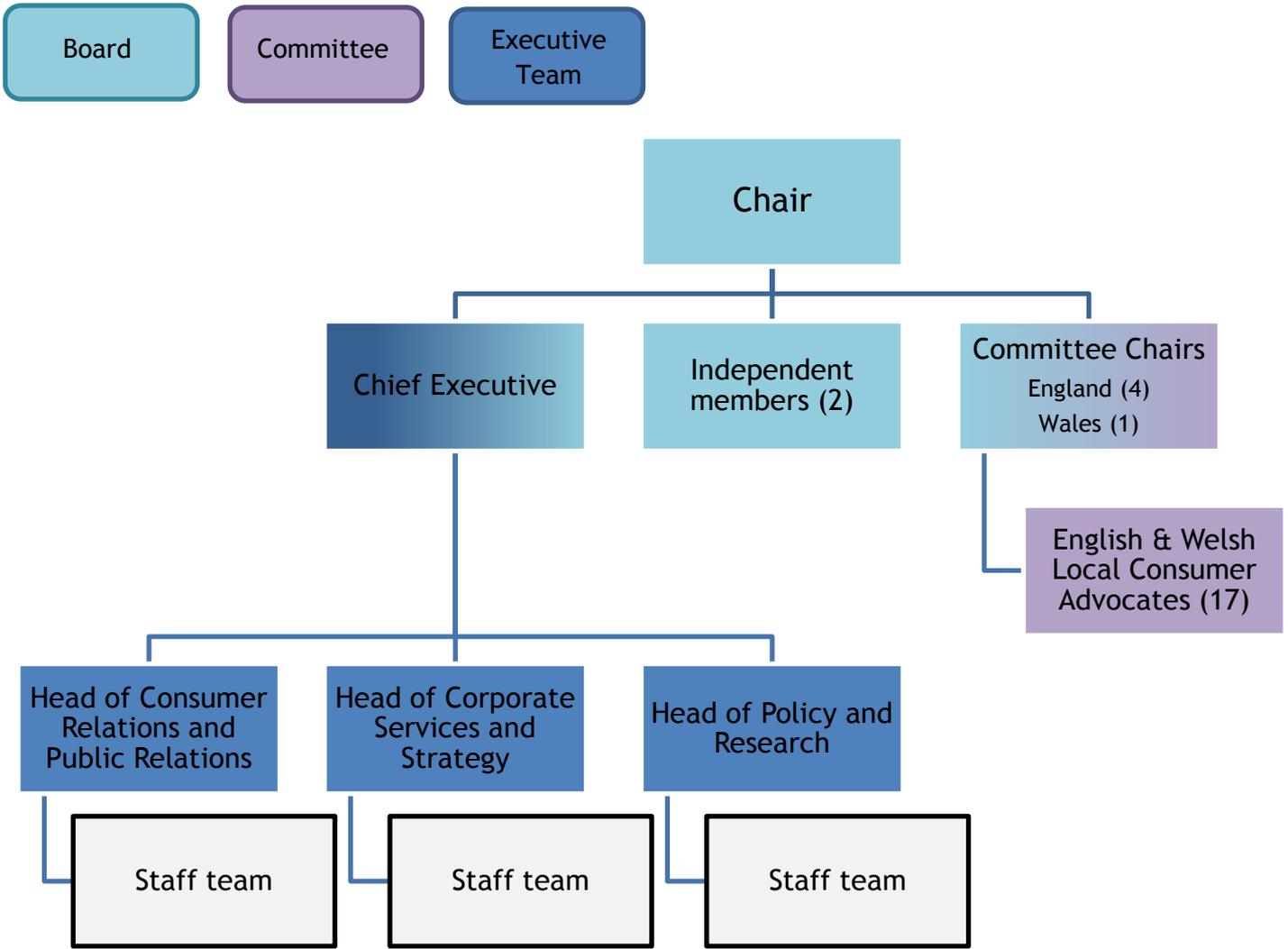
APPENDIX A: Legal functions, duties and powers of CCWater

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: Organisational structure



[You can read our Forward Work Programme for 2014/15 to 16/17 here.](#)