



The voice for water consumers
Llais defnyddwyr dŵr

Operational Business Plan 2021-22

“Securing a fair deal for water consumers,
now and in the future.”

ccwater.org.uk

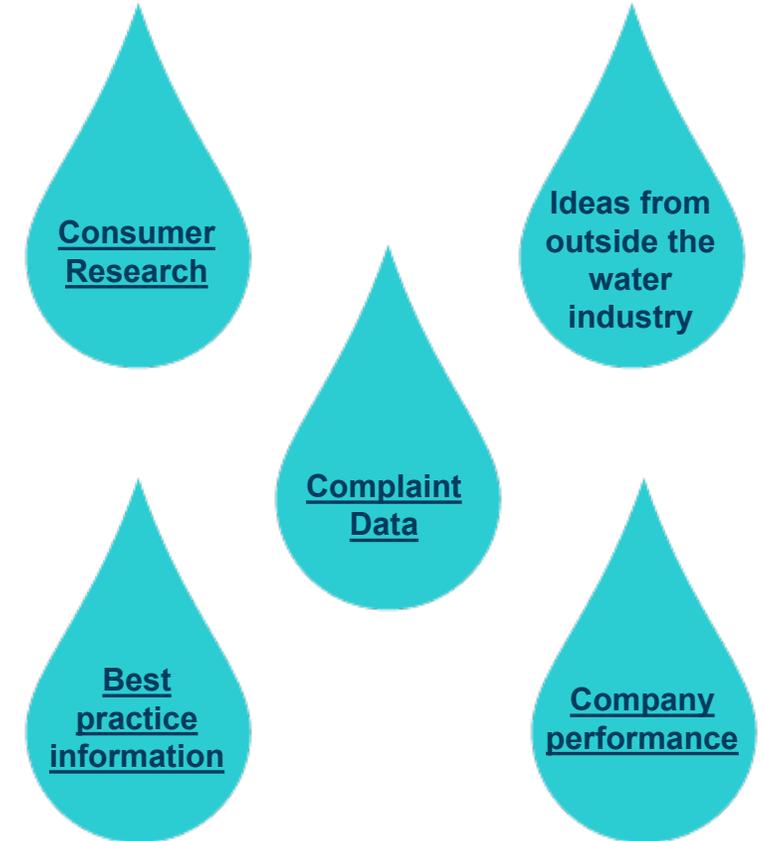
Our plans to deliver our 2021-22 mission

As the independent voice for water consumers, we relish the chance to show you our exciting plans for making a real difference to consumers.

Our annual business plan shows how we will deliver the first year of our **2021-24 Strategy** and our other work, such as preparing for the next Price Review.

We use a combination of our consumer research, complaint data, ideas from outside of the water industry, best practice and company performance information to hold the water industry to account, seeking to improve the deal that water consumers get.

Our values define what we stand for as an organisation, and are there to guide us in our day-to-day work and decisions. You can find out more about **our values here**.





Equality, Diversity and Inclusion



At CCW, we define our diversity as people having a wide range of traits, backgrounds and experiences. Being inclusive means we all feel comfortable sharing our ideas and perspectives because our differences are respected and valued.

The people that work here are important to the success of our work for water consumers. Making sure everyone feels safe, accepted and appreciated, with an equal opportunity to grow and succeed at work, is key to making sure our organisation is one everyone wants to work for.

CCW is committed to doing all we can to make everyone's voices heard.

To bring equality, diversity and inclusion issues to life through our consumer work, we will continue to seek opportunities to understand the needs of consumers and learn how the experiences of specific groups may differ. We want to understand in more depth the barriers faced and detriment experienced by consumers in the following areas: race, disability, age, and those in rural locations. This will allow us to tailor our next steps and policy development, according to the challenges particular groups of consumers are experiencing.

Campaign: End Water Poverty

What we want to achieve for water consumers:

Numbers supported through bill reduction schemes increases from around 1m to at least 2m by 2024

By 2024 the approach to social tariffs reflects the conclusions from our Water Affordability Review

To deliver our mission we will:

Q1

Publish the Affordability Review recommendations and work with other consumer champions, MPs and MSs to call for change.

Q2

Continue our call for change by working with others.

Q3

Host a best practice workshop so those companies making good progress towards eliminating water poverty can share their good ideas.

Q4

Continue to drive change to end water poverty and encourage the sharing of Government data to help identify those who need support.

Campaign: CCW: A Voice for your complaint

What we want to achieve for water consumers:

- ◆ Brand recall to increase from less than 1% to 3% by 2024
- ◆ Our existing customers saying they had heard of us increases from 18% to 30% by 2024
- ◆ Consumer satisfaction with CCW's service increases to at least 80% by 2024

To deliver our mission we will:



Campaign: End Sewer Flooding Misery

What we want to achieve for water consumers:

- More support and compensation for those who suffer repeat sewer flooding by 2023
- Standard on site times by 2023 and a review of how the compensation is offered
- Get exceptional weather 'get out' removed from companies' policies by 2023

To deliver our mission we will:



Identify best practices by collating how companies approach compensation for sewer flooded customers to establish an industry benchmark, including those repeatedly flooded by sewage; the exceptional weather caveat and uninsured losses.

Build a plan of action with the sector on what needs to change and how quickly.



Using our best practice action plan, identify with partners the clearest routes to make those changes happen.

Drive consumer input into the development of drainage and wastewater management plans to get better long term outcomes for consumers.



Host a workshop for companies to share their best practice on eliminating sewer flooding, to deliver an improved service for consumers faster.

Campaign for clear company commitments to clean up after sewer flooding where company assets are responsible and develop insights on the key drivers of change in performance against internal sewer flooding commitments. Help consumers understand that their behaviour can cause sewer blockages.



Reach a conclusion on standard on site response times for inside and outside sewer flooding so consumers can get a consistent, good quality service.

Work with the Sewer Overflow Taskforce to reduce the impact of sewer flooding in the environment.

Campaign: 'Be in the Know' about available help

What we want to achieve for water consumers:

- ◆ Consumer awareness of the priority services register increases to 55% by 2024
- ◆ Consumers signed up to companies' Priority Services Registers increases to 6% by 2024

To deliver our mission we will:





Our work streams:



Effective and easy to follow complaint processes

In addition to giving advice and helping household and business consumers with enquiries and complaints, we will:

- ◆ Identify best practice after reviewing companies' complaint practices' action plans and share with sector.
- ◆ Hold our 'Complaints Surgeries' for companies to share good ideas and deliver change for consumers.
- ◆ Lead the review of the complaints' process in partnership with the sector.
- ◆ Identify companies & retailers delivering well for consumers by publishing our annual household and separately business complaints reports.



Our work streams:



Effective and easy to follow complaint processes

Our complaint service performance standards:

- ◆ 99.5% of complaints acknowledged within five working days.
- ◆ 80% of complaints resolved within 20 working days.
- ◆ 91% of complaints resolved within 40 working days.
- ◆ Achieve a minimum of 75% of consumers satisfied with the quality of our complaint handling service, aiming to 80% by 2025. We will review this target at the end of 2021/22, to drive year on year improvement over the period of the strategy



Our work streams:



Services shaped by the views of consumers

- ◆ Continue direct engagement with Ofwat using our recommendations on the 2024 Price Review framework and with the UK and Welsh Government (WG) to influence the shape of the PR24.
- ◆ Host sector workshop on the triangulation approach to 2024 Price Review research to promote best practice.
- ◆ Contribute to the WG's implementation of their regulatory framework and the Wales Act provisions, as well as discussions on their Water Strategy, so consumers are at the heart of the design.



Our work streams:



Climate resilient water & wastewater services for present & future consumers

- ◆ Ensure consumer' benefits are identified as we respond to Ofwat's draft decisions on companies' Green Recovery plans.
- ◆ Support resilient services into the future by issuing our view on best practice from companies' climate change adaptation reports and signing up to support CIWEM's* best practice report.
- ◆ Check if consumers' views have been listened to as we respond to regional water resources groups' draft plans.
- ◆ Check service and customer satisfaction impacts from Wales specific wastewater legislation, such as the SUDs* approval process, to feed into a WG review of the legislation.

* The Chartered Institute of Water and Environmental Management

* Sustainable Urban Drainage



Our work streams:

Services that meet everyone's needs

- ◆ Hold our 'breaking barriers' Vulnerability Forum to explore solutions for those who can't access the available help.
- ◆ Hold our 'inclusive design' Vulnerability Forum to explore solutions to designing services and practices that are accessible to, and usable by, everyone.



Our work streams:



Communicating on the issues that matter to water consumers

- ◆ Raise the profile of consumer issues, such as affordable bills; vulnerability initiatives; options to cut bills; using water wisely; refill water scheme; and scams.
- ◆ Participate in the Big Energy Saving Winter campaign to raise the profile of the relationship between water and energy efficiency to reduce costs and achieve net zero.
- ◆ Make sure our information is inclusive and therefore accessible to all, for example by making it available in several languages.

Our work stream:

Our Research Plans





Our work stream:



Helping partners improve the service business customers are receiving

- ◆ Hear direct about experiences at our Business Customer Listening sessions.
- ◆ Give business customers CCW and MOSL* market information by developing the **CCW Hub**.
- ◆ Share business customer perspectives on service and improvement priorities in anticipation of Wales' retail market changes and respond to WG's consultation.

*Market operator of England's business retail market

Our Resources

Our work for 2021-22 will cost each water bill payer about 22.5p per year.

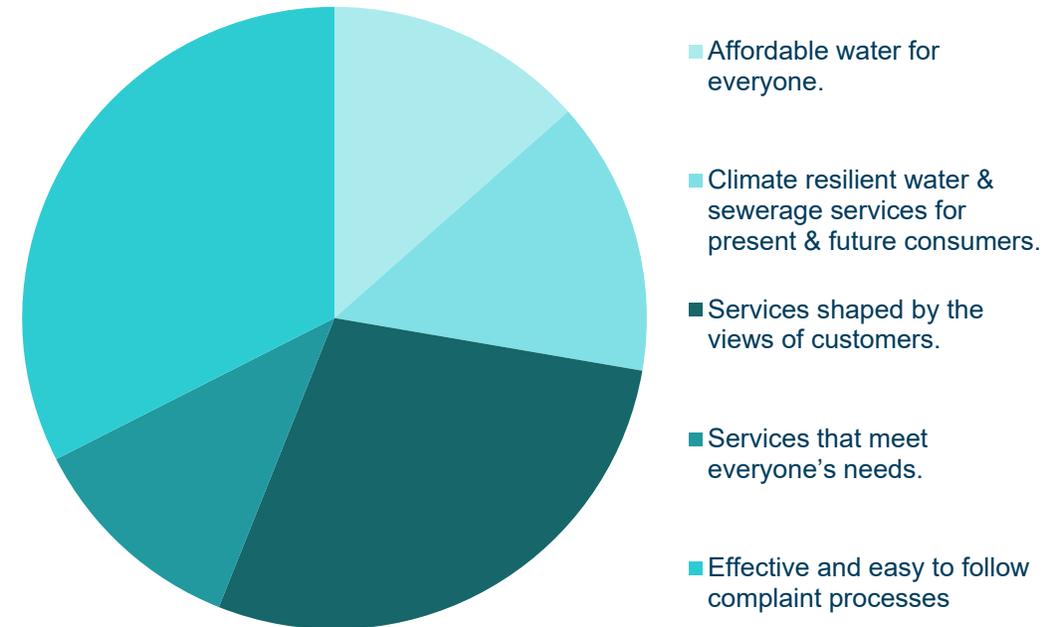
During 2021-22, our licence fee will be £5.970 million. A small increase of £72,000 from £5,898 million in 2020-21.

This increase is expected to fund a new Campaigns and Engagement Manager, and go towards our data strategy development work. Our budget will be £6m.

This chart shows an estimate of how our resources will be split between our strategic objectives.

[Read our Annual Report & Accounts.](#)

Estimated % of CCW time spent on strategic objective



Risk factors and alternative scenarios

Whilst developing our Operational Business Plan (OBP) we have considered the risks that could affect the delivery of this plan. We have produced alternative scenarios in accordance with our current Framework Agreement between CCW, the UK and Welsh Governments.

Main risk factors:

- ◆ New government priorities.
- ◆ Other bodies claiming to be the voice for water consumers.
- ◆ New water company/retailer procedures or a major event that causes unprecedented consumer complaints to CCW, which reduces our performance.
- ◆ CCW takes on too many projects and is unable to deliver our Strategy (the Forward Work Programme) or the OBP.

Alternative scenarios:

- ◆ When preparing our OBP and Strategy we have considered the risks and scenarios that may affect the delivery of our plan.
- ◆ We have built flexibility into the OBP, but if there was a major new government or regulatory initiative that required substantial resources, we may have to defer work on issues of lower strategic importance with the expectation that we will return to them in subsequent years.