










South Staffs Water and Cambridge Water

CCW Accountability Action Plan update – September 2026

You said, we did: what the panel asked us to deliver on at the Spring Accountability Session

You said	We did
Explain more clearly where customers' money goes.	Launched our new **"Your Water, Your Future"** annual billing insert and supporting webpages, providing a clearer breakdown of bills, investment plans and customer support.
Show us how investment is benefiting customers.	Published investment case studies, launched Investing for a Better Water Future content, and developed a new Service Snapshot to demonstrate progress and outcomes.
Make information easier to access and understand.	Redesigned online content, introduced FAQs, explainer material and improved navigation to help customers find information more easily.
Improve communication during works and planned investment schemes.	Introduced customer surveys following mains renewals schemes and implemented improvements based on feedback, including clearer communications and proactive updates on delays.
Help customers avoid unexpected bills.	Improved meter reading performance, invested in additional metering resources and enhanced online meter reading functionality to reduce reliance on estimated bills.
Increase awareness of support available to customers.	Expanded communications about affordability schemes, Priority Services and additional support available for customers who need extra help.
Provide greater transparency and accountability.	Established new channels to share performance updates, investment progress and customer outcomes throughout the year.

Action 1 & 2: Launch a 'Your Water, Your Future' web page

Delivering on our commitment

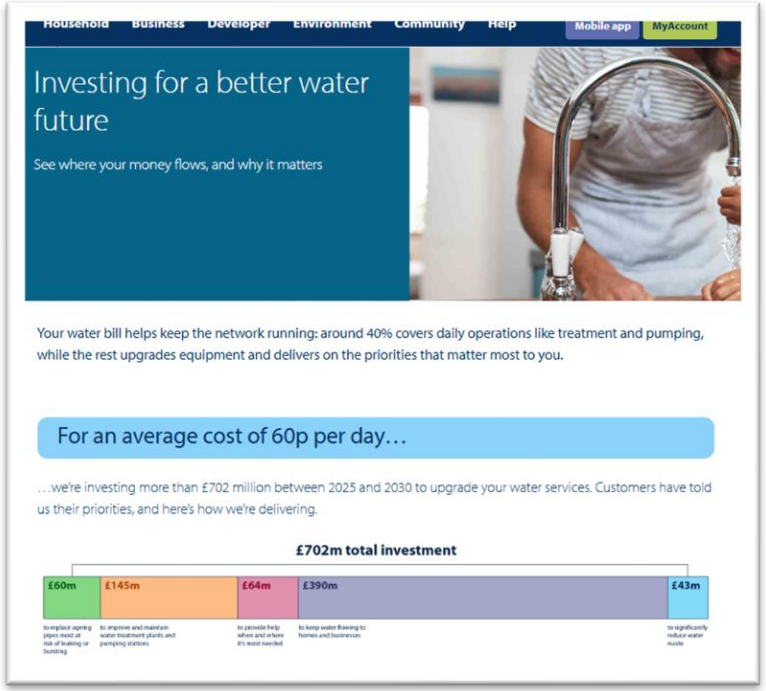
In June 2026 we launched new "Investing for a Better Future" webpages for both South Staffs Water and Cambridge Water. The pages are designed to help customers understand how their money is invested and include information on leakage, water quality, local Investment, biodiversity, and planned works. They also feature regional case studies, clear navigation to further information, and a simple video explaining the price review process.

The impact for our customers

- Provide customers with greater transparency about investment decisions and how these benefit their local area
- Easy to access information that is relevant to them, supported by regional examples and signposting to key performance areas such as leakage reduction and environmental improvements

We're not stopping here

We're monitoring the number of visits to this page and using this to help shape how we promote this information via our communication plans. To support this, we are about to launch a customer engagement web survey specific to this webpage and plan to review feedback over the next 8 weeks to enable us to expand and develop the content our customers want to see.



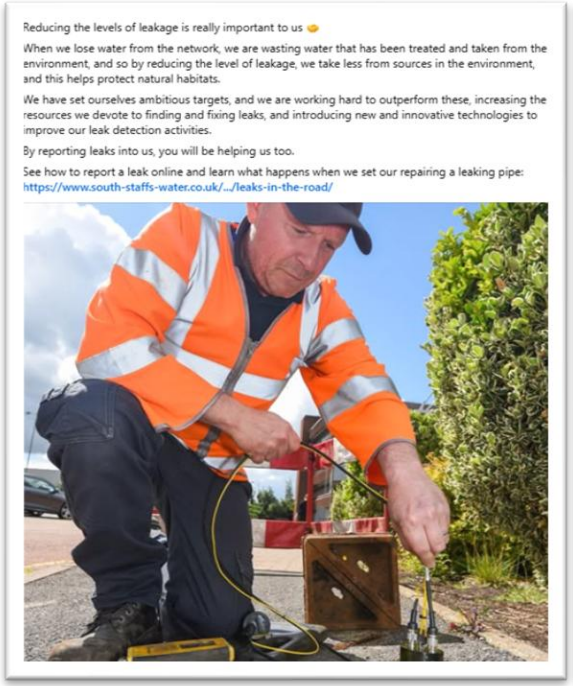


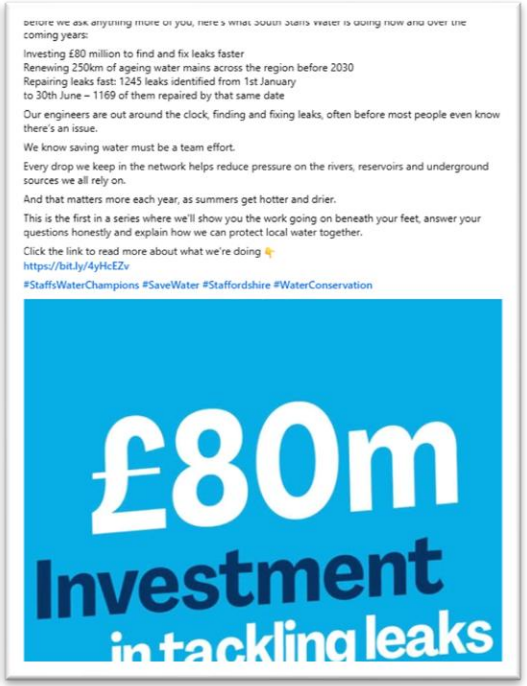
Due Date	Status	RAG
June	Delivered in June	

Visit: Your Water, Your Future | Cambridge Water
Your Water, Your Future | South Staffs Water

Action 1 & 2: 'Your Water, Your Future' social media content

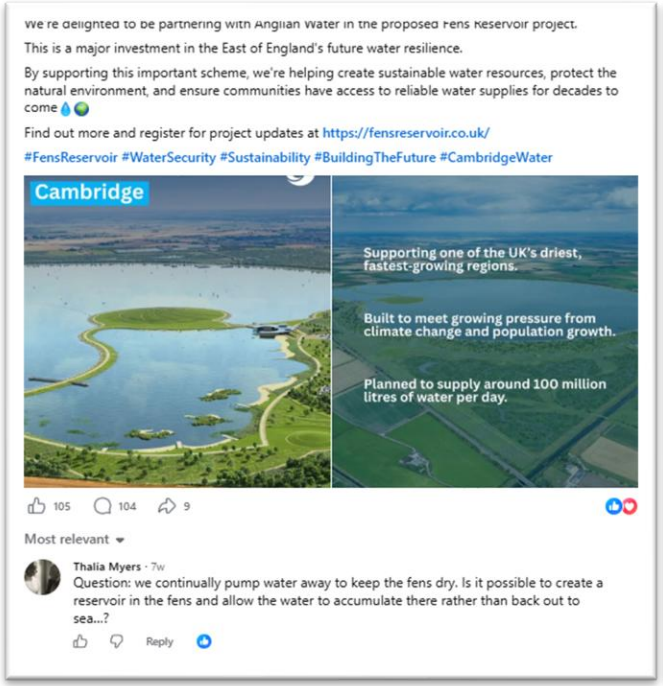
Following publication, we have promoted this content through our social media channels, ensuring customers are aware and can easily access this information. Here are some examples:

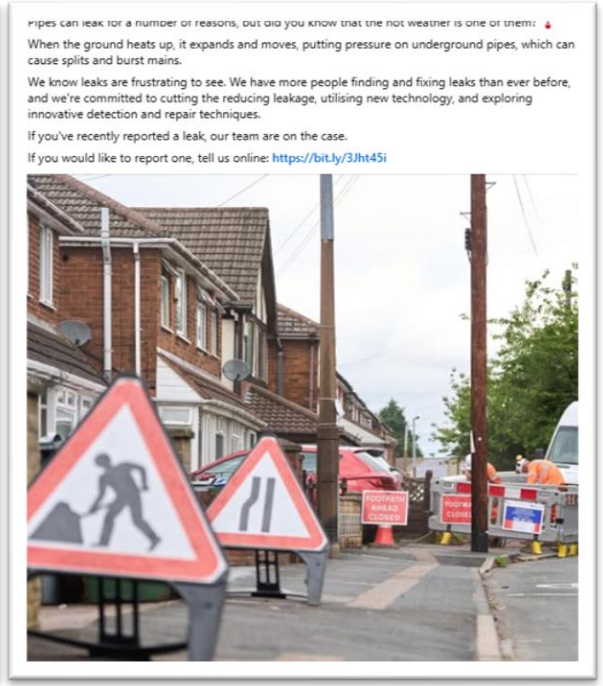




South Staffs Water

31,593	19,279	107	196
Views	Impressions	Comments	Interactions





Cambridge Water

44,328	29,263	126	262
Views	Impressions	Comments	Interactions

Due Date	Status	RAG
June	Delivered in June	

Action: Launch a “Your Water, Your Future” newsletter

Delivering on our commitment

We have transformed our water bill insert into the new Your Water, Your Future newsletter, providing clearer and more transparent information about how customer bills are invested. The newsletter explains the investment being made to improve resilience, reduce leakage, protect the environment and support customers, while giving customers greater visibility of where their money goes and the benefits being delivered across the region.

The impact for our customers

Customers now receive more accessible and meaningful information about the services they rely on, including investment priorities, performance improvements and available support schemes. By using clear language, visual explanations and real examples, the newsletter helps customers better understand how their bills contribute to improvements in water services, environmental outcomes and long-term resilience.

We’re not stopping here

Future editions will provide more locally relevant updates, tailored to the regions where our customers live. We will continue to use the newsletter to share investment progress, performance improvements, customer support initiatives and the benefits being delivered for local communities and the environment.



Due Date	Status	RAG
N/A	Delivered in April	

Action 3: Launch a “Meter Health Check” programme

Delivering on our commitment

Our priority focus for delivery against our commitment of our meter health check programme has been to prevent customers from receiving consecutive estimated bills by improving meter reading performance and ensuring compliance with the new regulatory requirements.

- Brought meter reading in-house and increased resources to improve read performance.
- Reduced reliance on estimated bills through enhanced processes.
- Made it easier for customers to submit readings via online accounts.
- Continued investigating billing and metering queries.
- Launching a new meter reading system in 2027 to further improve accuracy and service.

Since April 2026, we have read over **232,000** water meters

The impact for our customers

Our investment in the metering operation has enabled us to complete more than **232,000** scheduled water meter readings since April 2026 and reduce unread “skipped”* meters to 2.15% in August.

As a result, we are relying less on estimated billing and providing customers with more accurate bills.

“skipped” readings reduced by more than **14,000** compared to last year

We’re not stopping here

As part of our universal metering programme, we are exploring how to identify customers who may require additional support before receiving a water meter. We are developing a tailored customer journey to ensure these customers receive timely information and assistance, helping them understand and manage any potential impact on their bills. This could include customers in larger households, for example.

11,700 additional meter reads to support customer queries

Due Date	Status	RAG
September	Delivered in August	

*Skipped meters can include faulty and inaccessible water meters

Action 5: Develop and publicise case studies of a range of the investments

Delivering on our commitment

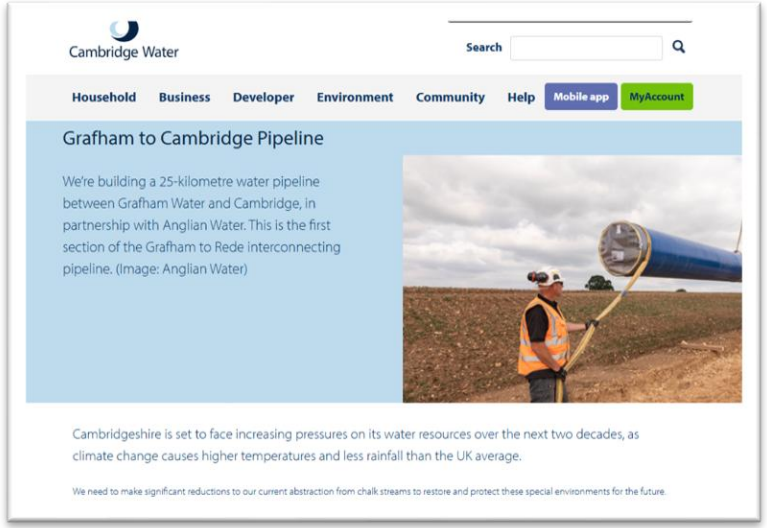
We have published a range of new case studies on our Investing for a Better Water Future webpages, giving customers greater insight into how investment is improving services and the environment. We are continuing to expand this content, with three additional case studies on biodiversity and water treatment investment planned for publication in September.

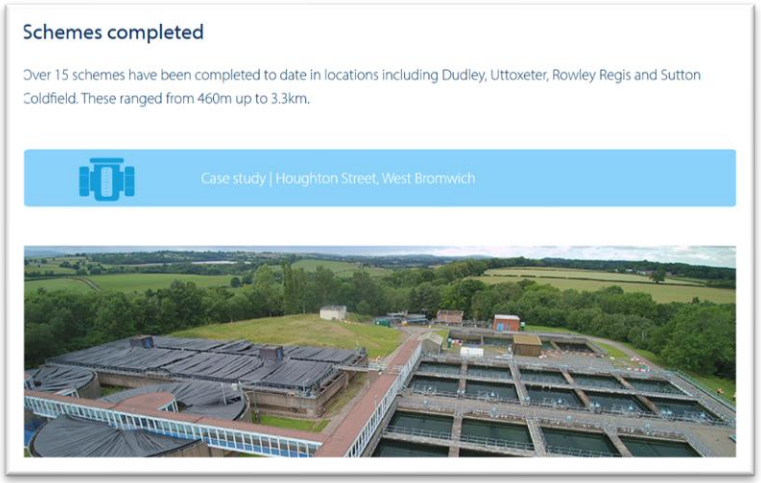
The impact for our customers

Customers now have access to more transparent, accessible information about how investment is being used to deliver improvements across the region. Through regular project updates and real-life examples, customers can better understand the benefits being delivered for services, environmental performance and long-term resilience.

We're not stopping here

We will continue to publish new case studies and project updates throughout the year, including progress against our five-year capital investment programme. This phased approach will help keep customers informed of local investment outcomes and the long-term benefits being delivered in their communities.





Due Date	Status	RAG
June	Delivered in June	

Visit: Your Water, Your Future | South Staffs Water
Your Water, Your Future | Cambridge Water

Action: Continuing our Mains Renewals engagement programme

Delivering on our commitment

We continue to deliver on our mains renewals engagement commitment by inviting customers affected by works to provide feedback after each scheme. Customer insight is reviewed regularly and used to drive improvements to communications, planning and the overall customer experience.

"The information provided was comprehensive and access to my property, despite being at the centre of the works, was maintained throughout. The workforce were excellent and went out of their way to minimise disruption. They deserve recognition for the service they provided."

The impact for our customers

Customer feedback has directly informed improvements, including clearer information on welfare compounds, proactive updates when timescales change, and better communication around scheme completion dates. This helps customers feel more informed and better prepared for disruption during works.

We're not stopping here

We will continue refining our communications and engagement approach using customer feedback. Planned improvements include setting clearer expectations before works begin and providing more information about potential impacts such as temporary supply interruptions, low pressure and access restrictions.

Due Date	Status	RAG
N/A	Ongoing	

Action 6: Share simple explainer videos and quarterly updates

Delivering on our commitment

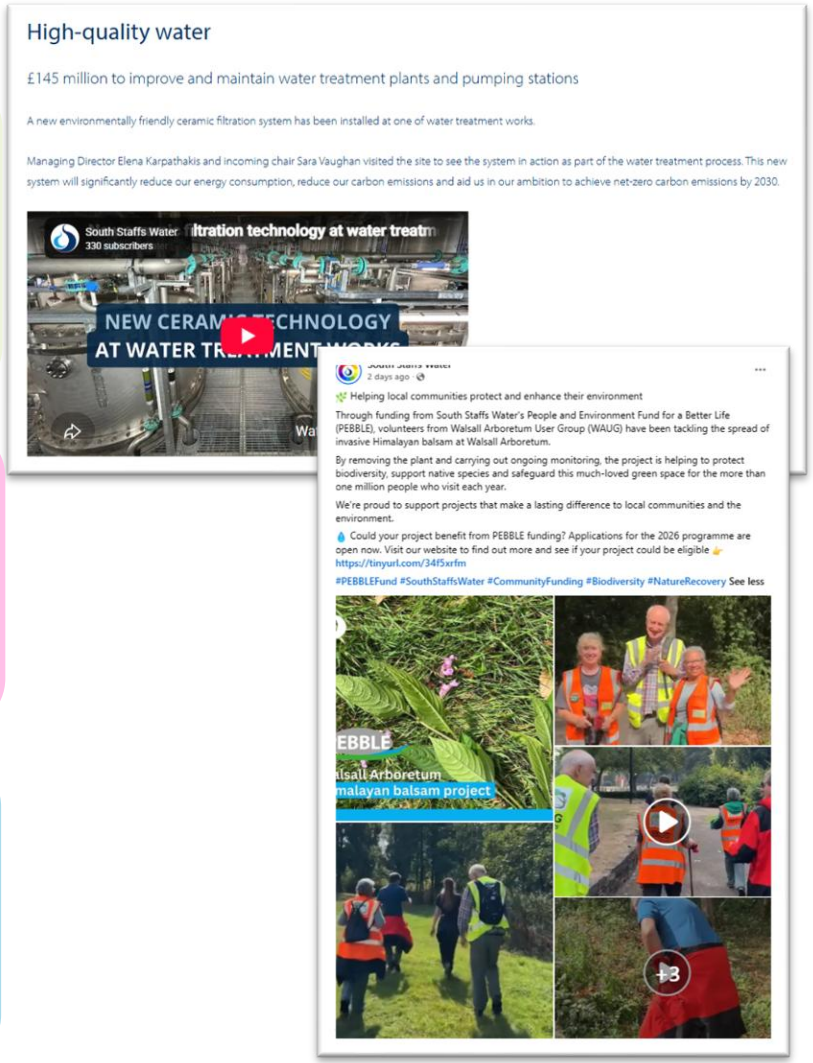
We have expanded our digital content, providing customers with access to more than 130 videos through our Help & Advice hub. We have also embedded video content across key webpages, helping customers better understand billing, water meters, water saving, investment programmes and environmental improvements.

The impact for our customers

Customers can now access helpful video content within two clicks from our website, making information quicker and easier to find. By offering information in a range of accessible formats, customers are better informed about their services and how investment is improving outcomes for communities and the environment.

We're not stopping here

We will continue to grow our video library and share regular updates on key programmes and investments. This will help customers stay informed about the improvements being delivered and the benefits these investments are providing across the region.



Due Date	Status	RAG
June	Ongoing since June	

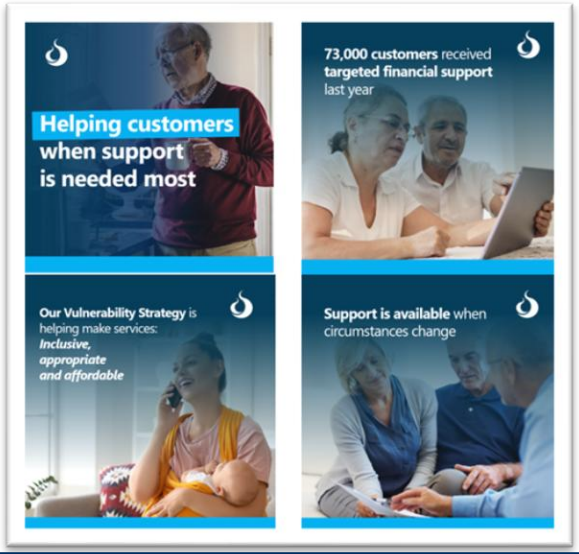
Action 7: Raise awareness of our annual report

Delivering on our commitment
We have published our Annual Report on our website and launched a programme of social media customer communications, bringing key performance, investment and environmental updates to life through accessible, customer-friendly content. This approach helps raise awareness of the report and encourages customers to explore the detail further.

The impact for our customers
Customers now have easier access to important information about our performance, investments and priorities through regular communications they already engage with. By sharing bite-sized updates and signposting to the full report, we make complex information more accessible and easier to understand.

We're not stopping here
We will continue to share customer-friendly highlights from our Annual Report throughout the year, helping more customers stay informed about our performance, investment programmes and the improvements we are delivering across the region.

Shared social media content. Visit our social media pages for more:



"Last year, 73,000 customers received targeted financial support.
In June 2025 we published our vulnerability strategy. This demonstrates our commitment to supporting the communities we operate in.
The plan sets out how customers can access water services that are inclusive, appropriate and affordable, if they find themselves in vulnerable circumstances.
To read the full document, visit Your Water, Your Future | South Staffs Water
#YourWaterYourFuture

Due Date	Status	RAG
June	September	

Visit: https://www.south-staffs-water.co.uk/media/gkuburx2/annual-performance-report-ye-31-march-2026-final.pdf for the combined report.

Action 8: Publish information on the five-year capital investment programme

Delivering on our commitment

We have expanded customer information about our investment programme for 2025- through our existing Your Water, Your Future, Investing for a Better Water Future and Water Resources Management Plan content. This provides customers with clearer information about where investment is being made, including water resources, mains renewals, leakage reduction, water quality improvements, environmental projects and climate resilience.

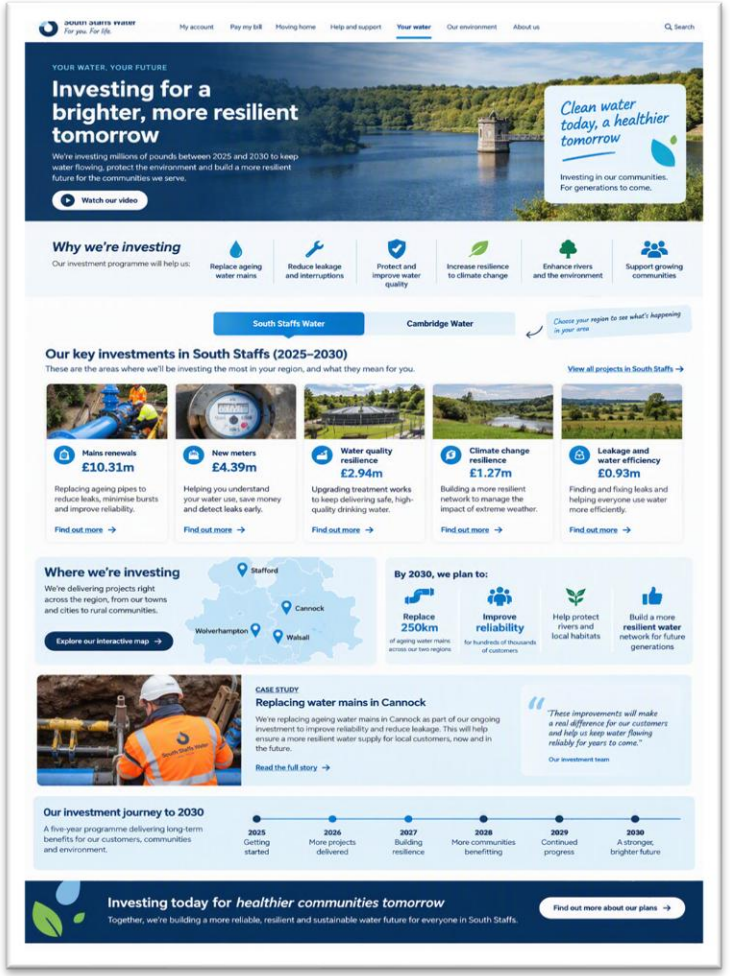
The impact for our customers

Customers can now better understand how investment is supporting reliable, resilient and sustainable water services in their area. By presenting investment priorities alongside real project examples and case studies, customers can see how funding is being used to improve services, protect the environment and prepare for future challenges such as population growth and climate change.

We're not stopping here

We will continue to expand investment-related content through future case studies, project updates and Water Resources Management Plan information. In addition, In September we will launch a dedicated investment hub that brings all capital investment information together in one place, making it easier for customers to see what projects are happening locally, track progress and understand the benefits being delivered for their community and the environment.

Example webpage:



Due Date	Status	RAG
September	Ongoing since June	

Visit: SSW: Our capital investment programme

CAM: Our capital investment programme

Action 9: Introduce a quarterly “service snapshot”

Delivering on our commitment

We have developed a new quarterly Service Snapshot: Your Money in Action, providing customers with a clear and accessible overview of our performance. The first edition was due for publication at the end of September, unfortunately this is slightly delayed and will now go live in October with quarterly updates planned thereafter.

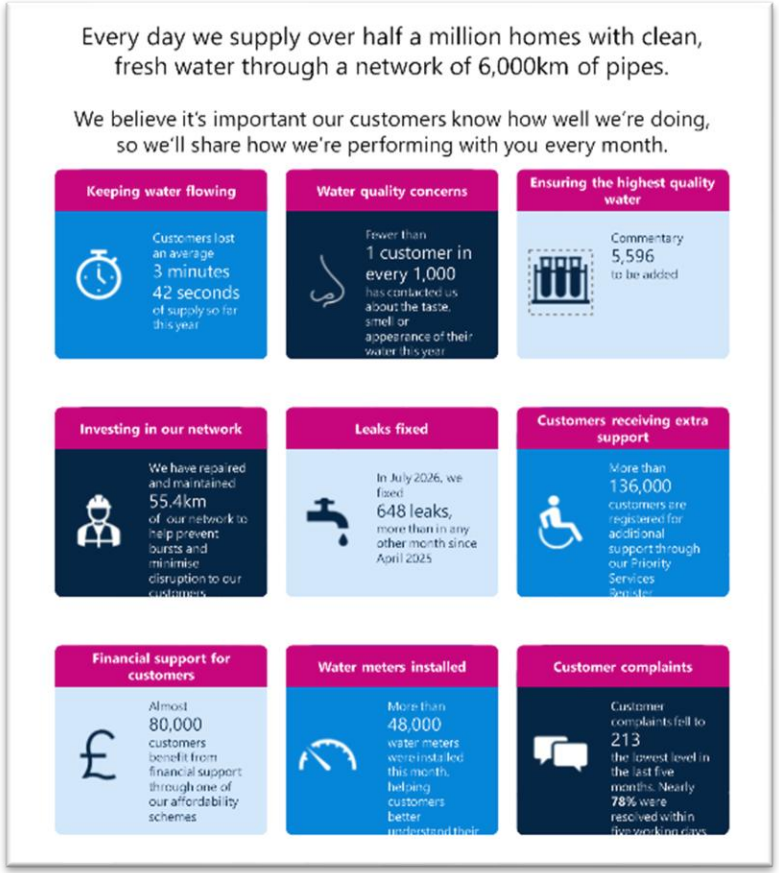
The impact for our customers

The Service Snapshot will give customers greater transparency on how we are performing and how investment is delivering tangible results. It will bring together key information on areas such as leaks, supply interruptions, water quality, meter installations and support for vulnerable customers in a simple, easy-to-understand format.

We’re not stopping here

We will continue to evolve the Service Snapshot based on customer feedback, exploring opportunities to include additional measures that matter most to customers. Future editions will also be tailored by region to provide more relevant and localised insight into performance and investment outcomes.

Service snapshot mock-up:



Due Date	Status	RAG
September	September	

Action 11: Reduce leakage by 15.3% over the next 5-years

Delivering on our commitment

We are **ahead of schedule** in delivering our commitment to reduce leakage by 15.3% between 2025 - 2030, thanks to continued investment in technology, proactive leak detection and faster repairs, including deployment of additional leakage teams throughout recent heatwaves and our trial “no-dig” repair approach.

- Our 2025-2030 leakage reduction targets are based on our 2015 – 2020 performance of 72.7 million litres per day (Ml/d) in South Staffs and 15.6 Ml/d in Cambridge.
- Between 2020 and the end of the 2025/26 period, leakage had reduced by 18.2% in South Staffs and 23.7% in Cambridge.
- Every day we now save around 16.9 million litres of water compared with our baseline. That's enough water to fill more than 67,000 bathtubs every single day or 475,000 per week.
- Our performance has exceeded regulatory targets across both regions, earning recognition for our strong performance.
- These results have been achieved despite challenging weather conditions, including prolonged dry periods and ground movement that can increase the risk of leaks and bursts across the network.

The impact for our customers

Reducing leakage means more water stays in the network for customers, helping secure supplies during dry weather while reducing the need for restrictions. By saving nearly 17 million litres of water every day, we are improving resilience, protecting the environment and making the best possible use of available water resources. Our performance means we remain on track to achieve our leakage reduction target by 2030.

We’re not stopping here

We continue to invest in innovative approaches to find and fix leaks faster and prevent future water loss, including:

- Satellite monitoring, acoustic logging and advanced leak detection technology.
- Delivery of 250km of water main replacement during 2025 - 2030, with Year 1 targets achieved.
- Trials of trenchless repair techniques to reduce disruption and shorten repair times.
- Expansion of customer supply pipe repair and replacement support.
- Increased focus on trunk main monitoring including enhanced logging and leak detection dog trials.

Find out more on the next slide

Due Date	Status	RAG
2031	Ongoing	

Action 11: Reduce leakage by 15.3% over the next 5-years

Investing in smarter ways to save water
We're using new technology and innovative approaches across our network to help find leaks earlier, repair them faster and prevent water loss before it happens. Here are the main approaches being used across both South Staffs Water and Cambridge Water regions.

Pro-active listening for leaks
Over the last ten years thousands of acoustic sensors have been attached to our water network, helping us "listen" for leaks that are difficult to spot. In the first few months of 2026 we installed hundreds more sensors in Cambridge city-centre, where leaks can be harder to locate. The sensors are proving to be between **2 to 3 times** faster at finding leaks than more established approaches.
We're also trialling Artificial Intelligence (AI) to help predict where leaks are most likely to occur, allowing us to act before pipes burst. The trial started this year and will finish off in November, and then we will review the results.

Exploring satellite technology
We're developing innovative ways to use satellite technology more frequently and effectively to help locate water on or just under the ground's surface. Early trials indicate this approach is between **2 to 3 times** faster at finding leaks than more established leak detection approaches.

Managing water pressure
We are always pro-actively controlling water pressures across the pipe network, whilst making sure the pressure stays above our target of one bar at the boundary of a customer's property. This means that instead of letting water flow at a constant high pressure, we adjust the pressure using valves, pumps, and sensors to balance customer demand with reducing leakage and network safety. This approach helps:

- Reduce the amount of water lost through existing leaks
- Lower the risk of pipe bursts and extend the life of our water mains
- Reduce energy use and repair costs for pumps.

Repairing pipes with less disruption
We're trialling "no-dig" repair techniques that can fix some underground pipes without digging up roads, footpaths or customers' properties. Early feedback shows that this technique is showing a **70% success** rate of stopping the leak without the need to dig down to the pipe. The trial finished in September 2026 and our teams are currently undertaking a full review. Using this approach can mean:

- Faster repairs and less disruption for customers and communities
- Lower repair costs
- Reduced environmental impact – less waste.

Installing the latest metering technology
We're aiming to install at least **164,646 meters at customer properties between 2025 and 2030**. In year 1 of the programme (2025/26) we fitted **24,675** meters, beating the target of **20,646**. Between 2026/27 and 2030/31 the target is to fit **36,000** meter per year.
The water meters being fitted can automatically send signals out at set times, which are then picked up by masts (antennas) or other radio networks installed by companies. This is like energy suppliers, whose smart meters store readings and then submit them securely to the supplier. The water meter readings are fed into the water company's customer database and used for lots of different things such as supporting accurate billing, better understanding of water usage in an area and helping understand where leakage is happening. The water company can, over time, provide customers with even more accurate information about their water usage. We are looking at how best to roll-out this benefit from 2026 onwards.

Due Date	Status	RAG
2031	Ongoing	

Action 12 & 13: Publish a customer-friendly summary of our Water Resource Management Plan

Delivering on our commitment

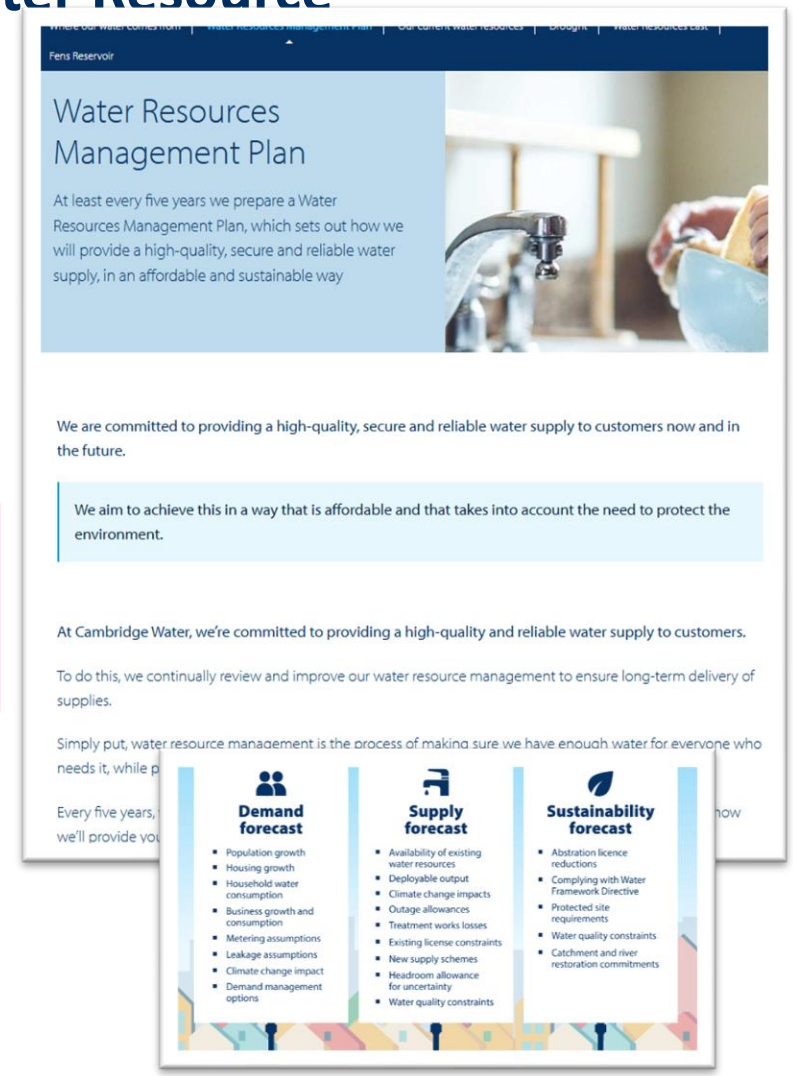
We have published customer-friendly Water Resources Management Plan (WRMP) webpages, making complex long-term planning information easier to understand. The content explains how we are preparing for future demand, investing in new water resources, reducing leakage and securing resilient water supplies for future generations.

The impact for our customers

Customers can now access clear, accessible information about the long-term challenges facing water resources and the actions we are taking to address them. By connecting regional plans with local case studies and investment programmes, customers can better understand how we are planning for growth, protecting water supplies and supporting environmental sustainability.

We're not stopping here

We will continue to build awareness of our long-term water resource plans through targeted communications, social media and additional customer-friendly content. This will help customers better understand how we are preparing for future demand and investing to maintain resilient water supplies for the communities we serve.



Due Date	Status	RAG
June	Delivered in July	

Visit: Cambridge Water Resources Management Plan

South Staffs Water Resources Management Plan

Action 14 & 15: Helping customers understand how future growth and new developments are planned and supported

Delivering on our commitment

In October we are launching new customer-friendly content that explains how future growth, housing developments and infrastructure investment are planned and supported. We are also developing an overview of the engagement process between water companies and developers, helping customers better understand how new developments are assessed and connected to the network.

The impact for our customers

Customers will have greater visibility of how population growth and new developments are considered within our long-term planning. By enhancing and promoting existing Water Resources Management Plan and Your Water, Your Future content, customers can more easily understand how water supply, demand, environmental commitments and investment decisions are balanced to support future growth.

We're not stopping here

We will continue to strengthen links between planning, investment and growth information, making complex topics easier to understand. Future updates will include case studies that showcase recent developer network connections and demonstrate how infrastructure investment supports both future growth and existing customers.



Due Date	Status	RAG
June	October	

Action 16: Lower the bill increase thresholds that trigger proactive outreach and introduce expert-led outbound contact.

Delivering on our commitment

We are providing proactive support by reviewing our billing journeys and introducing new interventions to help customers avoid unexpected bill increases. Alongside our meter health check activity, we have reviewed and processed more than **7,000-meter** readings to minimise billing impacts and improve billing accuracy.

The impact for our customers

Customers identified as being at risk of significant bill increases will receive earlier outbound support and clearer communications. This approach helps customers better understand changes to their charges, identify any underlying issues and access appropriate support before concerns escalate into complaints or bill shock.

We're not stopping here

We will use the findings from our outbound contact pilot to identify the most effective ways to support customers experiencing higher charges. We will continue to refine customer communications and expand proactive interventions, ensuring customers most at risk of unexpected bill increases receive timely guidance and support. As we refine embed these approaches, the successful processes and interventions will become part our business-as-usual (BAU) operations, helping us deliver consistent and sustainable support for customers over the long term.



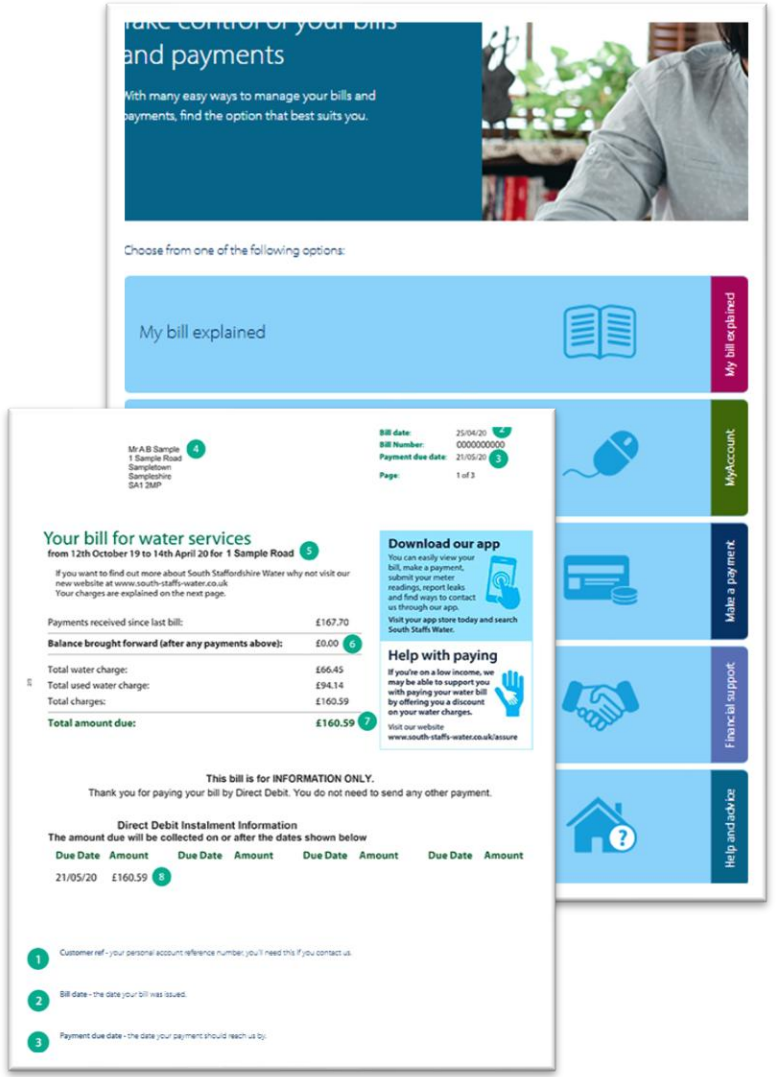
Due Date	Status	RAG
September	Ongoing since August	

Action 17: Launch a plain-English tariff guide explaining how bills are calculated

Delivering on our commitment
We have expanded our My Bills and Charges webpages to provide clearer, more accessible information about how bills are calculated. The content includes simple explanations of measured and unmeasured charges, billing FAQs, direct access to charging information and guidance linking customer charges to investment activity.

The impact for our customers
Customers now have easier access to information that helps them understand their bills and find answers independently. This has contributed to a **19%** reduction in contacts requesting information on how bills are calculated between April and August 2026 compared to the same period in 2025, demonstrating improved customer understanding.

We're not stopping here
We will continue to review customer feedback and contact trends to identify further opportunities to simplify billing information. By enhancing our guidance and communications, we will help more customers understand their charges and make it easier to find the information they need.



Due Date	Status	RAG
September	Delivered in June	

Action 18: Launch a customer communication/update promise setting clear timelines for updates during key service journeys

Delivering on our commitment
Feedback from our Customer Panel, alongside ongoing customer insight and contact analysis, consistently highlighted four areas that matter most to customers. In response, we have focused our communication improvements around four key pillars designed to make it easier for customers to contact us, stay informed and access support when they need it most.

The impact for our customers
These improvements have made it easier for customers to access support and stay informed. We respond to **75% of emails within 24 hours**, have reduced average telephone wait times from **10 minutes to 2 minutes**, and have seen an 18% reduction in dissatisfaction relating to poor communication during water supply incidents.

We're not stopping here
We will continue to use customer feedback and performance insights to refine our communication commitments and extend them across additional customer journeys. This will help ensure customers receive timely, relevant and proactive updates when they need them most.

Speedy Emails: 75% of emails answered within 24 hours. We have strengthened email handling processes and introduced clearer response commitments.

Speedy Telephone Service: Average wait times reduced from 10 to 2 minutes. Investment in our contact centre has significantly reduced telephone waiting times.

Proactive Updates: 18% reduction in dissatisfaction relating to communication.
We now provide more proactive updates across incidents, appointments and leakage investigations.

Affordability Support: We have improved promotion of affordability schemes and are proactively identifying and supporting customers who may benefit from help with their bills.

Due Date	Status	RAG
September	Ongoing since June	

Action 19: Redesign the Guaranteed Standards Scheme and complaint escalation website sections

Delivering on our commitment

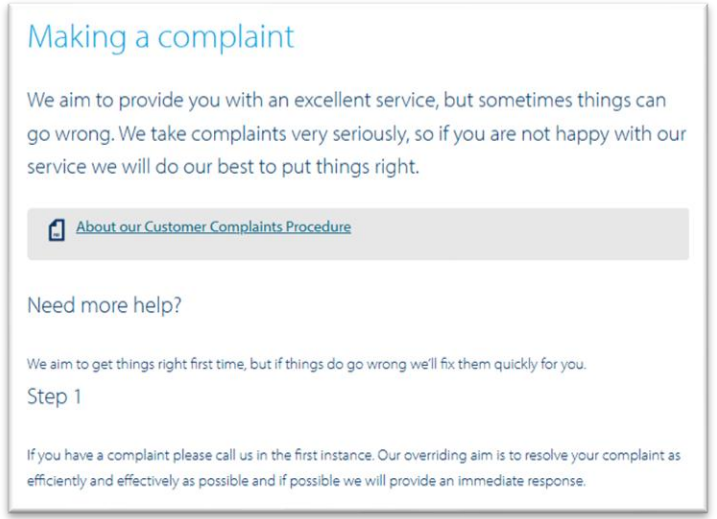
We have updated our Make a Complaint and Guaranteed Standards Scheme (GSS) webpages, making it easier for customers to understand the complaints process, escalation routes and the support available to them. We have also improved support signposting through our website, online forms, bills and downloadable customer information.

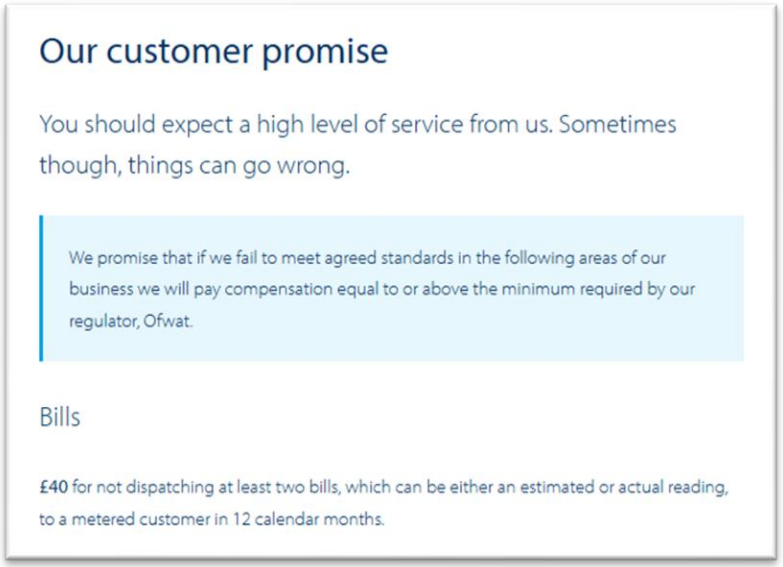
The impact for our customers

Customers can now access clearer guidance on how to raise a complaint, what to expect during the process and where to seek independent support if needed. Enhanced webforms, automatic acknowledgements and improved bill messaging provide clearer next steps and make it easier for customers to access help. Since these improvements were introduced, **complaints received in August 2026 reduced by 48% compared with July 2026.**

We're not stopping here

We will continue to use customer feedback, complaint insight and website analytics to identify further improvements. Our focus will remain on making it easier for customers to access support, understand their rights and resolve issues quickly and effectively.





Due Date	Status	RAG
September	Delivered in July	

Visit: Making A Complaint | South Staffs Water
Our Customer Promise | Cambridge Water
Our Customer Promise | South Staffs Water

Action 20: Introduce an affordability support programme for customers struggling with water costs

Delivering on our commitment

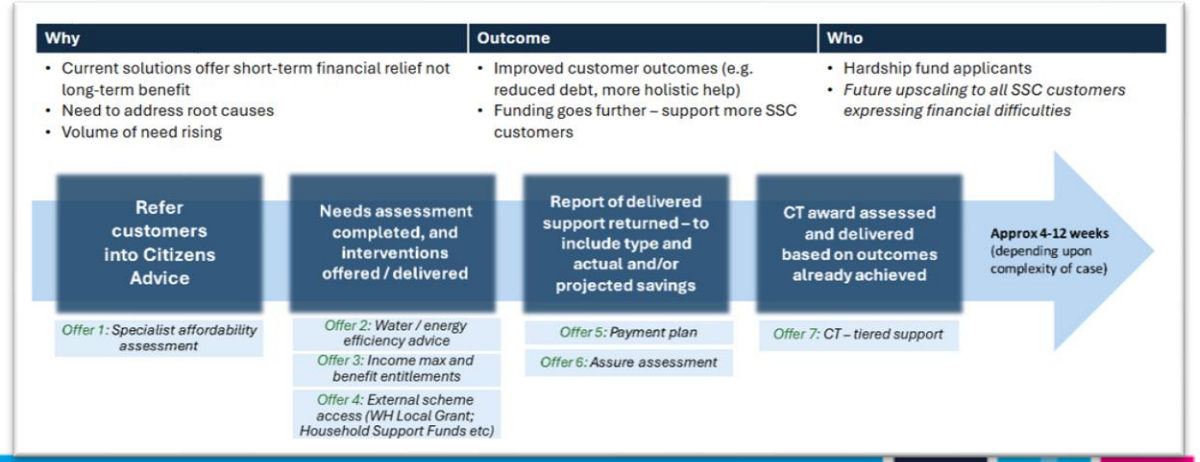
We have launched our affordability support pilot in partnership with Citizens Advice, helping customers who are struggling with water costs access tailored financial and practical support. The pilot supports around 300 eligible customers and provides assistance with benefits entitlement checks, income maximisation, debt support, energy advice and water efficiency measures. Early outcomes indicate participating customers could be better off by around £2,000 per year through increased income, reduced costs and access to additional support.

The impact for our customers

Customers receive personalised support designed to address the root causes of financial hardship, rather than providing short-term assistance alone. By connecting customers with specialist advice and wider support services, the programme helps improve financial resilience, maximise household income and support customers in managing essential living costs, including water charges.

We're not stopping here

We will use the findings from the pilot to evaluate customer outcomes and refine the support available. Subject to the results, we plan to expand the programme to support thousands more customers experiencing financial difficulty, complementing our existing social tariff and hardship support schemes while helping more households access sustainable, long-term financial support.



Due Date	Status	RAG
September	Delivered in July	

Action 21: Develop a new customer hub or portal with self-help guidance

Delivering on our commitment

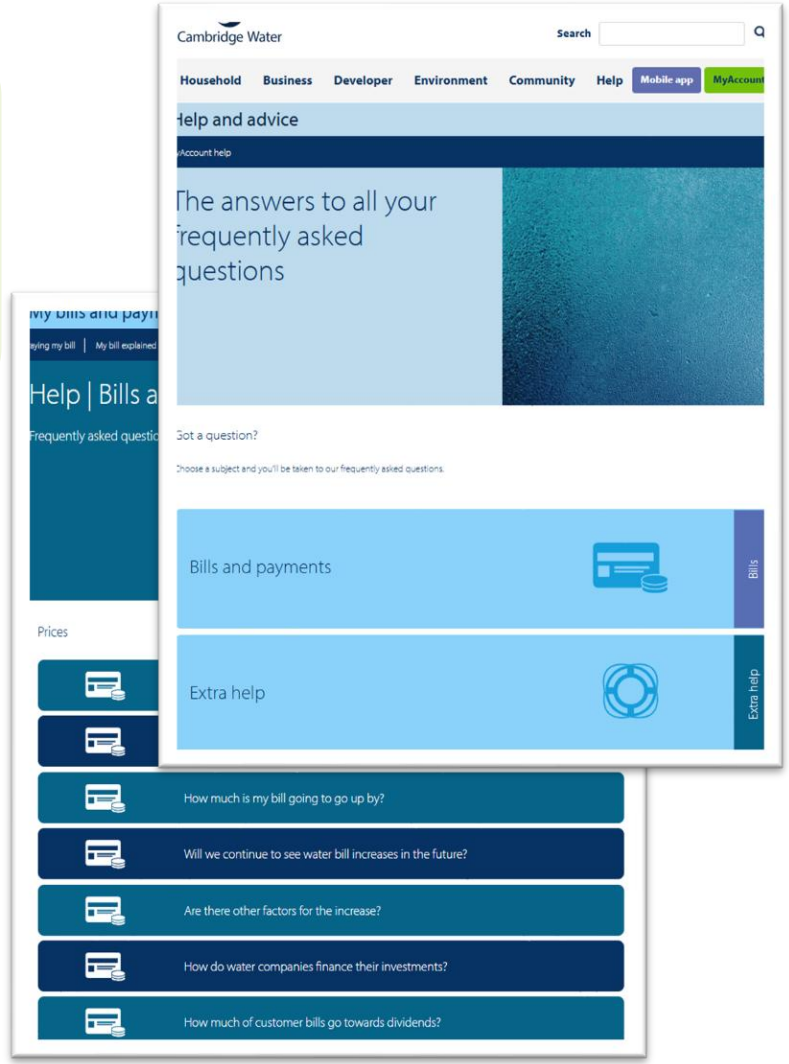
We have enhanced our metering and billing webpages with updated FAQs, clearer guidance and improved self-help content. Customers can access dedicated Help & Advice resources covering water meters, meter readings, bills and charges, supported by increased signposting through customer letters and email communications. We have expanded digital content, including explainers on bill increases and links between customer charges and investment activity, making it easier for customers to find the information they need.

The impact for our customers

Customers now have easier access to clear, self-service information that helps them understand their bills, water meters and available support options. By improving online guidance and making key information easier to find, customers can resolve queries more quickly and confidently without needing to contact us, while gaining a better understanding of how their charges are calculated.

We're not stopping here

We will continue to develop our digital self-service offer, introducing new FAQs, guidance, videos and interactive content based on customer feedback. Longer term, we will explore opportunities for a more integrated customer hub experience, including enhanced billing communications and personalised content that helps customers better understand their services, charges and local investment programmes.



Due Date	Status	RAG
September	Ongoing since August	

Visit: Help and advice
Help and advice

Action 22: Provide accessible customer letters and leaflets on request and keep the website accessible to recognised standards

Delivering on our commitment

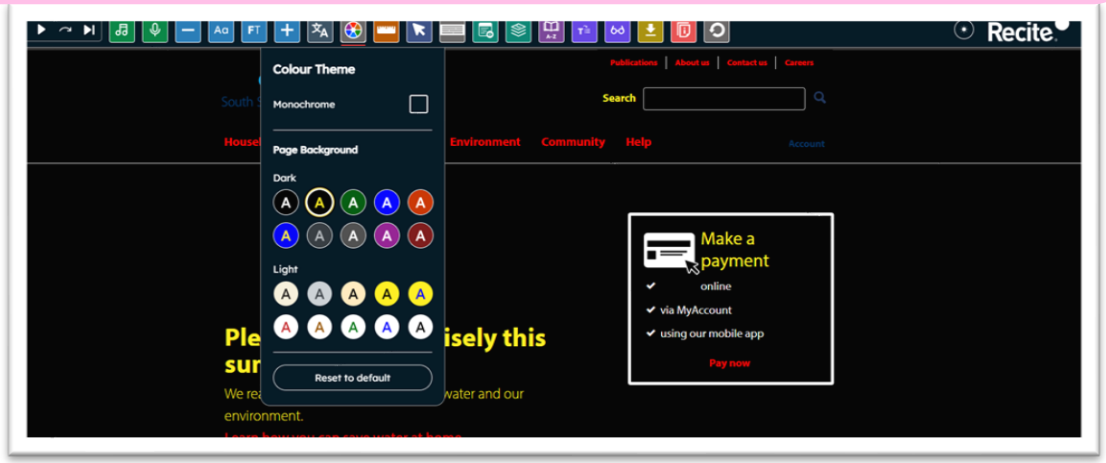
We have enhanced the accessibility of our website and customer communications. We introduced the Recite Me accessibility tool, giving customers access to screen reading, translation, reading aids and customisable display options. Alongside this, we have completed a wide-ranging programme of accessibility improvements across our digital services, achieving 97% compliance with WCAG Level A requirements and 98% compliance with WCAG Level AA requirements.

The impact for our customers

Customers can now access information in a way that best meets their individual needs, making our digital services more inclusive and easier to use. Improvements to page readability, colour contrast, font sizing and navigation have reduced accessibility barriers, while collaboration with visually impaired customers has helped ensure our communications, including Priority Services Register correspondence, are clearer and more accessible.

We're not stopping here

We will continue working closely with customers and accessibility groups to identify further opportunities to improve our communications and online services. Our focus will be on maintaining high accessibility standards, removing barriers to access and ensuring all customers can easily find, understand and use the information and support available to them.



Due Date	Status	RAG
September	Ongoing since August	