



# Our Customer Performance Statement

2026/27



## This statement highlights how we've improved customer experience during 2025–26

We look to ensure you always get clear information, appropriate support, and a positive experience when interacting with us. This statement explains how we meet these responsibilities and the governance and assurance processes that support our approach.

As we move into 2026–27, we remain committed to listening, learning and continuously improving for the benefit of our customers. The following sections summarise the key updates and progress made since our last statement.



# Keeping customers informed

Improvements we've made this year include:

**New Incident Communication team:** Available 365 days a week, 24/7, reaching more customers during incidents and providing regular updates

**Improved website experience:** Images and clear commitments to customers as to when they'll receive their next update, making communications simpler and more effective for them

**SMS refund confirmations being sent:** Once refunds are authorised, these messages provide customers with reassurance and transparency, simplifying the refunds process

**Temporary Water Conservation communications:** We refined our messaging to ensure customers clearly understood the need to conserve water during dry, hot weather

**'Our biggest upgrade in 150 years'** customer campaign launched - Improving customer comms and raising awareness of the investment being made



# Keeping customers informed

What we've done	What we've strengthened
Developed incident communications processes and guidance	Increased bottled water delivery capacity during incidents
Rolled out the waste dispute resolution process	Refined bill messaging
Added bill explanation videos to our website	Redesigned bill notification emails with personalised updates
Introduced automated complaint acknowledgements	Rolled out One View technology, giving agents a single view of customer queries
Enhanced SAP (software system) case management to link related customer cases	Piloted full ownership of customer calls, achieving an 84% resolution rate and CSAT (Customer Satisfaction) score of 8.3
Produced agent guidance on next steps for work managed by other teams	Sent 482,000 proactive SMS and email updates to customers
Made 8,700 customer update calls for water and waste queries	Made 8,700 customer update calls for water and waste queries
Improved customer updates during blockage investigations	Introduced 48-hour follow-up contact after hydraulic flooding
Launched a wastewater incident map with automated postcode alerts	Introduced Code Red escalations to proactively update customers during incidents



# Making it easy for customers to get in touch

**Extra Care webchat introduced:** For customers who need affordability support, this webchat gave them an extra channel to contact us, allowing us to provide them with support

**Calls answered quickly:** Agents answered calls within an average of 75 seconds for water and wastewater services, and 121 seconds for billing, helping customers get support quickly

**New online bereavement reporting tool:** We introduced this to give customers the option to communicate with us online during this life changing experience

**Temporary Water Conservation postcode checker:** We launched this tool on schedule and it reached 3,000 users in the first week, giving customers more accurate information about their water use

**Introduction of Digital Wallets:** Apple Pay or Google Pay, we listened to customer needs, making it easier for them to make payments. This resulted in £8m worth of payments each month



# Making it easy for customers to get in touch

What we've done	What we've strengthened
<p>Launched an online account dashboard, giving customers more self-service options</p>	<p>Maintained low call abandonment rates of 4.4% for Water and Waste and 5% for Billing</p>
<p>Introduced our 'Make It Easy' culture programme, empowering teams to put customers first</p>	<p>Introduced Amazon Q to support agents, enabling faster and more efficient responses</p>



# Supporting customers when they need us most

**Tailoring services for Priority Services Register (PSR) customers:**

We've surpassed our target for PSR customers by 22%, with over 720,000 customers registered, proactively supporting customers who need extra help

**Contact Centre Customer Escalations team established:** ensuring greater support for customers during incidents

**Reduced wastewater complaints:** these were reduced by 33%, as we communicated with customers more effectively

**Provided more smart meters:** 277,000 smart meters were installed in 2025-26, giving customers more accurate information about their water use

**Updated our bills:** Showing more clearly the new social tariff discount the customer receives, helping customers better understand the support they receive



# Supporting customers when they need us most

What we've done	What we've strengthened
Aligned with Guaranteed Standards Scheme regulations	Recruited an Incident Aftercare and Learning Manager and trialling a new aftercare standard
Introduced free mental health support for customers affected by sewer flooding	Prioritised tanker deployment to support the worst affected customers during floods
Established an escalation team for blockages and flooding, reducing repeat contacts	Published our Vulnerability Strategy, setting out plans for inclusive customer service over the next five years
Enhanced our Customer Guarantee Scheme, including 30-day inclusion notices and 24-hour bottled water delivery for PSR customers	Updated inclusion notices and website information to provide clearer bottled water delivery timescales
Reminded 350,000 customers about PSR services and how to contact us during disruptions	Retained BSI (British Standards Institution) Inclusive Service Accreditation for another year
Updated goodwill payment standards for customers affected by sewer flooding	



# Learning and improving

**Improved customer support:** We proactively support customers when their bill is going to be higher than expected, ensuring better customer experience

**Identified and cleared blockages:** We cleared nearly 5,000 blockages, ensuring problems are solved before customers need to contact us

**New technology:** We have introduced innovative new technologies to support customers paying by card and requesting a meter, improving our customer experience

**Enhanced Interactive Voice Response (IVR):** We've introduced new technology to support the IVR function, simplifying customers to ensure quicker responses and an enhanced customer experience

**Increase in resolving customer waste issues:** We've seen a 132% increase in resolving issues on a first time visit, providing a more effective and efficient service for customers



# Learning and improving

What we've done	Impact
Enhanced technology to enable agent calls with AI call summaries	Assessed impacts to ensure changes do not adversely affect customers
Introduced a review process (Oct 2025) for severe and repeat flooding events	Waste incident response times improved by 50%, from 22 hours to 11.3 hours
Launched a process to help customers identify private blockage ownership	Over 1,000 cases resolved and record numbers of blockages proactively identified and cleared through sewer depth monitors
Senior managers now review internal flooding cases	



# Helping customers manage the cost of their bills

**Provided customers with affordability support:** Worked with local authorities to support 13,000 customers

**Emergency Support Scheme:** We increased this to £700 to align with rising bills

**Targeting long term unread meters:** ensuring greater accuracy on customer bills, delivering billing accuracy improvements

**Residency checks and incorrect bill cancellations:** Progressed to reduce inaccurate billing and ensure more accurate, affordable bills



# Planned improvements for 2026-27



# Providing proactive comms

**Improving customer database:** updating customers about incidents and providing new ways for them to give feedback

**Website improvements:** including video messaging and an improved customer feedback tool

**Continuing the ‘Our Biggest Upgrade campaign:** updating customers on investments and improved services to 2030

**Improving customer satisfaction:** through proactive case management and contacting customers via feedback channels

**PSR customers:** We are changing the way we manage the Priority Services Register so customers with ongoing needs stay on the PSR, and those with temporary needs can stay on it as long as they need to

What we’ve done	What we’ll strengthen
Updated call systems with live incident messaging	Forecasting ahead of weather events so customers can sign up for updates before demand increases
Improved processes to contact customers through their preferred channel	Reviewing the end-to-end customer journey when closing queries
Expanding internal flooding processes to include external flooding	



# Being easy to contact

**Improving our sign up facility:** Allowing customers to access live incident updates via our website

**Expanding online services:** allowing customers to report odours, sinkholes and appointment cancellations

**Response times:** Continue to improve response times to communication by our Contact Centre

**Agent availability:** Ensure we have sufficient agents available to speak to our customers



# Understanding customer needs and providing appropriate support

**Escalation team:** Creating an escalations team within the Operations contact centre to reduce written complaints and repeat contacts

**PSR:** Grow our Priority Services Register to 1.2m by 2030

**Improve call system:** Changing the system to identify PSR customers and ensure they get the appropriate support from the dedicated team

**Vulnerability training:** Enhance levels of this training to make sure we provide great service to customers in vulnerable circumstances

**Update to call systems:** Ensure PSR customers with specific conditions can bypass phone menus and speak to an agent directly

What we've done	What we'll strengthen
Introduce self-referral options so customers receive flooding updates when needed	Expand aftercare for water and wastewater incidents through our Aftercare and Learning Manager
Improve flooding communications and review customer service in historic flood areas	Review PSR communications to ensure customers receive clear and accurate information
Strengthen our support for customers in crisis	



# Lessons learned and continuous improvement

**Sewer and repeat flooding process:** Embed this and continue to improve it by reviewing it regularly to ensure we're best serving our customers

**Internal flooding team:** Expand the team to improve flooding response times to 2 hours

**Additional radar monitors:** introduce these monitors so we can identify areas at risk of flooding

**Customer complaint process:** Improve this process with ops teams and contact centres, ensuring we're centrally storing all information

**Sewer depth monitors:** Introduce 27,000 new monitors by 2030, with more accurate risk monitoring to identify blockages



# Helping customers struggling to pay bills

**Engage PSR customers:** Make use of data analysis to identify areas where communities are underrepresented on our affordability and PSR schemes and engage those customers who need extra help



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**What is a cubic metre?**  
A cubic metre (1 m<sup>3</sup>) is 1,000 litres or about 220 gallons. This works out at around 12 baths or 20 showers.

**Managing your account.**  
**Keep us up to date**  
Please tell us if any of your details change. You can do this on our website, by calling us, or writing to us.

**Understanding your bill.**  
You can download our charges scheme from our website.

**Water and wastewater charges**  
These are based on the amount of water and wastewater you use. Our current charges, including new charges are available for download from our website. Or call us and we'll post a leaflet to you.

**Fixed charges**  
These charges include the costs of billing, enquiries and metering. The charge for surface water and highway drainage is included in the wastewater fixed charge.  
If surface water from your property doesn't drain to our sewers, you may be able to claim a reduction of £13.42 for this bill. For more details please visit

**Moving home.**  
If you're moving please let us know once your move date is less than 28 days away. You'll need your account number, new address and meter reading. Please give us at least two days notice of your move date to avoid having to pay more.

Reading	Charges
475	£350.44
142	£10.69
273m <sup>3</sup>	£361.13
(187 days)	£222.76
Perce per m <sup>3</sup>	£35.93
128.37	£258.69
Perce per m <sup>3</sup>	£191.02
81.60	-£247.50
273.000	£619.82
Perce per m <sup>3</sup>	£191.02
128.37	-£247.50
81.60	£619.82



This document covers the period 1 April 2025 to 31 March 2026