



Northumbrian Water Group

People Panels

#4B Long term strategy metrics and
ambition (part two)

Research report

June 2022

#4B: Long term strategy metrics and ambition (part two)

Background

This was the second part of the fourth round of a series of deliberative discussion sessions to be conducted online over Zoom to explore views to inform development of NWG's Long Term Strategy. Sessions were conducted with each of the five People Panels on the following dates:

- **Monday 16th May: Employees**
- **Tuesday 17th May: Northumbrian**
- **Wednesday 18th May: Essex**
- **Monday 23rd May: Suffolk**
- **Wednesday 25th May: Young**

Having developed all of the session materials in partnership between NWG and Explain, Explain was responsible for the running of the events. A NWG representative, Strategic Customer Research & Engagement Manager, Elaine Erskine, attended all sessions and provided information and responses to any clarification questions posed by attendees.

Purpose of the session

The event was designed to allow Panel members to continue to consider the fifteen aims and measures, to complete their review of the targets aligned to Northumbrian Water and Essex & Suffolk Water's long-term strategy. In this second session of the two on this topic, Panel members were presented with a series of metrics and targets and were asked to continue thinking about how ambitious they felt Northumbrian Water / Essex & Suffolk Water should be in these areas. The aims discussed in this round were:

Ensure water services are supplied to all customers at a reasonable cost

Reduce the 'wastage' of water through a reduction in leakage

Reduce the amount of water used by our customers to improve water resources across our regions

Be leading in the sustainable use of natural resources and become carbon neutral

Have the best beaches in the country



There were 90 minutes in each session, all completed in one main session as a full group discussion, which was facilitated by Explain. Pre-work set in advance of the session, which was:

- Think about the 15 aims and measures we looked at in the last session
- Pick 5 where they would like to see Northumbrian Water or Essex & Suffolk Water deliver the best performance of any water/wastewater company in the country by 2050
- Think about why they have selected these

Approach taken

During this round, panellists were taken through five of the fifteen measures, which are listed above; having considered seven of the fifteen measures in the previous round. Panellists were asked to vote on how ambitious they wanted Northumbrian Water / Essex & Suffolk Water to be in their target of five aims on Zoom polls. Panellists then took part in discussion, to reason why they thought Northumbrian Water / Essex & Suffolk Water should aim for a reduced target, a more ambitious target, or a target in line with the level that was currently committed. Information was shared on three elements to help contextualise this ambition, where relevant and available, therefore we shared historic NWG performance, the performance of other water companies, as well as the performance of other companies outside of the sector. At this point, associated costs weren't shared with attendees in this session, however costs will be presented in later sessions.

Panel members were also informed that some of the measures would not be considered in depth in this round, due to requiring compliance, comparison to other water companies, or the need for expert opinions to set targets for them due to them being technical in nature, therefore not areas which would be relevant for household consumers to have a view on. These were:

Delivering world class customer service (CMex)

Ensure an industry leading level of health & safety in the workplace

Promote confidence in our drinking water by delivering high-quality water

Deliver strong and sustainable financial resilience with fair returns

Towards the end of this session, a final 'star poll exercise' was completed, which panellists had familiarised themselves with during earlier rounds. Participants were asked to think of both the five measures considered in this round, as well as the six measures they considered in the previous #4A round. Each panel member then allocated their 25 stars across the eleven measures by allocating more stars to measures where they wanted to see the greatest ambition. For the employee panel, due to the inclusion of 'a great place to work survey' measurement, the employees panellists allocated their stars across twelve measures.



Measures discussed in #4A	Measures discussed in #4B
Eradicate sewer flooding in the home as a result of our assets and operations	Ensure water services are supplied to all customers at a reasonable cost
Ensure a continuous supply of water to promote customer confidence and trust.	Reduce the 'wastage' of water through a reduction in leakage
Reduce instances of pollution to protect and preserve our environment.	Reduce the amount of water used by our customers to improve water resources across our regions
Deliver world class customer service – NPS ('customers' and 'young' only)	Have the best beaches in the country
Create a diverse workplace that ensures the right people with the right skills are proud to work for our company ('employees' only)	Be leading in the sustainable use of natural resources and become carbon neutral
Maximise our spend within our regions to enhance the social benefit that can be realised.	-

Attendee profile

Panel group	Total number of attendees	'Defining the Future'
Employee	5	n/a
Northumbrian	13 (2 more to resume #5)	3
Essex	10 (2 lost, 5 to resume #5)	2
Suffolk	13 (2 lost, 2 to resume #5)	3
Young	11 (3 lost; 4 to resume #5)	1

There were slightly fewer panellists in attendance across all five panels this round. As this round relied on knowledge and understanding of the previous rounds where the long-term strategy was discussed, panellists who did not attend the previous round were not asked to attend this session. However, these individuals will be invited to the sessions which follow the Long-Term Strategy conversations.

Event feedback

The event feedback gathered from the closing polls, completed by panellists themselves, is shared at the end of this report, though due to time constraints in this round, the information shared is for the 'employees' and 'young' panels only as the questions weren't asked in the other groups.





Summary of findings

An overview of the findings.

#4B: Summary of findings

Desired levels of ambition per panel

In the second of the two Panel sessions on the long-term strategy, attendees were presented with a series of metrics and targets and asked to think about how ambitious they felt Northumbrian Water / Essex & Suffolk Water should be in these areas. Results of the poll votes are shown below:

	I want to see the reduced target	I want to see a target in line with current commitment	I want to see the more ambitious target	Don't know
Eradicating water poverty [supply at reasonable cost]				
Employee	0	3	2	0
Northumbrian	0	7	6	0
Essex	0	4	6	0
Suffolk	0	5	7	0
Young	0	3	8	0
Reducing leakage				
Employee	1	3	1	0
Northumbrian	0	7	6	0
Essex	0	2	8	0
Suffolk	1	2	10	0
Young	1	5	5	0
Reducing water usage in their regions				
Employee	0	2	3	0
Northumbrian	2	5	5	0
Essex	0	4	6	0
Suffolk	3	7	3	0
Young	1	8	2	0
Aiming for carbon neutrality				
Employee	0	2	2	1
Northumbrian	0	4	7	0
Essex	0	6	4	0
Suffolk	1	3	9	0
Young	0	7	4	0



	I want to see the reduced target	I want to see a target in line with current commitment	I want to see the more ambitious target	Don't know
Improving the quality of coastal bathing waters				
Employee	0	0	3	1
Northumbrian	2	3	6	0
Essex	0	7	3	0
Suffolk	2	8	3	0
Young	6	4	1	0

Combined results per aim across #4A and #4B

Targets	I want to see the reduced target	I want to see a target in line with current commitment	I want to see the more ambitious target	Don't know
Customer measures				
Deliver world class customer service - NPS	8 (17%)	31 (66%)	8 (17%)	0
Eradicate internal sewer flooding	2 (4%)	17 (33%)	31 (61%)	1 (2%)
Reduce water interruptions for continuous supply	7 (14%)	35 (69%)	9 (18%)	0
Eradicate water poverty [supply at reasonable cost]	0	22 (43%)	29 (57%)	0
Reduce water usage in regions	6 (12%)	26 (51%)	19 (37%)	0
Reduce leakage	3 (6%)	19 (37%)	30 (58%)	0
Environment measures				
Eliminate pollution incidents	1 (2%)	23 (44%)	26 (50%)	2 (4%)
Improvements to water environments	8 (16%)	19 (37%)	20 (39%)	4 (8%)
Becoming carbon neutral	1 (2%)	22 (45%)	26 (53%)	0
Improving quality of coastal bathing waters for best beaches	10 (20%)	22 (45%)	16 (33%)	1 (2%)
People, community, and competitiveness measures				
Ensure the company is a great place to work (Employee Panel only)	0	3 (75%)	1 (25%)	0





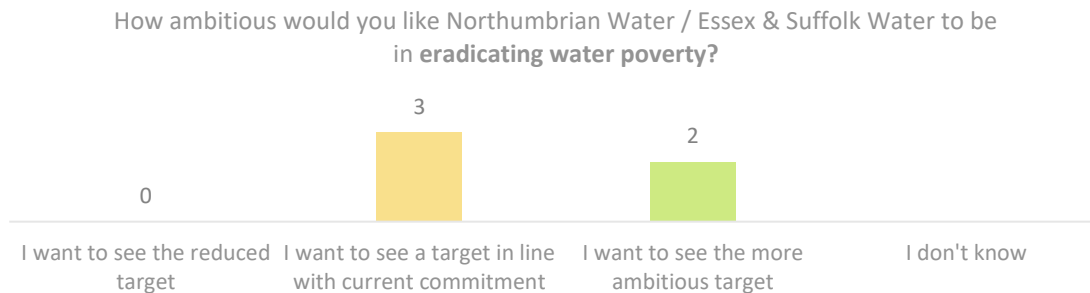
Results

An in-depth review of the findings of each Panel session in this round.

Employee

Eradicating water poverty [supply at reasonable cost]

Of the five employee panellists, there was a fairly even split between those who wanted to see a target in line with the current commitment and those who wanted to see a more ambitious target, though they learned slightly more towards a target in line with current commitments.



The reasons provided for a more ambitious target referenced how water is a basic life necessity, and water poverty is a societal problem which needs to be tackled from numerous fronts. It was explained that water should be affordable to all individuals and, whilst two years is not a long time, a lot can change in this time for those who are in water poverty.

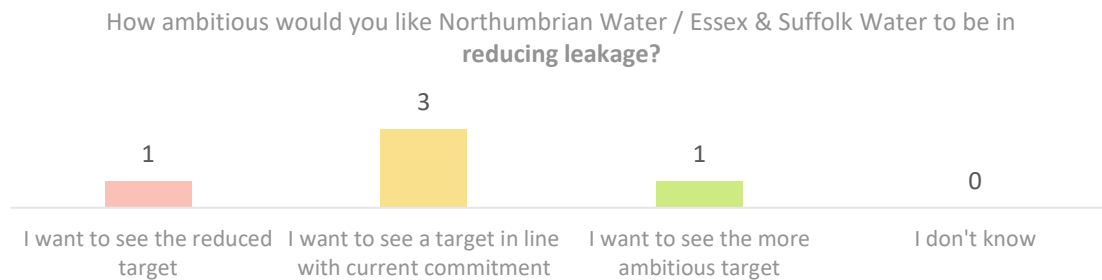
- *“In my little idealistic view of the world, nobody should be in water poverty full-stop... I think the faster that we can put something in place to do that the better”*
- *“Two years’ difference... it’s not like it’s a grand scheme of time. But I guess for the people who are in water poverty, it’s quite a long time... maybe there’s a scope for a fairer price for people who can afford it”*

Panellists who preferred to see a target in line with current commitments acknowledged the importance of reducing water poverty, but highlighted rising costs of living, therefore choosing not to be overly ambitious due to uncertainty of the future, reasoning that the company will have more time to consider their actions and assess how funds to assist customers would be sourced.

- *“[Two years] gives us as a company, which is also affected by energy rises and similar, time to figure out how we would do this”*
- *“It seems like every week just general bills are going up. In eight years, we have no idea where we’re going to be so being more ambitious could leave us prone to other things... We just need to be consistent for the next couple of years, get there by 2030, and then see”*
- *“What we’re doing is quite ambitious anyway... what we’re doing as a company is reducing that, and we’d probably want to not spend any more money doing it so that we’ve got more money to put into tariffs to help the customers”*



Reducing leakage



Most employee panellists wanted to see a target in line with current commitments because they were aware of the water shortages in other areas so considered it a priority to mitigate this, in addition to highlighting that those leakages of untreated water incur costs to repair.

- *"A lot of what we're leaking isn't treated water, so there's a cost associated with that. But we aren't in a position of being in a shortage"*
- *"They've obviously gone through a lot of budgeting, looking at the whole thing, the whole package of leakage. I guess what they are saying is their achievable commitment... 40% is probably a good, achievable commitment, and I wouldn't want it to go lower than that"*
- *"From a primary point of view, just making sure that water is held in the regard that's needed for everything before it gets to the point where we are like other regions where we're running out"*

One Essex & Suffolk Water employee reasoned they would prefer to see a more ambitious target as they live in an area which suffers from water shortages so are personally affected by this measure, but additionally they considered new technologies, such as smart meters, which will ease the process of reducing leakages.

- *"I live in an area which is short of water, so the quicker we get it solved the better... we've got all that technology coming on board. If we can do it for 40%, surely, we can do the extra 10%... there's quite a lot of education going on, but smart meters... if we can literally press a button, get the read, get the leakage sorted and then get the allowance on, it's just going to speed everything up"*

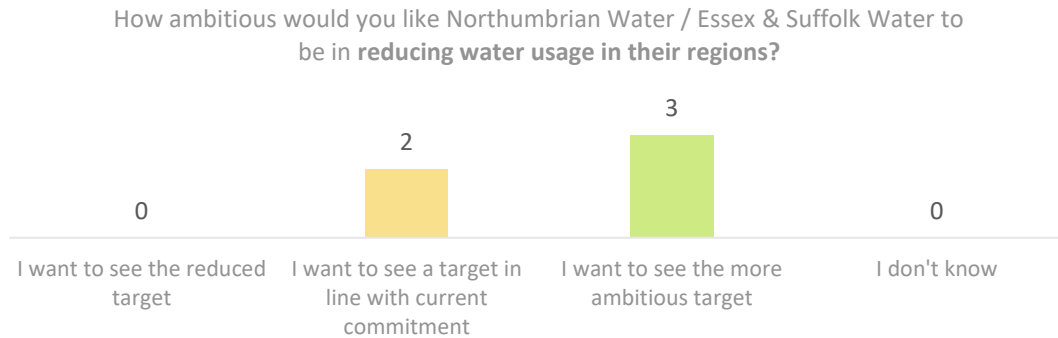
However, one employee highlighted a reduced target would be their preference, not due to considering leakage unimportant, but because they considered the North-East an area which isn't short of water, therefore resources could be spent on other, more important measures.

- *"We in the North-East have some massive bodies of water, reservoirs, and not a massive population. So, in my mind, reducing leakage isn't as critical as perhaps in the south where they suffer drought... can we say it is fair for us to take additional risk and allow greater leakage and focus our efforts on some other areas such as sewage, finances for example"*



Reducing water usage

When considering water usage, views of the employee panellists were balanced, but leaned towards wanting to see a more ambitious target.



Those who wanted to see a more ambitious target stated its importance without initially specifying why this was, but generally mentioning the need to have an ambitious mindset.

- *“If you don’t promote the absolute best you possibly can, you won’t get even the medium result”*
- *“If you reduce your ambition, it’s not going to help... it’s just getting in the right mindset... being conscious that actually when I use water, to use it wisely”*
- *“Entirely based on my own water use, but as we’ve briefly touched on, we’re coming out at 77.5 litres per person per day and we aren’t using it overly cautiously. If I can do it, I think anyone can do it”*

Upon further prompting, discussions between several panellists included thinking that a targeted approach of educating people, particularly younger school-age children, as well as emphasising financial savings could be ways of motivating people to care about water usage.

- *“Children are tremendously persuasive at pointing it out... they don’t mince their words about pointing out to their families that they’re wasting water so actually it’s a targeted approach”*
- *“By making sure that they are responsible for paying their own portion of the bill and that it is metered in such a way as mine is now. So they can see what their usage is and they’re having to foot the bill, and therefore the consequences of any negative action”*

Knowing how difficult it is to go about changing the mindsets of customers was given as a reason for wanting to see target in line with the current commitments, rather than being too ambitious.

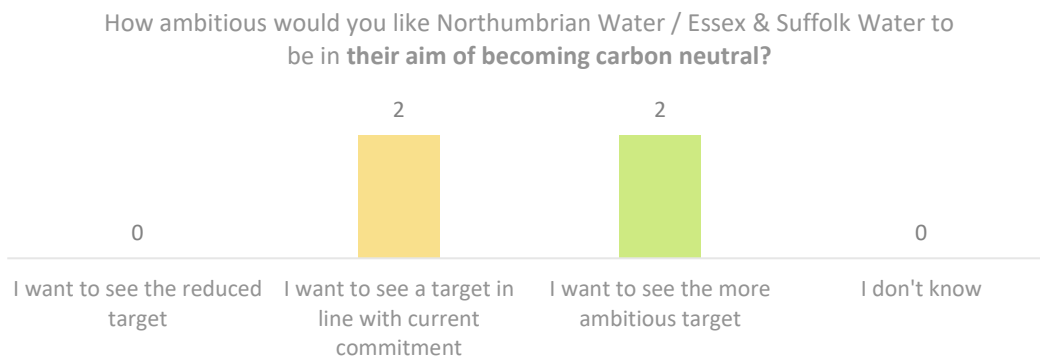
- *“I know what a struggle it is, trying to get people to use less water... how difficult it is to get a person to change their habits... We’ve got to change their mind that yes, you are paying for it, but it’s not an infinite resource”*



Becoming carbon neutral

The four 'employee' panellists voting in this poll were split between wanting to see a target in line with current commitments and a more ambitious target. Providing reasons for keeping the target in line with current commitments, panellists acknowledged the high importance of the measure, but emphasised their awareness of the level of work required to achieve the current target, therefore didn't want to be overly ambitious. However, they argued against a reduced target.

- *"It's a really, really big piece of work that we've got to do, so I'm not sure that being over ambitious was the way. Reducing it, no"*
- *"It's a huge piece of work and I think that the current commitment seems to be achievable... Saying that, it would be better to be in a better position before the line in the sand of 2050"*



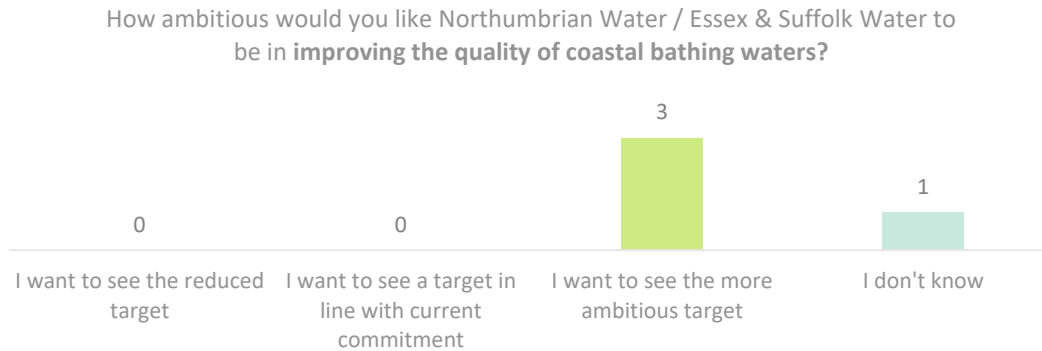
A more ambitious target was preferred by the other half of employee panellists, highlighting how climate change is being faced by everyone on the planet so, despite the significant amounts of work to do, they would consider this a measure which needed to be met as soon as possible.

- *"It's the one thing that we've really got to do a significant amount of work towards as quickly as possible because the sooner we do it, the less damage we do"*
- *"I actually don't think that ambitious goal is ambitious enough, purely because it is probably not dramatic to say the carbon that's in our atmosphere that's driving climate change is the biggest thing that this whole planet is collectively facing... If we don't make some real inroads within the next ten years, it's been said that we're securing a lot of damage going forward, and a lot of the commitments that we've made from COP26 for example, we're not on track to meet those"*



Improving the quality of coastal bathing waters

Most employee panellists wanted to see a more ambitious target for this measure, whilst one voted that they 'didn't know'.



One of the employee panellists who wanted to see a more ambitious target stated that they understood it takes four years to see the effect of improvement due to the way the data is collected for this metric, therefore the sooner the improvement is made to the water quality, the better. They referenced their awareness of the issue with Cullercoats, and their personal connection to wanting this issue to be resolved as soon as possible.

“Even if we fixed it tomorrow, it would be four years before you got an improvement to that because of the way that they do it... One of my neighbours runs the kayaking and paddleboarding business out of Cullercoats as well. So, it's something that's quite close to our hearts”

One employee panellist 'didn't know' and also referenced their knowledge and awareness of existing issues at Cullercoats, including how current targets are not being met at present, as well as understanding that there are external factors which would impact success in this target. Nevertheless, this panellist was clear that everything should be done within the remit of the company to improve the quality of coastal bathing waters.

“I know far too much about what's going on at Cullercoats. It's outside of our remit to fix it. We're completely not in control of that one bathing water that is currently not meeting the required targets... we can't fix things that aren't ours to fix... we should do everything we can, but in this particular instance, that is not within our control”



Overall star poll exercise [Employees]

Please note, a legend for the chart below is presented in Appendix 1 (page 50).

1st: Reduce instances of pollution to protect and preserve the environment

2nd: Eradicate sewer flooding

3rd: Ensure water services are supplied to all customers at a reasonable cost (measured by levels of water poverty)

4th: Reduce the ‘wastage’ of water through reducing leakage

5th: Be leading in the sustainable use of natural resources and become carbon neutral



Reducing instances of pollution

Receiving the highest number of star votes, employee panellists considered it most important to focus on reducing instances of pollution and highlighted that doing so would have a knock-on effect of positively impacting a myriad of other issues such as improving the environment, reducing the costs needed to treat water, and reducing the number of chemicals in water.

- *“If we reduce it there, it’s reduced throughout, it’s less money, less chemicals”*
- *“We need to understand and be kinder to the environment”*

Ensuring water services are supplied to all customers at reasonable cost

Affordability was highlighted as one of the most important measures for the employee panel members which was because of water being considered a natural resource, a basic human right, and panellists held the belief that everybody needs access to this.

- *“We do need to balance cost because fundamentally we are extracting a natural resource and providing something that’s a basic human right. So, I think that we need to make sure that we’re not pricing that so that only affluent people can afford water... we need to help people who maybe can’t afford what we’re providing, because they still need it. There are the environmental aspects but also the social and sustainability aspects which we have to be really conscious of given what we’re providing”*

Reducing wastage of water through a reduction in leakage

One panellist explained their reason for considering the reduction in leakage as one of the most important measures due to their personal circumstances of living in an area where water shortages occur in the Essex & Suffolk Water region, as well as the financial impact of high water bills for customers if leaks aren’t repaired.

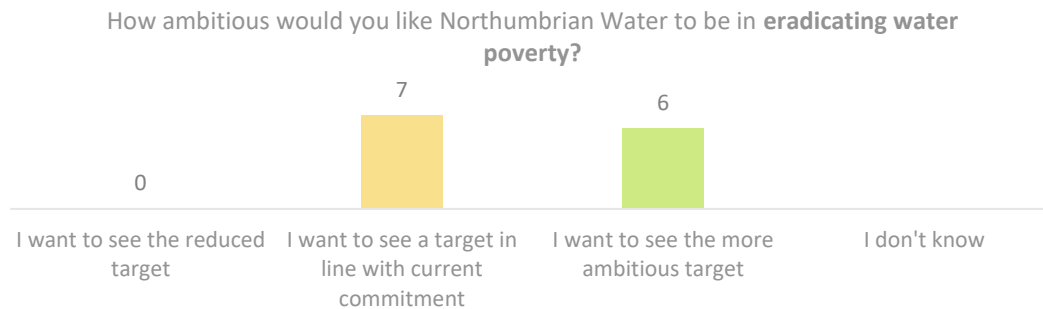
- *“A lot of it is personal as I live in an area where we need to treasure every drop. I work, I see what happens, and I sometimes see the amount of water that’s gone through a person’s meter and it’s absolutely staggering... if it’s leaking and nothing happens, the customer will get a big bill”*



Northumbrian

Eradicating water poverty [supply at reasonable cost]

In the Northumbrian panel, the view of panellists was fairly split between wanting Northumbrian Water to have a target in line with their current commitments and a more ambitious target but had a slight majority for those wanting to see a target 'in line with their current commitment'.



Affordability, the rising cost of living, and water as a basic life necessity were all provided as reasons for wanting to see an ambitious target; stating that water should be accessible and emphasising how shocked they were to learn of the 22% industry percentage of people in water poverty.

- *"The more that Northumbrian Water can do to make it come a bit sooner, that people can afford the water, then the better really. It's one less thing to worry about"*
- *"Water is the bread of life really, and it should be the one thing that people haven't got to worry about, whether they can actually afford water"*
- *"I was quite shocked at the industry percent [of 22% in water poverty]. In your day-to-day bills and expenditure, water... it's one of those cheaper expenditures, certainly a lot cheaper than other outgoings and other utilities"*

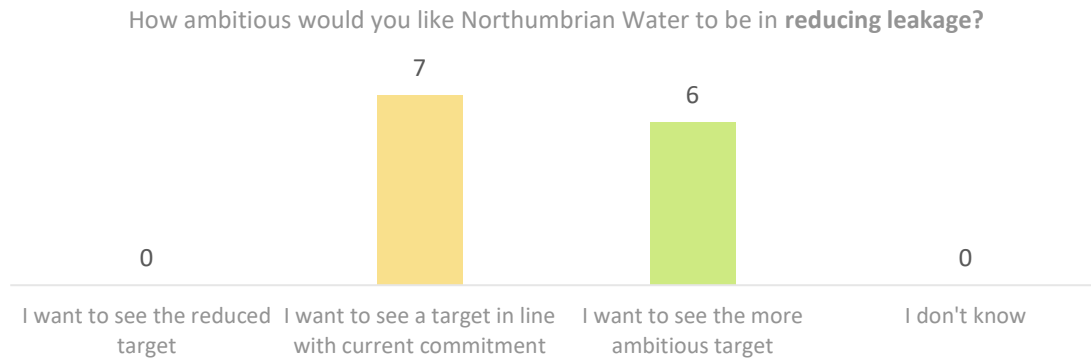
Though specific reasons were not provided by panellists who wanted to see a target in line with the current commitment, discussions followed between panel members which revealed their perceptions of current limitations to eradicating water poverty, such as the lack of understanding of how to adopt water-efficient behaviours, therefore panellists made suggestions of educating customers as a means of reaching the targets.

- *"Educating customers, sharing with them how they can reduce it in regard to their finances... offering that help with getting on top of finances and those skills that some people might lack, and it's also one of those examples of companies giving back to their customers"*



Reducing leakage

Most panellists wanted to see Northumbrian Water's target in line with the current commitment, though views amongst panellists were fairly balanced as almost half of panel members wanted to see a more ambitious target.



Both affordability and the environment were provided as the two key reasons which influenced panellists to want to see a target in line with current commitments, reasoning that this would have a positive consequence of saving more water and hopefully a cheaper supply if leakages reduced.

- “It was the cost and the environment. If the cost can be put to other things – they’d already said that there was going to be a fifteen percent reduction”
- “The cost element of it. Less leakage, more saving of it, better utility of it, hopefully cheaper supply – you’re not spending loads of money getting people out there fixing these leaks, so there’s a saving there.... And the environment as well”

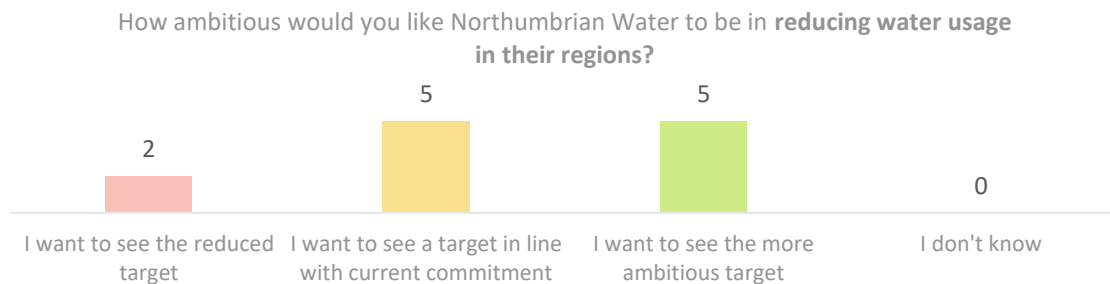
In contrast, one panellist who wanted to see a more ambitious target referenced the previous ‘water poverty’ discussion and highlighted how, if water is going to waste through leakage, then this ought to be a priority to ensure customers aren’t faced with higher water bill payments due to leakages.

- “We’ve been on about people not being able to pay their bills for water, and yet all of this water is going to waste”



Reducing water usage

Views were mixed when considering this measure, as there was an even split between those who wanted to see Northumbrian Water reach a target in line with current commitments or an ambitious target, whilst a few Northumbrian panellists wanted to see a reduced target.



Those who wished to see a target in line with current commitments reasoned that they had considered the requirements to achieve a more ambitious target and thought the massive efforts that would be undertaken made an ambitious target unattainable.

□ *“It’s a massive education job, which is why I thought the more ambitious target would be unattainable”*

Similarly referring to the difficulties of educating customers to use less water, panellists who wanted to see a reduced target thought the current cost of living crisis, ongoing pandemic, tendency to have ‘staycations’, as well as a perceived lack of knowledge on how to save on water bills, meant people would be less likely to make changes to reduce their water usage and even the current commitment would be difficult to achieve.

□ *“Covid is still going on and a lot of people aren’t going abroad, are staying at home and having parties... I don’t think people know about the likes of the leaky loos or anything ... In terms of the current climate, with money, a lot of people are more focused on saving on their food bill and heating and energy is much more prominent in the news, than water”*

□ *“The education side of it is going to be fantastically difficult. As somebody said earlier, I didn’t realise that we used this much water a day”*

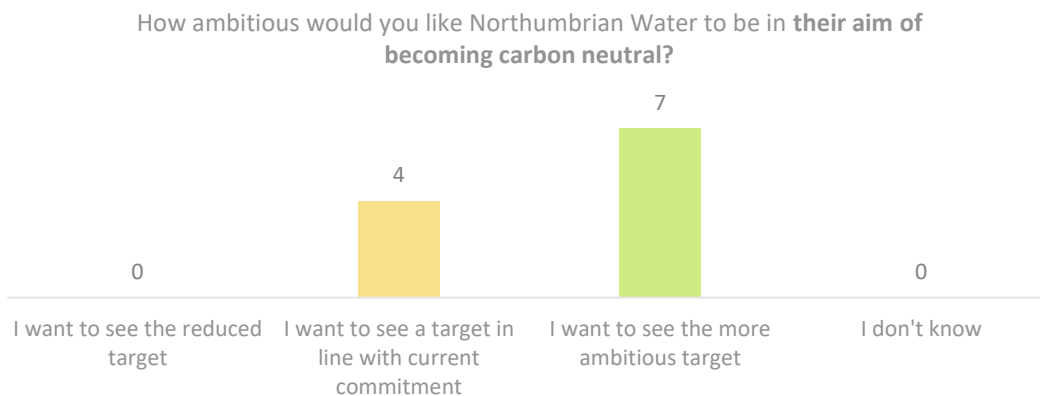
However, the very reason that the information should be available to the public, in order to reduce water usage, was the reason for one panellist wanting to see a more ambitious target, as they regarded it of utmost importance to reduce water and subsequently reduce costs.

□ *“It is a monumental task and there isn’t a lot of information out there, but I really feel as if information should be out and it would be really useful for everyone... it would make people think about using so much water... when everything is so expensive, it would be a real important angle”*



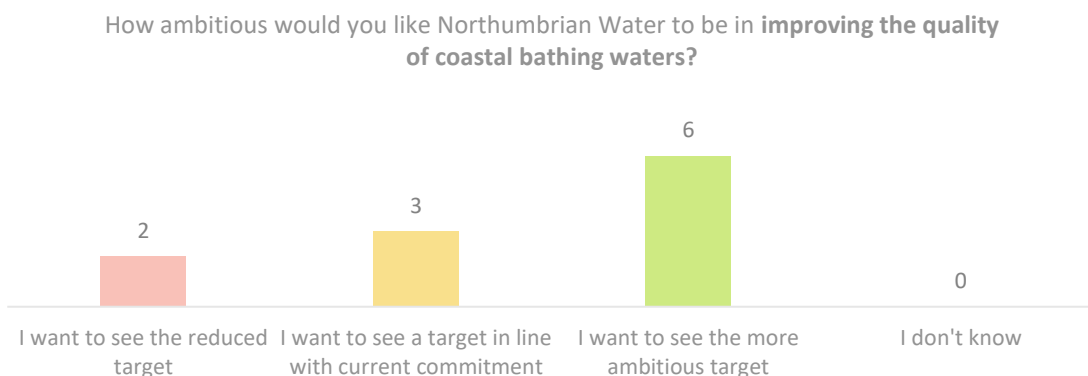
Becoming carbon neutral

Most of the Northumbrian panellists wanted to see Northumbrian Water be more ambitious in their aim of becoming carbon neutral and, whilst some wanted to see a target in line with current commitments, there were no votes for the reduced target. Due to time constraints, there was no time to hear views from panellists as to why, but we can conclude that panellists consider it important due to more panellists wanting to see an ambitious target for this measure.



Improving the quality of coastal bathing waters

When considering improvements to be made to the quality of coastal bathing waters, most Northumbrian panellists wanted to see a more ambitious target. Some panellists wanted to see a target in line with current commitments, whilst two panellists wanted to see a reduced target. This measure was not discussed due to time constraints.



Overall star poll exercise [Northumbrian]

Some completed this exercise in the session, however, panellists were given the option to complete this in the two days following the session via email link, to ensure the exercise was completed despite time constraints during the session. The results show that, overall, Northumbrian panellists tended to consider the customer measures most important, followed by environmental measures.

Please note, a legend for the chart below is presented in Appendix 1 (page 50).

1st: Reduce instances of pollution to protect and preserve the environment

2nd: Ensure water services are supplied to all customers at a reasonable cost (measured by levels of water poverty)

3rd: Reduce the ‘wastage’ of water through reducing leakage

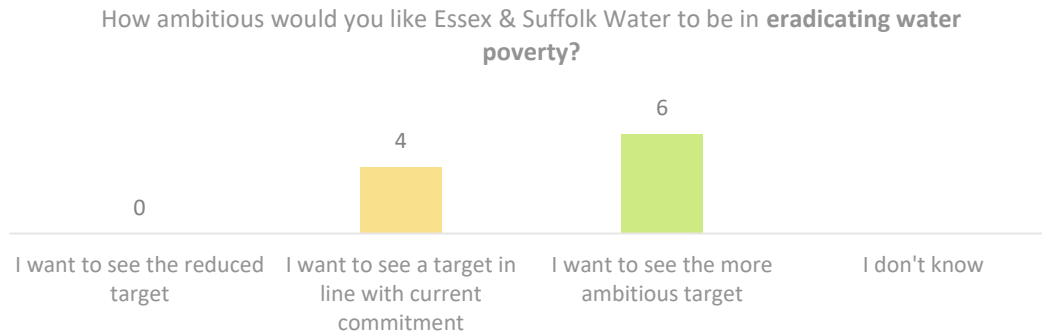
4th: Deliver world class customer service

5th: Reduce the amount of water used by customers across regions



Essex

Eradicating water poverty [supply at reasonable cost]



Most of the Essex panel wanted to see a more ambitious target to eradicate water poverty. To always strive for the best was amongst the reasons for voters of the 'more ambitious' target, in addition to noting how the future is unpredictable and external factors can have a negative impact on levels of poverty.

- “I know it takes time and the infrastructure but, as we’re seeing in the fuel situation, because of this awful war, these impacts are beyond individual’s control... it does come down to cost and the individual. You might have a good job now, but in five years you may have no job at all”
- “It’s like medals, you should be aiming for gold, rather than silver or bronze. To me, that’s how you presented it”

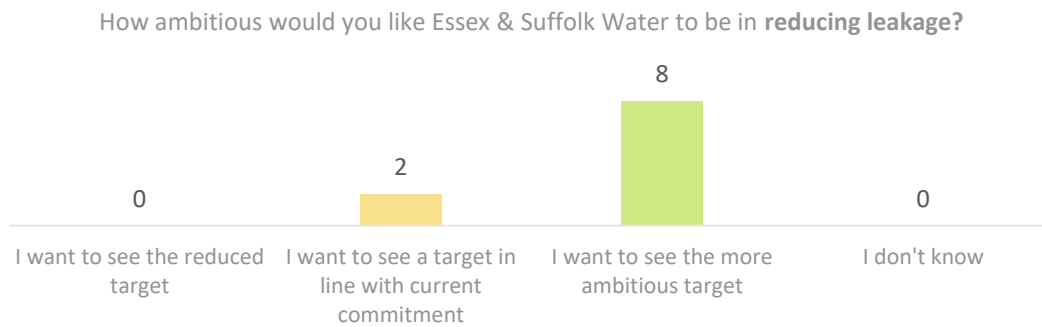
A panellist who wanted to see the target in line with what it is currently committed mentioned how they had interpreted 'zero percent' as if there would be little difference between that and the more ambitious target. On reflection, after hearing other panellists' views, this panel member mentioned that they had not considered some points mentioned in the post-vote discussion.

- “You want to reduce it to zero percent. If you try and eradicate it... you can’t really go higher... I didn’t really think of the other stuff that’s been highlighted”



Reducing leakage

The most popular view of the Essex panel, as voted by 8 of the 10 panellists, was for the measure surrounding reducing leakage to have a more ambitious target. The remaining few panellists wanted to see a target in line with the current commitment.

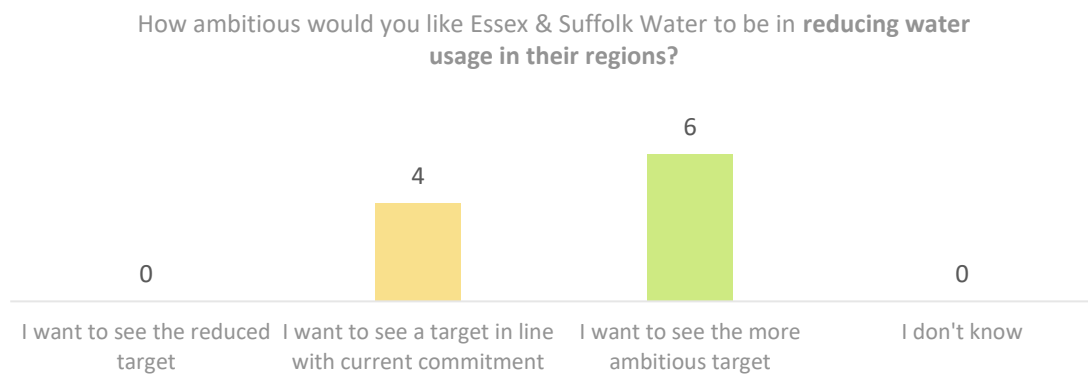


Reasons for preferring to see a more ambitious target referred to new developments in technologies making it easier and more efficient to identify and fix leaks alongside the long-term benefit after fixing leaks due to them being less likely to leak in future, rendering it beneficial to have upfront costs to reduce leakage. Comments suggested there was an understanding from customers that the costs would be covered by customers' bills.

- *"The company has to invest more and, at the end of it, I think, the customers will need to pay more, through the bills, but from a certain point onwards, I think our bills will come down, eventually, and hopefully, but we will have a system that will work for generations"*
- *"By 2050, our ways of identifying leaks, fixing leaks and making sure those leaks stay fixed, are going to be getting better. With our technology getting better, hopefully, and more people realising more efficient ways to fix stuff, like leaks"*
- *"I would imagine a lot of the leaks are coming from old pipes, lead and ceramic pipes. When they are repaired with modern day plastic and copper pipes, they can be less likely to leak in the future. Hopefully, you fix the leak for a long time to come"*



Reducing water usage



Slightly more than half of Essex panellists (6 out of 10) wanted to see a more ambitious target when considering reducing water usage in their regions, highlighting that performance in this area can be improved through actions by both Essex & Suffolk Water as well as the customer, with education, and the possibility of future technology developments such as an app to track water usage.

- ❏ *“Other water companies are much lower. We need to be ambitious because, even though you’re not the worst or best performing, you can definitely try and improve that”*
- ❏ *“It’s really important educating the population how to use less water. I think it can be a joint effort from everybody, to learn how to reduce the amount of water we use”*
- ❏ *“It’s feasible they could give us an app or something like that, because they transmit from the pavement meter to the headquarters and they could bill you daily, if they wanted to because they know exactly how much you’ve used but, up until recently, I didn’t realise I could actually see what I was using”*
- ❏ *“Education and awareness around this subject is 80% of what’s going on. With a small investment for an awareness programme to take place, you can have a huge benefit, a dramatic change in how much water is wasted on a national level. Whatever can be economised by daily consumption, with a small investment in this programme, you can cause a dramatic change”*

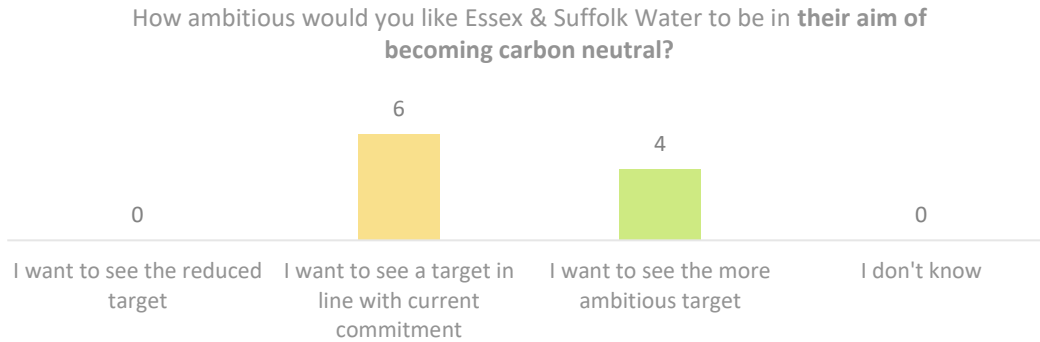
Some wanted to see a target more in line with the current commitment, explaining that they perceive some people waste water and are unlikely to change those behaviours if they aren’t already doing so.

- ❏ *“Water just goes down the drain and people can’t see how much they’re wasting... they’re not educated”*
- ❏ *“That’s ambitious already... I don’t think people are going to change that much any time soon”*



Becoming carbon neutral

The most popular preference amongst Essex panellists was for Essex & Suffolk Water to keep their target for reaching net zero in line with the current commitment.



The slight majority of Essex panellists, who wanted to see a target in line with the current commitment, acknowledged the importance of the target and referenced the shift of focus on climate change in recent years. However, these panellists similarly acknowledged that costs of being more ambitious in this target would determine how achievable a more ambitious target would be.

- *“It’s the cost factor that’s going to determine all this. The more ambitious we are, the more likely we could get there”*
- *“With climate change being at the forefront and seeing others, that’s probably the priority a little bit... It’s good you’re meeting commitments [but] you can try even more, maybe before 2030”*

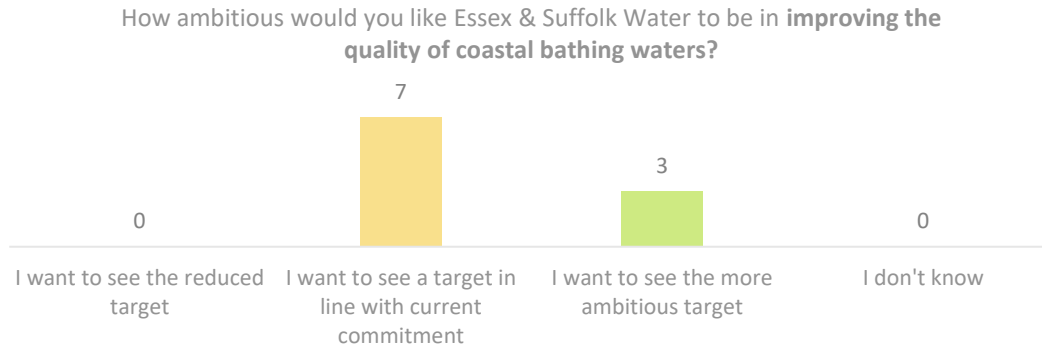
Slightly less than half of the Essex panellists wanted to see a more ambitious target, reasoning that all of the targets are important, and Essex & Suffolk Water should be as ambitious as they can for all targets, if cost is not considered in this particular round.

- *“With all the subjects we’re covering tonight, we have to be as ambitious as we possibly can”*



Improving the quality of coastal bathing waters

When considering this target, most Essex panellists wanted to see a target in line with the current commitment



One of the Essex panellists who wanted to see a target in line with the current commitment reasoned that, comparative to other targets that need to be met, the focus should be on other, more important targets as they wouldn't want Essex & Suffolk Water to spread their focus too thinly.

□ *"They've got a lot on their plate, and I think the targets they've got, they can succeed with that"*

Those who wanted a more ambitious target described the recent increase of people who are taking holidays in the UK, rather than overseas, due to the recent pandemic, therefore how it would be good to have improved quality of coastal bathing waters. However, following post-voting discussion, this panellist stated they hadn't considered external factors which have an effect this, such as how animals in the area affect the water quality.

□ *"I know it's about 2050 and stuff but the more people who are holidaying from home. I'm thinking, if you're swimming in the water, just don't put your head under it. Did not even think of it as like the birds, animals, cattle coming in"*



Overall star poll exercise [Essex]

Please note, a legend for the chart below is presented in Appendix 1 (page 50).

- 1st: Reduce the ‘wastage’ of water through reducing leakage
- 2nd: Reduce the amount of water used by customers across regions
- 3rd: Eradicate sewer flooding
- 4th: Be leading in the sustainable use of natural resources and become carbon neutral
- 5th: Reduce instances of pollution to protect and preserve the environment




Due to time constraints, there was a brief discussion around why the following targets were amongst those which received the highest number of stars in the voting exercise.

Reducing the amount of water used by customers

Several Essex panellists stated that they had voted for this and, after prompting by the chair of the session, agreed that more could be done regarding the education of customers. Customers could therefore work alongside Essex & Suffolk Water to help reduce water usage across the region.

Becoming carbon neutral

One panellist explained they regarded the aim of becoming carbon neutral important due to their perception of global warming as one of the most pressing issues globally, which is a problem everyone needs to seek to address.

 *“That’s one of the most pressing matters, in the world, right now. The global warming, ice melting, sea levels rising, people losing their houses and it’s only going to get worse, in the future. I think it’s everyone’s part to solve this problem”*

Although the aim of becoming carbon neutral ranked highly, as one of the measures Essex panellists wanted to see a more ambitious target for when ranking amongst other measures, this differed from the results of the individual poll where more Essex panellists wanted to see a target in line with current commitments.

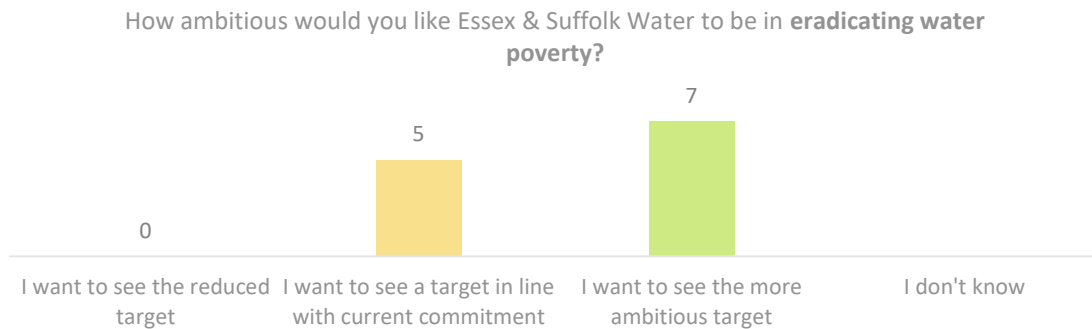
When considering improving the quality of coastal bathing waters in the individual poll, most Essex panellists wanted to see a target in line with current commitments. However, in the star poll exercise, when panellists allocated more stars to the measures that they wanted to see a more ambitious target for, improvements to the quality of coastal bathing waters and beaches ranked second from the bottom.



Suffolk

Eradicating water poverty [supply at reasonable cost]

When considering eradicating water poverty, members of the Suffolk panel wished to see a more ambitious target overall. However, this was slightly more than half of the panellists, whilst the other half of Suffolk panellists preferred to see a target in line with the current commitment.



Reasons provided by one panellist, for wanting to see a more ambitious target, focussed on how two years is a long period of time for someone in water poverty to struggle with accessing water without support.

□ *“I thought that two years is quite a long time and that could make or break somebody”*

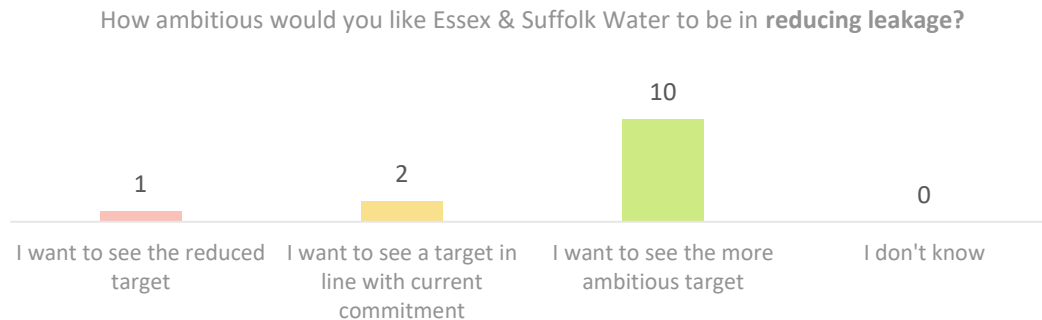
On the other hand, slightly less than half of Suffolk panellists wanted to see the target remain in line with the current commitment. When explaining why, one panellist highlighted the uncertainty of the future, particularly concerning increased costs of bills, therefore considered the ‘in line’ target to offer more leeway for uncertainties.

□ *“There are a lot of increases in other bills and things at the moment. For example, petrol. We were meant to have a fifteen pence reduction in fuel duty but it’s more expensive now than it was before the reduction supposedly came in. So, I think you’ve got to have a little bit of leeway for not knowing how much increase there’s going to be in everything else”*



Reducing leakage

Almost all panellists in the Suffolk panel wanted to see a 'more ambitious' target, two panellists wanted to see a target in line with the current commitment whilst one panellist wanted to see a reduced target when considering reducing leakage.



Though discussion was limited around reasons for this, Suffolk panellists reported they wanted to see a more ambitious target because of how vital water is to life as a necessity. Linking this target to the previous target of eradicating water poverty, panellists explained they thought that wasting less water through reducing leakage would make more water more affordable for those who need it. One panellist further referenced the importance of the environment and reducing negative impact when possible.

- *“Voted for the doubling, purely because I think wasting water is something that should never happen. There are people for whom water is really vital. It’s a worldwide thing. We all need water. It’s a basic necessity. So, anything we can do, we should do”*
- *“Based on the preface of the last slide where we were talking about water poverty, if we can ameliorate eighty litres being wasted per day, that makes the model more sustainable I would assume, more water available for people who need it, so why not try to reduce it by 50% so that it plays into other motives and aspects that you’re hoping to achieve”*
- *“That water is really vital, and I think it is, especially if it’s got an environmental impact. I think it’s really worrying that we would just waste it”*

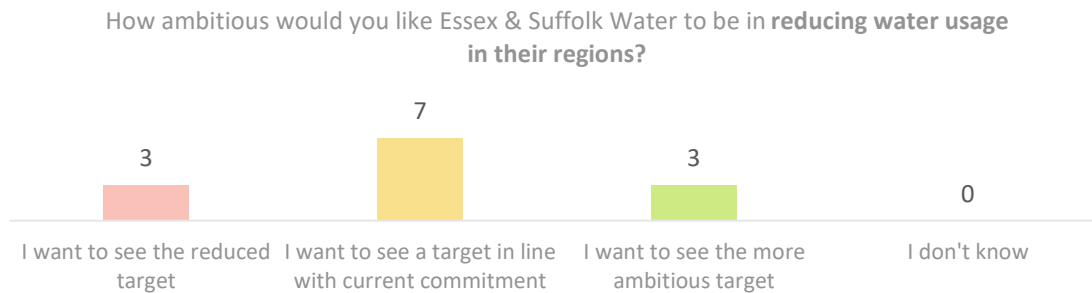
One panellist wanted to see a reduced target and reasoned that Essex & Suffolk Water haven’t reached their 15% yet, which is aimed to be met by 2026; therefore, they considered it important to focus on the current target first, before increasing it.

- *“In the previous slide it said for 2021-2026, fifteen percent was the target. So, if it hasn’t been fifteen percent now then there’s no point in trying to set a really high target if you haven’t got there yet. Thirty percent is double what hasn’t been met now”*



Reducing water usage

The results for how ambitious Suffolk panellists wanted Essex & Suffolk Water to be, when seeking to reduce water usage, varied, with most panellists wanting to see a target in line with the current commitment, but a small number of panellists preferring a reduced target or a more ambitious target, respectively.



The ambitious target was preferred by Suffolk panellists who considered the need for ambitious targets as essential in future, as they were conscious of the rising cost of living and how reducing water usage would help individuals in the form of lower bills.

- “I’m concerned about the constant rising costs of water as with utilities, and it’s just a question of how further up that’s going to cost and the amount we’re using every year”
- “Going towards the future, we’re going to have to reduce our water. So, I think to have a more ambitious target is definitely the way to go”

One Suffolk panellist explained they would like to see a reduced target due to their perception of the target as imposing, pressuring, and having potential to worry customers in a climate where customers are already concerned about paying for bills.

- “There is a need to educate customers regarding water usage, but I think the format in which that could be delivered could be damaging... enforcing water restrictions may have an adverse effect whereby customers begin to worry about their water usage. Given the economic climate, people are worrying about bills for X, Y and Z at the moment. They don’t need an added pressure. Yes, educate customers on how to use water more effectively, but for me the target in reducing that and imposing that on customers is quite scary”

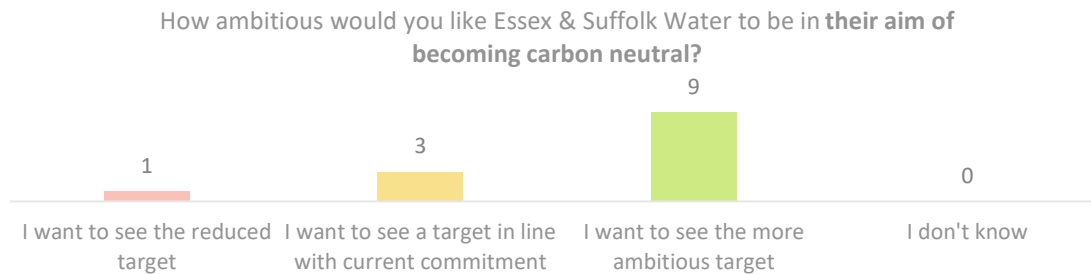
The most popular preference was to see a target in line with current commitments, considering both the need to reduce worrying amongst customers alongside the need to be mindful of rising costs of living.

- “Putting too much pressure when people are already restricting a lot of things... I think having it mid-line, as the same, would be the better option”



Becoming carbon neutral

Overall, when considering the aim of becoming carbon neutral, most of the Suffolk panellists wanted Essex & Suffolk Water to be more ambitious in their target.



Panellists who wanted to see a more ambitious target referenced their awareness and perception of climate change as a crisis which is affecting the world and will affect future generations more so. Subsequently, panellists argued that the target could be even more ambitious due to its importance.

- *"I don't think it's as much part of day-to-day discussion as it should be... that there's this huge, looming crisis around the climate and it does need to be taken seriously"*
- *"They pitch climate change as being a future problem when it's not. It's happening right now"*
- *"I thought [the target] wasn't as ambitious as it could be... climate change is massive"*

The one Suffolk panellist who voted for a 'reduced' target reasoned that each individual must take responsibility and play their part in combatting climate change, but they didn't feel society was at that stage yet.

- *"Being realistic about it, you've got to have everybody on board. I don't feel that we're there yet... It's educating the general public so that they can do their bit to make your bit possible"*

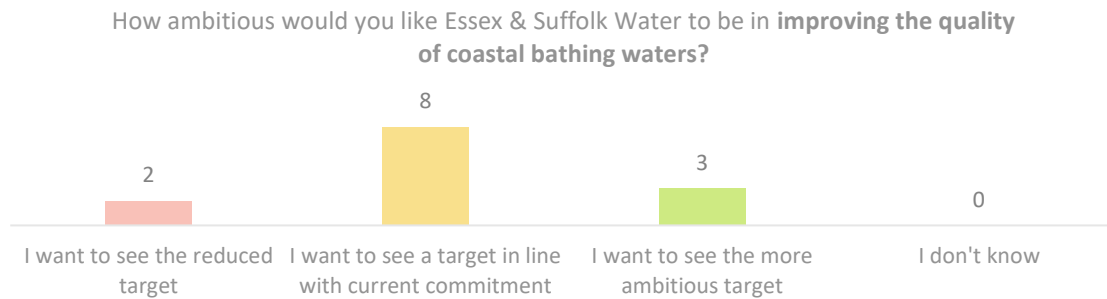
Those Suffolk panellists who wanted to see a target in line with the current commitment reasoned that Essex & Suffolk Water shouldn't be too ambitious due to having so many targets and, naturally, over time, the carbon aims will be met. Therefore, focus should be on providing water.

- *"Don't feel there was much difference between the middle and the end. Some people don't care for the planet [or] know much about it... There's no knowledge behind it so it's being realistic"*
- *"You can't turn on the TV without hearing [about climate change] every day. It is important but, as a water company, the service that you provide is so incredibly important, we should make sure that you continue to do what you do well... Don't set yourself so many targets that you can't fulfil the important ones... We're going to have to be carbon neutral in due course, should make the savings in carbon in those areas which are possibly slightly less important than the supply of water... water is completely fundamental"*



Improving the quality of coastal bathing waters

When considering how ambitious panellists would like Essex & Suffolk water to be in improving the quality of coastal bathing waters, most panellists wanted to see a target in line with the current commitment, however a few Suffolk panellists wanted to see a reduced or more ambitious target.



Suffolk panellists who wanted to see a reduced target highlighted how, overall, they perceived Essex & Suffolk Water to be performing well already and did not consider this to affect them personally, due to having access to other good or excellent beaches or the rarity of them using bathing waters.

- *"I don't use bathing waters or the sea often... I understand it's important to have great quality water, but things are okay, and it doesn't need investment"*
- *"You're doing pretty good on that. You've got one bad beach. Sort out your one bad beach and the job is done. Then you can concentrate on the rest"*

Most Suffolk panellists wanted to see a target in line with the current commitment as they believed the beaches they were aware of were of a good standard already and did not require much investment nor much improvement.

- *"At the moment, the waters where I live are good and the beach seems to be good. It doesn't seem like there's a lot of improvement that needs to be done right now"*
- *"There's only one that isn't up to scratch. Other than that, all the beaches and the waters are excellent. So, there's no need to improve and there's no need to go slower with everything"*
- *"It is about circularity... if you have clean water, you get wildlife... then it just goes around..."*

One panellist acknowledged the high costs of improving the quality of coastal bathing waters but considered it worthwhile due to the positive impact it would have on people from different lifestyles by improving physical and mental health and wildlife.

- *"I know it's expensive and people don't see the pay-off straightaway, but we've got people who are ill, who can't eat much fish, [who are] worried about animals, with water they're drinking"*



Overall star poll exercise [Suffolk]

Please note, a legend for the chart below is presented in Appendix 1 (page 50).

- 1st: Reduce the ‘wastage’ of water through reducing leakage
- 2nd: Reduce instances of pollution to protect and preserve the environment
- 3rd: Eradicate sewer flooding
- 4th: Ensure water services are supplied to all customers at a reasonable cost (measured by levels water poverty)
- 5th: Ensure continuous supply of water to promote customer confidence and trust



Attendees were asked to share comments freely about their choices therefore some aims have more feedback than others, as follows:

Reduce the ‘wastage’ of water through reducing leakage

- *“Otherwise, future-wise, if you don’t stop the wastage then we’re going to have to have a reduction in what we use, aren’t we? That’s what’s going to be the end result of that”*

Eradicating sewer flooding in the home as a result of our assets and operations

- *“That should be something that doesn’t happen... I definitely wanted to cover some of the environmental ones, but I think there are several that overlap a bit in a way”*
- *“It’s not a sight that anybody wants to deal with... when you’re paying for a service, regardless of if it was water, internet, you expect a certain standard. That shouldn’t happen”*
- *“As a consumer, that is one of the main things you do not want to happen in your property. You would rate your water company quite heavily if that were to happen in your home”*

Having the best beaches in the country

- *“I don’t think that’s important at all... You want to maximise your spend, to enhance social benefit... Rather than social benefit, there are other things that need to come before that”*

Demonstrating leadership and continuous improvement in the management of the environment in and around our assets

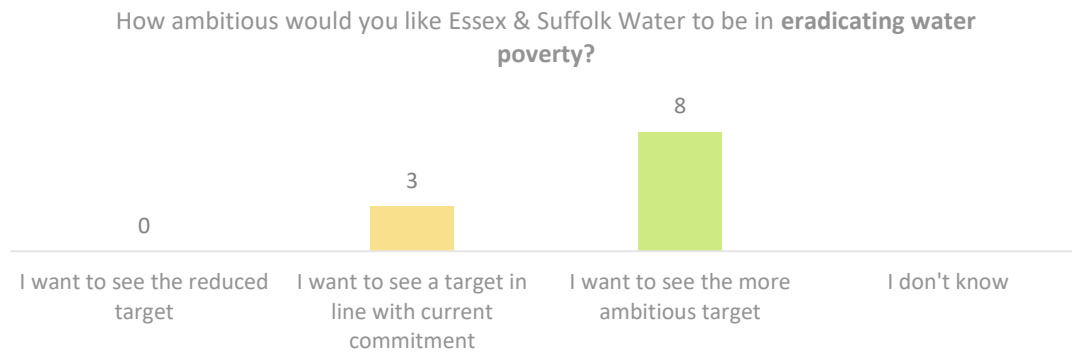
- *“It was a low priority... the management compared with the environmental issues and the wastage, which has been a shock today, and the continuous supply... the environmental impacts were much more important I thought”*



Young

Eradicating water poverty [supply at reasonable cost]

Most of the young panellists wanted to see a more ambitious target, whilst three wanted to see a target in line with current commitments when considering eradicating water poverty.



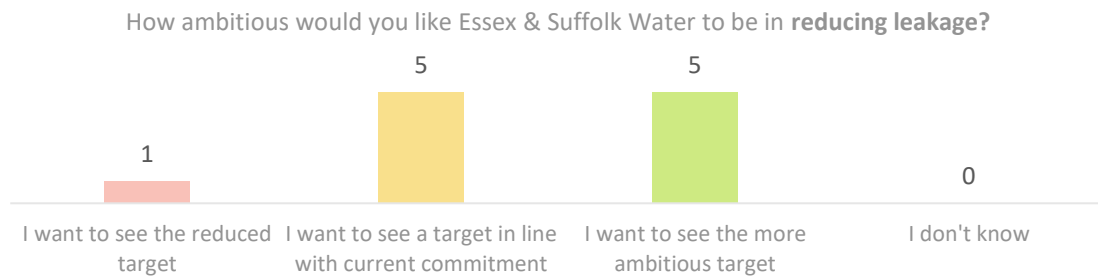
Most panellists wanted to see a more ambitious target, highlighting the fact that water is a necessity in life and the current percentage of those in water poverty is at 22%, which is higher than the average. Some panellists further argued that the eradication should be as soon as possible, and even sooner than the date set in the ambitious target, if possible.

- *“It was already above what should be the average... It’s already an issue”*
- *“If they have the resources to be able to eradicate it by 2028 then that’s what they should be focusing on. It’s a basic need. It’s not fair for people to be in the 22% of people are in water poverty. They should be trying to reduce that as soon as possible... even before 2028... they should be aiming to get it down so that they’re lower in comparison to the rest of competitors”*
- *“For everyone to be out of water poverty... for me, that’s the bare minimum. It’s the baseline in terms of what Northumbrian Water should be doing. To have that more ambitious target, it will hopefully help to achieve it quicker”*



Reducing leakage

When considering how ambitious the company should be in reducing leakage, there was a split vote between young panellists who wanted to see a more ambitious target and those who wanted to see a target in line with the current commitment, as well as one panellist who wanted to see a reduced target.



Those who wanted to see a more ambitious target referred to the extensive damage that leaks can cause which, subsequently has both huge, detrimental impacts on costs and the environment. The young panellists also stated that they believed Northumbrian Water, and Essex & Suffolk Water, must consider this target achievable if they have set it as a possible target.

- *“Reducing leakage is really important, especially to a waterways system.... Leakages can cause the most damage to places, so I think we need to improve the target more”*
- *“I don’t think they’d put it on there if they thought it was completely out of their range. So, alongside big environmental impacts, 50% is quite a chunk of a percentage to be cutting leakage in half. I think if you think you can do it, go for it”*

The other half of the young panellists wanted to see a target in line with the current commitment and, whilst referencing the importance of the environment, they discussed how balancing the other targets is quite a lot to focus on, therefore this is a target which shouldn’t be prioritised as more ambitious.

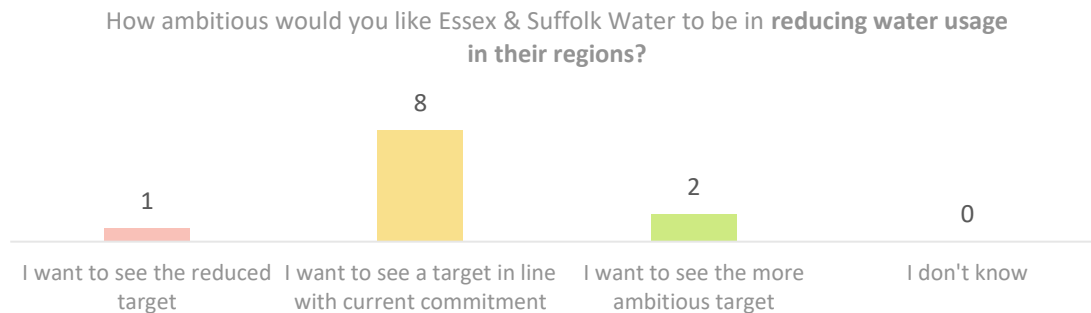
- *“It was quite a stable figure. With things like focusing on the carbon neutral and sustainability, as well as social projects... it’s quite a lot for one or two companies to balance”*

One young panellist wanted to see a reduced target, reasoning that this was not cost-efficient, and that they believed the environmental impact may not be so great as to prioritise the high cost of investing in reduced leakage as one which comes before the environment.

- *“It is quite important, but the point was made in the previous slide that it probably wasn’t that cost-efficient, and I doubt the environmental impact on having to process a little bit more water is that great. I feel like it’d give you a bit more money versus wasted money with it not being that cost-efficient for what it is really”*



Reducing water usage



Most young panellists wanted to see a target in line with the current commitment because of their experience and understanding of people working from home or hybrid working, rather than office working, therefore the increase costs of water usage for working households.

“Especially with the reasons why it’s increased, the number of litres per day... You’ve got to bear in mind that with COVID, a lot of things like homeworking are now staying the same. A lot of places, especially offices, are doing a hybrid or full home working... Our water usage went through the roof because we were all here instead of using water at work. So, for me, I don’t think it would be as achievable as your current commitment”

“I thought the same about hybrid working, because obviously the world has changed now and the majority of people do work from home. So, it would be hard to try to be more when nothing is going to change. People still are working from home”

The one panellist who wanted to see a reduced target stated how they did not consider there to be much difference between the targets, and that this target would be of more importance to them in times where there would be water shortages. Overall, they viewed that there should be plans for sufficient water resourcing:

“The targets are all fairly close to each other. I don’t think it’s of major importance... maybe at a time where there’s an increased risk of water shortage... instead of reducing demand to meet supply, supply should be increased to meet demand”

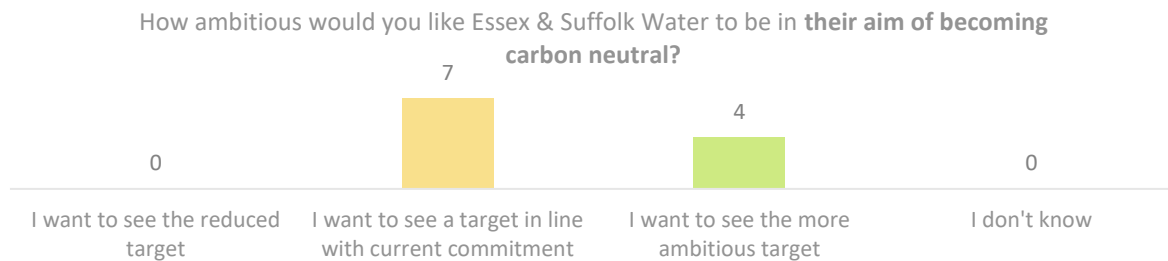
Two panellists were happy to see the company have a more ambitious target, however, as they thought that bringing awareness and education of water usage to society would have a huge, positive impact on customers trying to reduce their water usage.

“The education side should maybe be pushed. It could be something that could be integrated into different aspects of society. Even from nursery age upwards, to really make people aware and educate people... I’m not trying to say that it should be compulsory, but if we can aim for it and push it in all kinds of aspects of society, then I think that would be really good”



Becoming carbon neutral

Most young panellists wanted to see a target in line with current commitments, whilst some wanted to see a more ambitious target.



The young panellists who wanted to see a target in line with the current commitment explained that the environment is important to them, however they considered this 'in line' target to be more achievable, particularly alongside the other aims that Northumbrian Water and Essex & Suffolk Water are trying to achieve. The investment required to achieve targets was also discussed as a reason for not being overly ambitious.

- *"[I'm] passionate about the environment... but realistically the one in line... is probably the most achievable alongside the other aims ... it can be quite expensive to put certain measures in"*
- *"The embodied one... requires a lot of investment in building materials... Northumbrian Water definitely [needs] more time to get to that goal otherwise it's going to put too much pressure on finances which might reflect on to customer prices. We don't want to make it unaffordable"*

One panellist also regarded the customer as being a higher priority than the environment in the current climate due to the increased cost of living. This view aligns with previous discussions with young panellists as, when considering eradicating water poverty, the majority of young panellists wanted to see a more ambitious target and reasoned that this was due to the importance of affordability.

- *"The environment is really important, but I think the customer should be the number one priority. With the price of living and everything going up, all of them are expensive to do. That has to be taken into account if they are being that ambitious"*

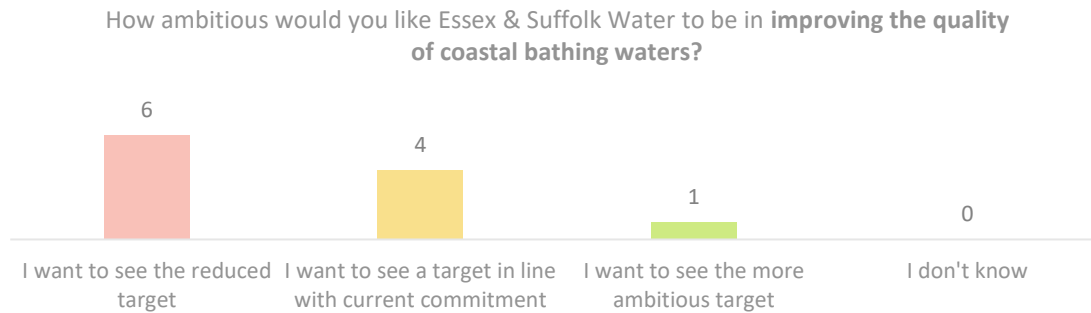
Referencing the importance of climate change, one panellist regarded the more ambitious target as one which could be achieved with the correct time and effort dedicated to it which would, in turn, set a bar for water companies across the UK and have a knock-on positive impact.

- *"I'm hugely passionate about climate change... Changing to electric cars... I think that's a lot easier than embodied [which] also means how certain materials are made. However, with enough time and effort put into it, I think it could be reached by 2045. It is an achievable goal and one that if achieved would set the bar for water companies across the UK"*



Improving the quality of coastal bathing waters

Notably, this is the only target across all five panels which had most panellists state a preference of a reduced target. Whilst most young panellists wanted a reduced target, some wanted to see a target in line with the current commitment and one wanted a more ambitious target.



When considering improving the quality of coastal bathing waters, four young panellists wanted to see a target in line with the current commitment, highlighting that they thought this was of lower importance in comparison to other measures, and lacked confidence in resources being used effectively due to external factors affecting the quality of coastal bathing water which would be outside of Northumbrian Water's and Essex & Suffolk Water's control.

- ❑ *"I don't feel like it's maybe as top a priority as some of the other aims or measures"*
- ❑ *"It shouldn't be a main priority, but we should be a bit more ambitious in trying to achieve it"*
- ❑ *"Where you don't have 100% control, I don't feel as if trying to push time and resources would be effective... I think there are too many external factors for this one"*

Most young panellists thought the target should be reduced as, whilst this is an environmental measure, it seemed to be one which would not actively benefit customers. Similar to those who wanted to see a target in line with the current commitment, reference was made to the difficulty in achieving this target due to external factors beyond their control.

- ❑ *"Essex & Suffolk Water and Northumbrian Water could be throwing as much money into meeting this, but they might never meet it because of the external factors that we can't control"*

One young panellist wanted to see a more ambitious target and, after discussing reasons with the other panellists, stated that this is due to their childhood visits to coastal bathing waters, and they had not considered the impact wildlife could have on achieving the goal.

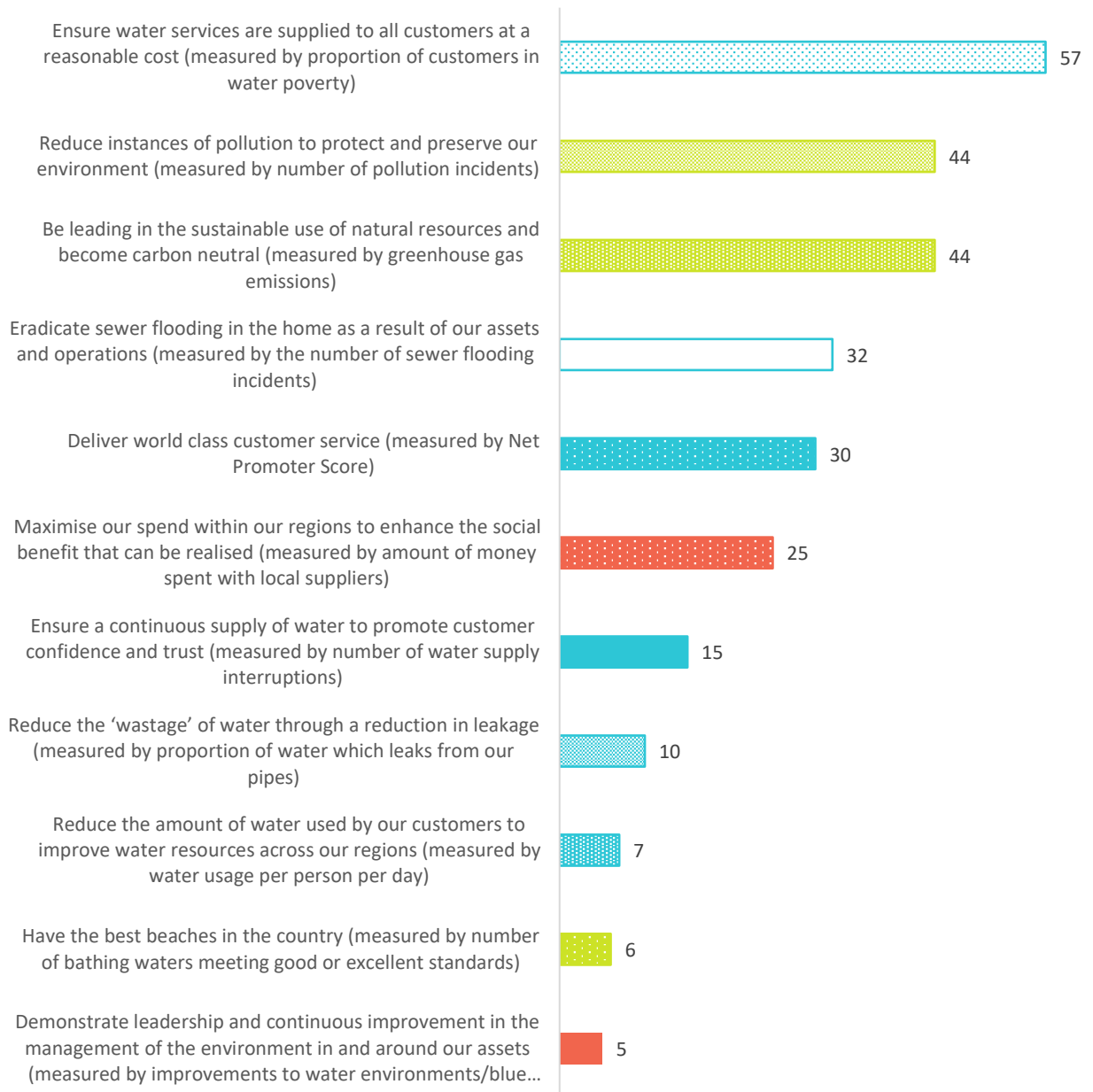
- ❑ *"Preserving natural wildlife is really important, especially for the bathing waters. It's a good part of growing up, and it's fun... I didn't think about animals and things. But I feel like everything is alright at the moment with wildlife... I don't see that there's a problem"*



Overall star poll exercise [Young]

Please note, a legend for the chart below is presented in Appendix 1 (page 50).

- 1st: Ensure water services are supplied to all customers at a reasonable cost (measured by levels of water poverty)
- 2nd: Reduce instances of pollution to protect and preserve the environment
- 3rd: Be leading in the sustainable use of natural resources and become carbon neutral
- 4th: Eradicate sewer flooding
- 5th: Deliver world class customer service (measured by NPS)



Affordability was the most important factor for young panellists in the star poll exercise, with several explanations discussing the short-term priority of reasonable costs due to the recent surge in cost of living, which takes priority over the environment at present.

Ensure water services are supplied to all customers at a reasonable cost

- *“At the moment, especially with the cost of living and everything that is going on, I feel like that is the top priority at the moment”*
- *“When you have the responsibility to supply people with water, you should be able to do that at a really good cost and as good as it can possibly be... because of how necessary it is, it does need to be more important than other things that they should be responsible for”*
- *“In the short-term, the economics take priority”*
- *“[In the past], you wouldn’t see as much about the cost of living. But now, that’s mainly in the media rather than global warming”*

Becoming carbon neutral

Looking into the long-term future, young panellists thought becoming carbon neutral would be of high importance to them.

- *“Thinking about 2050 and the kind of future we want to create for ourselves, I think I’d say the carbon neutral and general environmental stuff is probably the most important”*

Deliver world class customer service measured by Net Promotor score

Young panellists continued to consider customer service and support as a priority, more so than the environment in the short term, and had considered accessibility and support for vulnerable customers.

- *“It’s really important for vulnerable customers in making them feel like they trust the company... lots of people do need help so it’s about that confidence and faith”*
- *“It’s probably quite easy to find more information online... but if you’ve got older people, who are less confident with technology, being able to get some help and advice is really important”*



Comparison of ambition levels and star poll exercise results

The aims are colour coded for ease of comparison; however, they do not indicate the strength of importance. When looking at the results of the ambition levels which were thought to require a 'more ambitious target' by most panellists, across all panels, the top five aims are consistent with the results of the top five 'most important' aims in the star poll exercise. These were:

- Reduce instances of pollution to protect and preserve our environment
- Ensure water services are supplied to all customers at a reasonable cost
- Reduce the 'wastage' of water through a reduction in leakage
- Be leading in the sustainable use of natural resources and become carbon neutral
- Eradicate sewer flooding in the home as a result of our assets and operations

One measure ranked in the bottom three for both the individual poll and the star poll exercise as the 'least important', with the highest percentage of panellists (20%) wanting to see a 'reduced target':


- Improving quality of coastal bathing waters for best beaches

#4A and #4B ambitious targets (most ambitious %)	#4B Star poll exercise (ranked greatest to least level of ambition)
Eradicate internal sewer flooding - 31 (61%)	Reduce pollution incidents - 198
Reduce leakage - 30 (58%)	Eradicate water poverty for supply at more reasonable cost - 185
Eradicate water poverty for supply at more reasonable cost - 29 (57%)	Reduce leakage - 180
Becoming carbon neutral - 26 (53%)	Becoming carbon neutral - 140
Reduce pollution incidents - 26 (50%)	Eradicate internal sewer flooding - 140
Improvements to water environments - 20 (39%)	Deliver world class customer service - NPS - 115
Maximise spend for social benefit - 19 (37%)	Reduce water interruptions for continuous supply - 113
Reduce water usage in regions - 19 (37%)	Reduce water usage in regions - 103
Improving quality of coastal bathing waters for best beaches - 16 (33%)	Maximise spend for social benefit - 61
Reduce water interruptions for continuous supply - 9 (18%)	Improvements to water environments - 60
Deliver world class customer service - NPS - 8 (17%)	Improving quality of coastal bathing waters for best beaches - 54

The results between the individual poll votes differ from the final star poll exercise for five of the targets; with the targets surrounding 'continuous supply' and 'customer service' ranking lower in the



individual poll but ranked more highly in the star poll exercise. Three targets surrounding 'water environments', 'social benefit', 'reducing water usage' and 'improving quality of coastal bathing waters' ranked higher in the individual polls than they did in the star poll exercise, when comparing the measures against one another. This could be due to individuals who are passionate about particular targets placing many star votes on a measure which others did not; therefore, moving it up the ranking in the final exercise. However, the star poll exercise places the aims in a ranked order from most to least important, in relation to one another, whereas the individual zoom polls asked panellists to consider the aim in its own right. Discussion of the star poll results revealed that, in hindsight, panellists may have been focussing on the bigger issues, such as climate change, and forgotten about simpler expectations such as ensuring a continuous supply of water in their day-to-day life.

 *"'Ensuring the continuous supply of water' is quite low down... If people's water suddenly stopped, they're not going to be very happy because it disrupts day-to-day life... It might have been slightly forgotten about, by all of us, while we've been focusing on the mega issues really"*

Furthermore, the star poll exercise was completed after panellists had engaged in discussion around the reasoning for wanting to see ambition levels, meaning some panellists may have changed the way they wanted to vote upon further consideration.

In the first part of the two rounds surrounding levels of ambition, panellists considered how ambitious they would like Northumbrian Water and Essex & Suffolk Water to be in their target of reducing pollution incidents. The individual poll in the previous round revealed results were almost split between those who wanted to see a target in line with current commitments (44%) and those who wanted to see a more ambitious target (50%). In the final star poll exercise of this round, however, 'reducing pollution incidents' came out as the aim which panellists, overall, wanted Northumbrian Water and Essex & Suffolk Water to be ambitious in. This suggests that the discussions have impacted the way in which panellists, on the whole, view this measure, and now consider it a measure where they want to see stronger ambition.

In the first part of the two rounds, there was a fairly balanced view on how ambitious the target should be for the aim of improving water environments, with only a slight majority (39%) wanting to see an ambitious target, followed by 37% wanting to see a target in line with the current commitment, and 16% who wanted to see a reduced target. Further discussion and reflection may have impacted panellists' decisions in this second round's final star poll exercise as this was seen as much less of a priority as it ranked as the second lowest aim when considering how ambitious Northumbrian Water and Essex & Suffolk Water should be in achieving this.



Shifts in perspectives between rounds

In the third round, panellists were introduced to the aims and measures of Northumbrian Water / Essex & Suffolk Water; the conclusions of which are presented in a chart in the Appendix of this report. The chart below shows a comparison of the star poll exercise taken in the third round, when panellists were first introduced to the measures, against this round's star poll exercise. Note, the aims are colour coded for ease of comparison; the colours do not indicate the strength of importance.

Since being introduced to the measures in the third round, panellists engaged in two 90-minute sessions centred on eleven of the fifteen measures and levels of ambition. During this time, panellists would have gained a greater understanding of the measures which were discussed in more detail, listened to other panellists' viewpoints; and reflected on what is important to them, which may have impacted their initial stance.

#3 Star poll exercise (ranked most to least important)	#4B Star poll exercise (ranked greatest to least level of ambition)
Eradicate water poverty for supply at more reasonable cost - 283	Reduce pollution incidents - 198
Reduce water interruptions for continuous supply - 214	Eradicate water poverty for supply at more reasonable cost - 185
Reduce pollution incidents - 189	Reduce leakage - 180
Becoming carbon neutral - 135	Becoming carbon neutral - 140
Reduce leakage - 112	Eradicate internal sewer flooding - 140
Eradicate internal sewer flooding - 74	Deliver world class customer service - NPS - 115
Reduce water usage in regions - 61	Reduce water interruptions for continuous supply - 113
Improvements to water environments - 58	Reduce water usage in regions - 103
Deliver world class customer service - NPS - 40	Maximise spend for social benefit - 61
Improving quality of coastal bathing waters for best beaches - 54	Improvements to water environments - 60
Maximise spend for social benefit - 27	Improving quality of coastal bathing waters for best beaches - 54

Panellists' views in this round's star poll exercise generally reflected a similar ranking of the aims when compared to the star poll exercise carried out in the third round, when the aims were first introduced. The highest importance and greatest level of ambition that panellists placed on the **top targets continued to be**: reduced pollution incidents, eradicating water poverty for supply at reasonable costs, reduced leakage, becoming carbon neutral, and eradicating internal sewer flooding.



In this fourth round, panellists placed more stars on the aforementioned five targets, with the greatest increase being seen for the aim of **reduced leakage**. This suggests that, as panellists have learned more about leakage during the discussions, they want to see a greater level of ambition, therefore consider it an aim which Northumbrian Water / Essex & Suffolk Water should prioritise.

Overall, two measures maintained their rank within the top three most important aims. In the third round, the most important aim was to **eradicate water poverty for supply at more reasonable cost**, whilst reducing pollution incidents followed as the third most important in rank. These results show that, when first introduced to the aims and measures, panellists generally placed higher importance on this customer measure than on the environment. The results of this round, however, show that the environmental measure, to **reduce pollution incidents**, was viewed as slightly more important than supply at a reasonable cost amongst panellists overall.

The aim of **delivering world class customer service** (measured by NPS) was initially thought to be of lower importance when ranking the aims. This round highlights an overall shift in perspective as it was considered to be more important than two other measures: 'reducing water usage in the regions' and 'making improvements to water environments', with panellists generally wanting to see a greater level of ambition in this round for customer service compared to the third round.

In the third round, when first introduced to the aims, panellists considered one of the most important aims to be **ensuring a continuous supply of water**. However, in this fourth round, this aim was thought to be less important when prioritising levels of ambition, than aims relating to becoming carbon neutral, reducing pollution incidents, leakage and internal sewer flooding. As noted in the main commentary of this report, one young panellist shared their viewpoint following the star poll exercise in this round and highlighted their surprise that this measure was lower down on the ranking scale and suspected that focus on topics relating to the long-term, such as climate change, may have meant panellists did not account for the day-to-day aim of having water supplied to their homes.

□ *“Ensuring the continuous supply of water’ is quite low down... If people’s water suddenly stopped, they’re not going to be very happy because it disrupts day-to-day life... It might have been slightly forgotten about, by all of us, while we’ve been focusing on the mega issues really”*

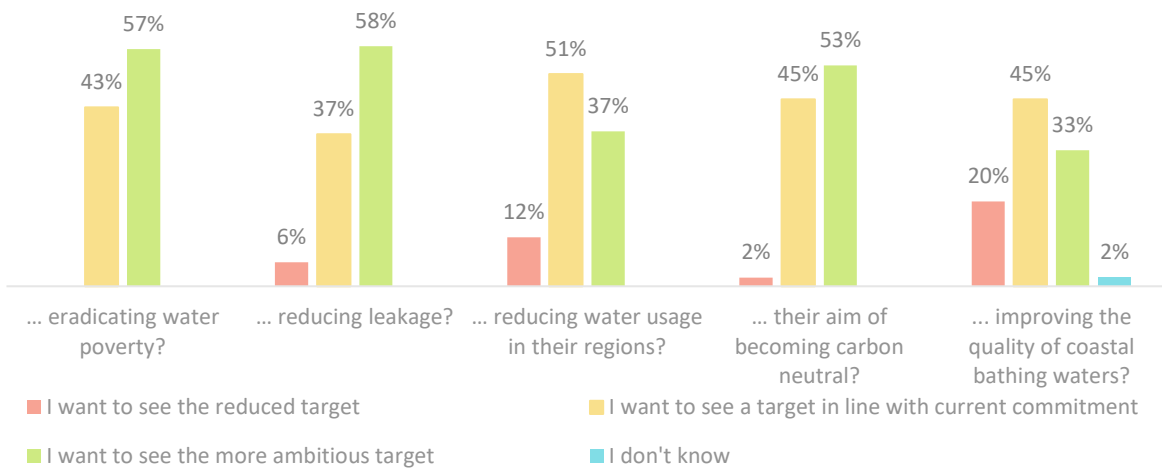
Between the third round ranking of the aims’ importance, and this round’s ranking of how ambitious panellists wanted Northumbrian Water / Essex & Suffolk water to be in their target of the aims, there was little to no change between the rank of **improvements to water environments or improving quality of coastal bathing waters for best beaches**. This therefore suggests that having learned more about aims, panellists consider these two aims to be of lower priority than others. On the contrary,



having learned more about maximising spend for social benefit, panellists wanted to see a greater level of ambition than what would have been expected compared to its ranking on the third round.

#4B: Overall conclusions

How ambitious would you like Northumbrian Water / Essex & Suffolk Water to be in...



Overall, panellists wanted to see a more ambitious target for eradicating water poverty, reducing leakage, and the aim of becoming carbon neutral. Maintaining a target in line with current commitments was generally preferred by panellists for reducing water usage across the regions and improving the quality of coastal bathing waters. Very few panellists across the five panels wanted to see reduced targets on any of the aims and most panellists wanted to see either a target in line with current commitments, or a more ambitious target.

Most panellists (57%) wanted to see a more ambitious target for **'eradicating water poverty'** across the panels. There was an overall acknowledgement of the importance of the aim, and recognition of water as a basic life necessity. Reasons for wanting to see a more ambitious target related to how water is a basic life necessity, and water should therefore be accessible and affordable to all individuals. The uncertainty of the future was also highlighted as having the potential to have a further negative impact on levels of poverty.

For **'reducing leakage'**, most panellists (58%) wanted to see a more ambitious target, though this was more evident across the Essex and Suffolk panels. Reasons for wanting to see a more ambitious target included reference to the area in which they lived as one affected by water shortages, particularly for Essex and Suffolk panellists. Consideration of new technologies which will ease the process of reducing leakages were discussed, as well as the detrimental impacts on costs and the environment that leakages can cause.



Across the five panels, more than half of the panellists (53%) wanted to see a more ambitious target for the **'aim of becoming carbon neutral'**, while 45% of panellists wanted to see a target in line with current commitments. When considering reasons for this, panellists emphasised how climate change is a global concern and has had much focus in recent years. Despite the significant amounts of work to do, this was considered a measure which needed to be met as soon as possible. Furthermore, prioritising and achieving this target would have a positive knock-on impact and set a higher bar for water companies across the UK.

When considering **'reducing water usage in their regions'**, most panellists across all panels (51%) wanted to see a target in line with current commitments. Panellists reasoned that it would be difficult to go about changing the mindsets of customers, therefore wanted to be realistic rather than too ambitious, as well as noting that massive efforts would need to be undertaken. Some panellists also referenced the move to working from home and COVID which has had an impact on higher water usage, which will be difficult to reduce without a full return to offices, as the world was pre-pandemic. Nevertheless, this target was viewed as important, and, alongside the rising cost of living, panellists felt that customers should be educated about how to reduce water usage, and water bill payments, without this being in an imposing manner which could worry customers.

The least clear-cut results were gathered regarding the **'improving the quality of coastal bathing waters'** aim, with 45% of panellists wanting to see a target in line with current commitments. Comparative to other targets that need to be met, many panellists highlighted that this was not as important and should receive less focus and resources to ensure Northumbrian Water / Essex & Suffolk Water don't spread their focus too thinly. Additionally, panellists referenced difficulty in achieving a more ambitious target due to external factors affecting the quality of coastal bathing water.

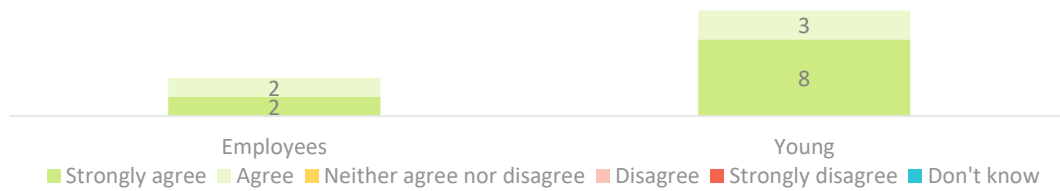
Whilst panellists acknowledged the importance of the environment, they shared that this particular measure would not actively benefit customers in the way that other measures, such as pollution, would. Notably, this measure also included the overall highest rate of panellists wanting to see a reduced target (20%), most of which was the opinion of young panellists (12% of the 20%), in addition to the highest rate of panellists who voted that they 'didn't know' (2%). Some panellists explained their view of the reduced target was due to perceiving other targets as more important, as well as external factors rendering this out of the control of the company.



#4B: Event feedback

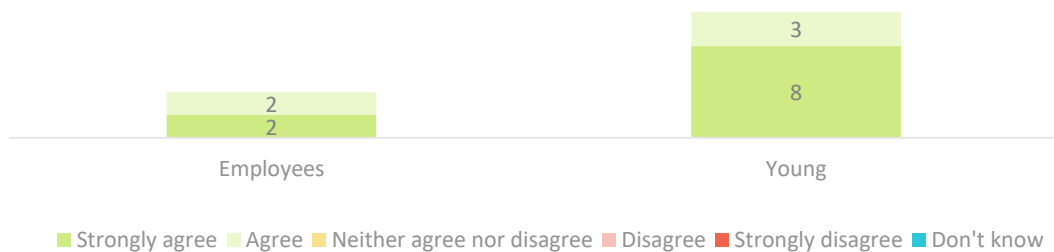
Due to time constraints, the closing satisfaction poll was launched with two of the five panels: Employees and Young. Panellists were asked to use a rating of 1 'strongly agree' to 5 'strongly disagree' to show how they felt about each statement. The results are as follows and reveal a positive experience for all attendees on all aspects.

The information provided throughout was clear and easy to understand



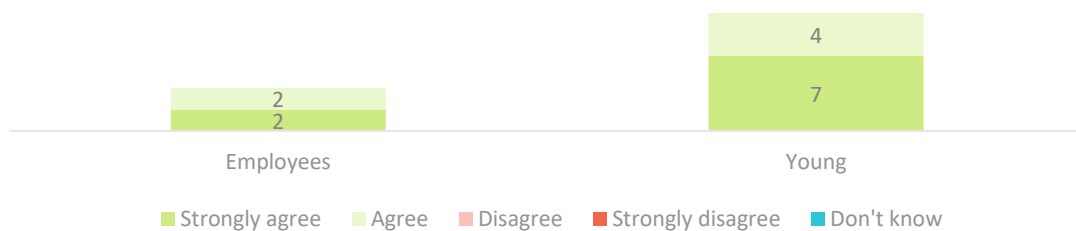
Two thirds of the panellists who took the closing survey 'strongly agreed' that the information was clear and easy to understand, whilst one third 'agreed' with this statement. The same results were given, showing a positive result, when asking panellists if they understood the purpose of the session, which can be seen below.

I understood the purpose of the session



100% of panellists thought the discussion of this session was interesting, with slightly less than two thirds who 'strongly agreed', and slightly more than one third who 'agreed', with this statement.

The discussion was interesting



There was an overall 100% satisfaction rate with this session from the perspective of 'employee' and 'Young' panellists. Whilst there was an even split between those who 'agreed' and 'strongly agreed' with this statement in the employee panel, the majority of 'young panellists 'strongly agreed' that they were satisfied with the session they participated in.



Appendix 1 - #4B Star poll exercise legend

This legend elaborates on the meaning of the bars in the overall 'star poll exercise' charts for:

Employee panel (page 14), Northumbrian panel (page 20), Essex panel (page 26), Suffolk panel (page 33), and Young panel (page 40).

Community measures Customer measures Environmental measures

- Create a diverse workplace that ensures the right people with the right skills are proud to work our company
- Maximise our spend within our regions to enhance the social benefit that can be realised (measured by amount of money spent with local suppliers)
- Ensure a continuous supply of water to promote customer confidence and trust (measured by number of water supply interruptions)
- Deliver world class customer service (measured by Net Promoter Score)
- Reduce the amount of water used by our customers to improve water resources across our regions (measured by water usage per person per day)
- Reduce the 'wastage' of water through a reduction in leakage (measured by proportion of water which leaks from our pipes)
- Ensure water services are supplied to all customers at a reasonable cost (measured by proportion of customers in water poverty)
- Eradicate sewer flooding in the home as a result of our assets and operations (measured by the number of sewer flooding incidents)
- Demonstrate leadership and continuous improvement in the management of the environment in and around our assets (measured by improvements to water environments/blue space)
- Have the best beaches in the country (measured by number of bathing waters meeting good or excellent standards)
- Be leading in the sustainable use of natural resources and become carbon neutral (measured by greenhouse gas emissions)

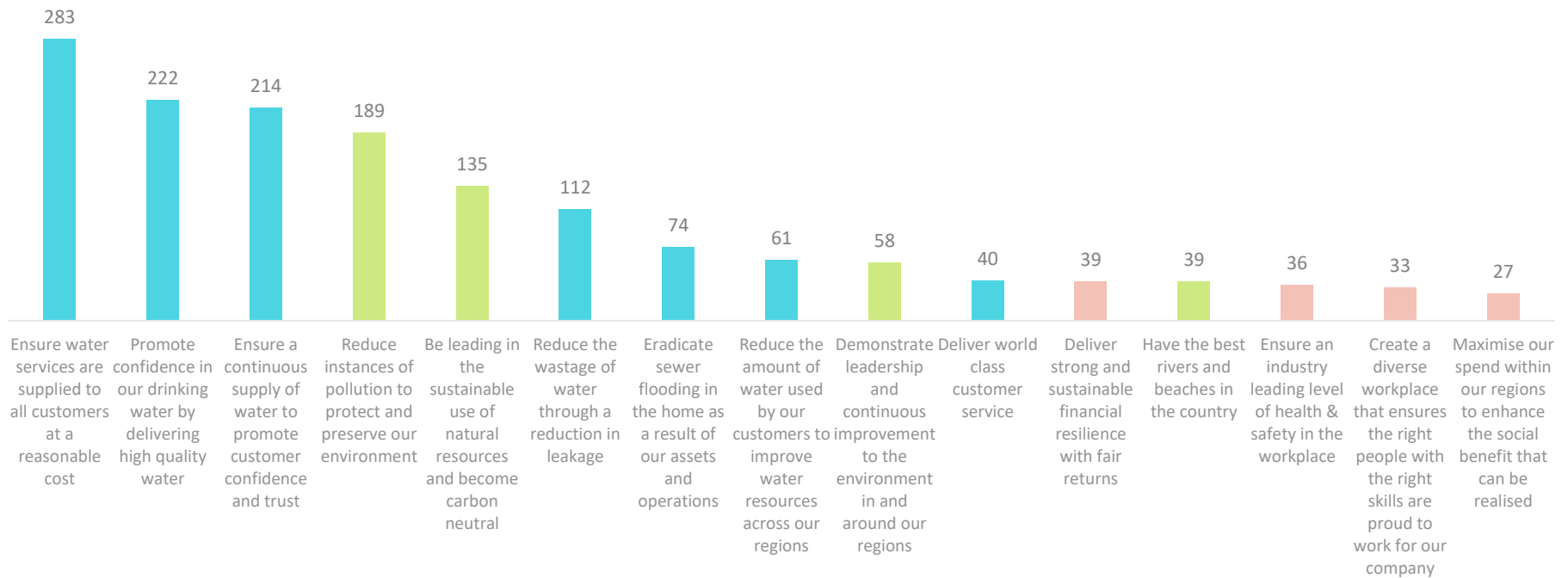




Appendix 2 - PP#3 Aims and measures - star poll exercise

The below chart shows the results from the third panel session, when panellists were first introduced to the aims and measures. Below, the customer measures are shaded in blue, which are generally rated of higher importance compared to the environmental measures, shaded in green, which in turn is ranked with higher importance than the pink shaded measures of community, people, and competitiveness.

Star vote 2: 25 stars placed across five measures only. [Total stars across the five panels]



NORTHUMBRIAN
WATER *living water*

Slide Pack for Session 1

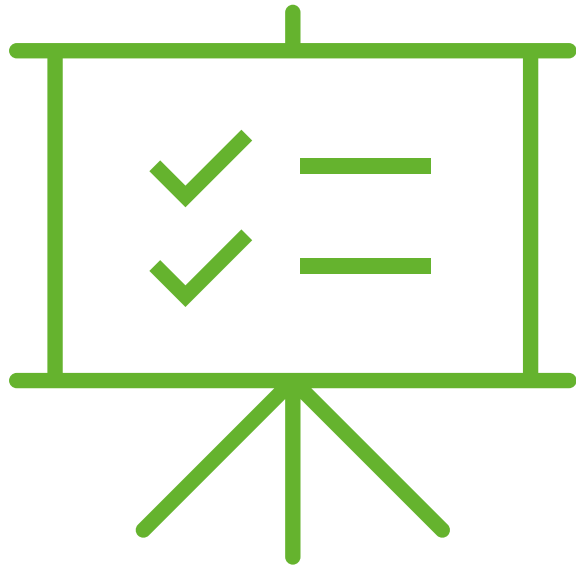
NORTHUMBRIAN WATER *living water*

Welcome to the
Northumbrian People Panel



SESSION SUM UP

TODAY WE WILL...



- Keep thinking about life in 2050 and the future you would like to live in
- Think about Northumbrian Water's strategy to 2050
- Continue to consider the aims and measures we've looked at in earlier sessions
- Northumbrian Water will set targets for each of these measures and we want to understand how ambitious you think they should be



INTRODUCTION

REMEMBER THESE ARE THE 15 AIMS AND MEASURES

<p>Deliver world class customer service</p> <p>Measured through customer satisfaction surveys and a target will be set on our performance</p>	<p>Ensure water services are supplied to all customers at a reasonable cost</p> <p>Measured by the proportion of our customers in water poverty*</p>	<p>Reduce the 'wastage' of water through a reduction in leakage*</p> <p>Measured in the proportion of water that leaks from our pipes.</p>	<p>Reduce the amount of water used by our customers to improve water resources* across our regions</p> <p>Measured in the average number of litres of water used per person</p>
<p>Ensure a continuous supply of water to promote customer confidence and trust.</p> <p>Measured in the number of interruptions to the water supply that our customers experience</p>	<p>Eradicate sewer flooding* in the home as a result of our assets and operations</p> <p>Measured in the number of sewer flooding incidents our customers experience.</p>	<p>Promote confidence in our drinking water by delivering high-quality water</p> <p>Measured by testing our customer's water supply and measuring the number of issues identified.</p>	<p>Reduce instances of pollution* to protect and preserve our environment.</p> <p>Measured by the number of pollution incidents caused by our assets or operations.</p>
<p>Have the best rivers and beaches in the country.</p> <p>Measured by the number of rivers and bathing waters meeting good or excellent standards.</p>	<p>Be leading in the sustainable use of natural resources and become carbon neutral.</p> <p>Measured in our greenhouse gas emissions.</p>	<p>Demonstrate leadership and continuous improvement in the management of the environment in and around our assets.</p> <p>For example by planting trees or wildflowers, or promoting wildlife at our water treatment works, reservoirs or other equipment or landholdings.</p>	<p>Maximise our spend within our regions to enhance the social benefit that can be realised.</p> <p>This will be measured in the amount of money that is spent with local suppliers.</p>
<p>Create a diverse workplace that ensures the right people with the right skills are proud to work for our company</p> <p>Measured through the 'Great Place to Work' survey</p>		<p>Ensure an industry leading level of health & safety in the workplace</p> <p>Measured through the amount of time employees are off sick due to sustaining an injury at work.</p>	<p>Deliver strong and sustainable financial resilience* with fair returns*</p> <p>Measured through our credit rating, the same way you are if you try and take out a loan, credit card, or mortgage.</p>



THE MEASURES

REMINDER - LEVELS OF AMBITION

- We are going to go through all of the remaining measures
- We will provide you with some more context for each one
- We will show you three target performance levels:
 - Reduced target
 - Target in line with our current commitment
 - An enhanced target
- You will then vote on how ambitious you would like us to be in each area
- The more ambitious we are in each the more investment we will make to achieve them in the run up to 2050

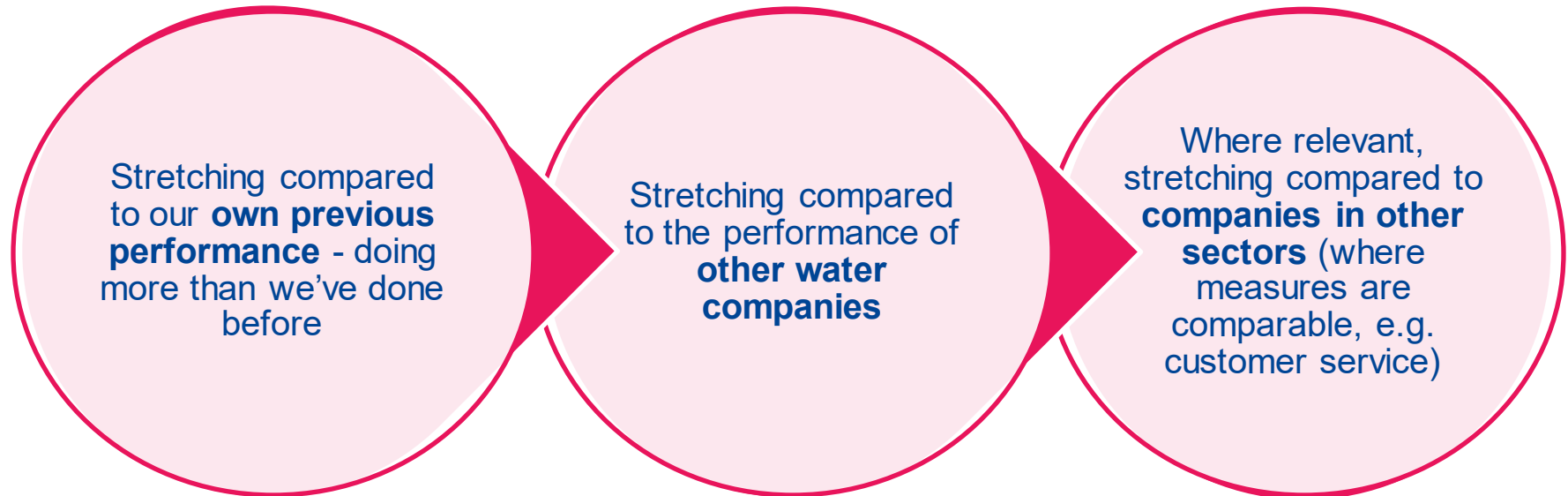




THE MEASURES

REMINDER - DEFINING AMBITION

What do we mean when we talk about **ambition**? How do we define this?



We'll share information like this throughout to help you make your decisions.



LET'S PAUSE FOR QUESTIONS



LET'S GET INTO THE AIMS AND MEASURES...

How ambitious would you like Northumbrian Water to be?



THE MEASURES WATER POVERTY

Ensure water services
are supplied to all
customers at a
reasonable cost

- Water poverty is where a household spends more than 3% of its disposable income, after rent or mortgage, on water and sewerage bills
- We believe water and sewerage services should be affordable for all customers, whatever their circumstances
- The proportion of customers in water poverty changes over time for different reasons including factors outside of Northumbrian Water's control, e.g. the price of goods and services and general economic conditions like the number of people unemployed

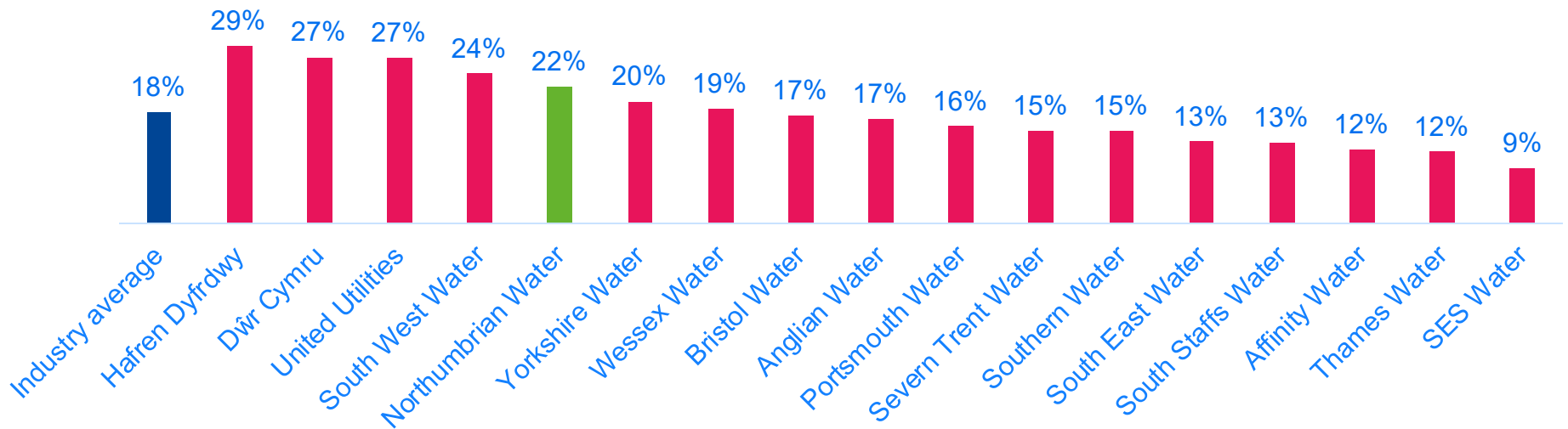


THE MEASURES WATER POVERTY

Ensure water services are supplied to all customers at a reasonable cost

- The proportion of customers in water poverty in 2019/2020 was 22% across our regions, this is higher than the industry average of 18%

Proportion of customers (3% threshold) (2019/2020)

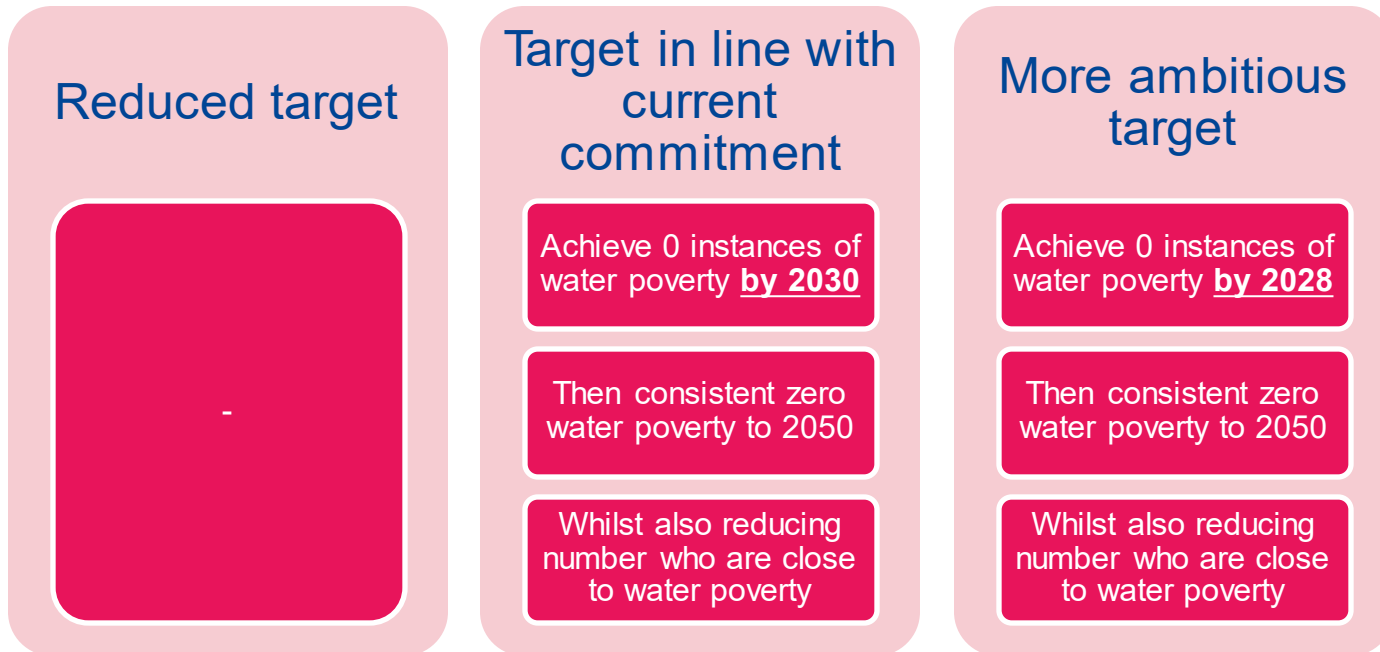




THE MEASURES WATER POVERTY

Ensure water services are supplied to all customers at a reasonable cost

- We want to eliminate water poverty from our regions for those spending 3% or more on their water and sewerage bill
- We also want to support those close to falling into water poverty
- We will support these customers through education around finances and using less water to help them save money
- However we can be more or less ambitious depending on how quickly we want to achieve this
- We want you to help us decide how ambitious we should be in this area:





LET'S PAUSE FOR QUESTIONS

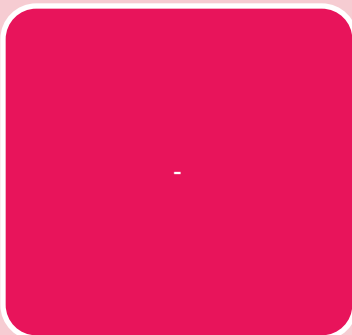


Ensure water services are supplied to all customers at a reasonable cost

POLL VOTE

How ambitious would you like Northumbrian Water to be in eradicating water poverty?

Reduced target



Target in line with current commitment

Achieve 0 instances of water poverty **by 2030**

Then consistent zero water poverty to 2050

Whilst also reducing number who are close to water poverty

More ambitious target

Achieve 0 instances of water poverty **by 2028**

Then consistent zero water poverty to 2050

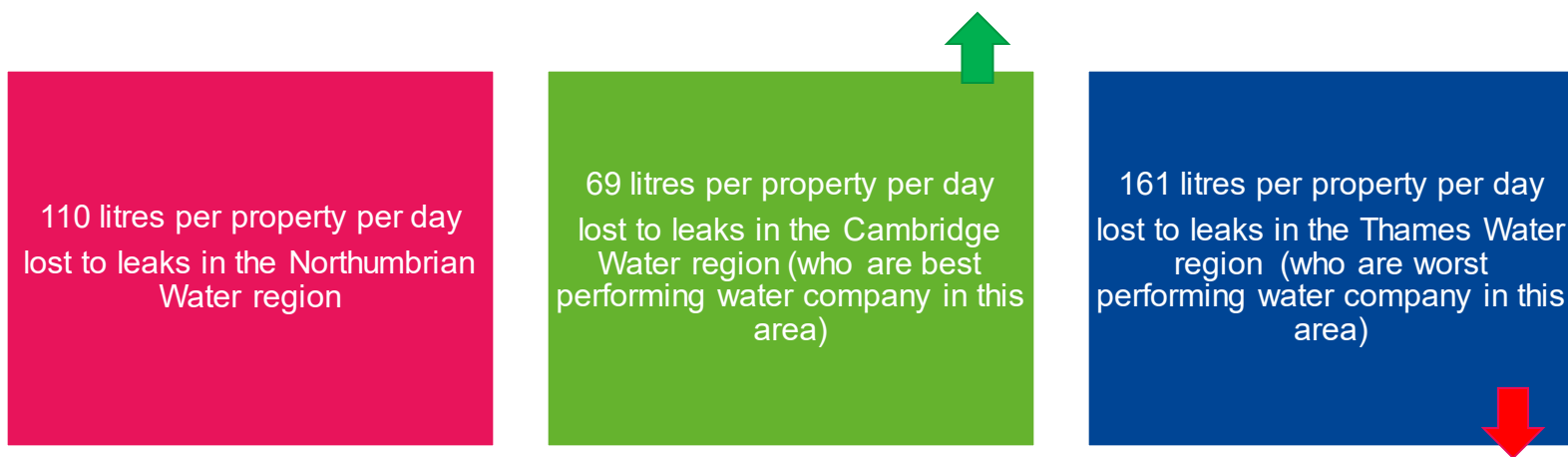
Whilst also reducing number who are close to water poverty



THE MEASURES LEAKAGE

Reduce the 'wastage' of water through a reduction in leakage*

- A proportion of the water that passes through our pipes and network is lost to leakage
- Reducing leakage will contribute to maintaining reliable and resilient supplies in the long term as less water is lost on the way to our homes and businesses
- Reducing leakage will also benefit the environment by reducing the amount of water needed to treat, thereby reducing the amount of energy and chemicals used to treat and transport water
- We measure leakage in the number of litres of water leaked per property per day – this is taking the total amount of water leaked per day (in megalitres) and dividing it by the number of properties in that region
- **A full bath contains about 80 litres of water as reference**
- Let's look at some other comparative figures...





THE MEASURES LEAKAGE

Reduce the 'wastage' of water through a reduction in leakage*

- In previous years, we reduced leakage to the point in time where it stopped being cost effective to do so
 - When it would cost more to fix the leaks than it costs to just let the water leak and treat more water to replace it
- For this reason in previous years the level of leakage stabilised amongst water companies
- However, due to the environmental impact of leakage, the industry has changed its position and water companies have begun to drive leakage down further in the shorter term, with ambition to continue into the long term

Pre 2021
Reduce leakages until it stops becoming cost effective

2021 to 2026
Target to reduce leakage by 15%

By 2050
Over to you...

THE MEASURES LEAKAGE

Reduce the 'wastage' of water through a reduction in leakage*

- We want to know how ambitious you think we should be in reducing leakage in the long term
- The more ambitious we are, the more we will need to do to find and fix leaks on our network:

Reduced target

30% reduction
in leakage in
Northumbrian
Water region
by 2050

Target in line with
current
commitment

40% reduction
in leakage in
Northumbrian
Water region
by 2050

More ambitious
target

50% reduction
in leakage in
Northumbrian
Water region
by 2050



LET'S PAUSE FOR QUESTIONS



Reduce the 'wastage' of water through a reduction in leakage*

POLL VOTE

How ambitious would you like Northumbrian Water to be in reducing leakage?

Reduced target

30%
reduction in
leakage in
Northumbrian
Water region
by 2050

Target in line with
current commitment

40%
reduction in
leakage in
Northumbrian
Water region
by 2050

More ambitious
target

50%
reduction in
leakage in
Northumbrian
Water region
by 2050

THE MEASURES

THE AVERAGE AMOUNT OF WATER USED BY EACH PERSON PER DAY IN OUR REGIONS

Reduce the amount of water used by our customers to improve water resources* across our regions

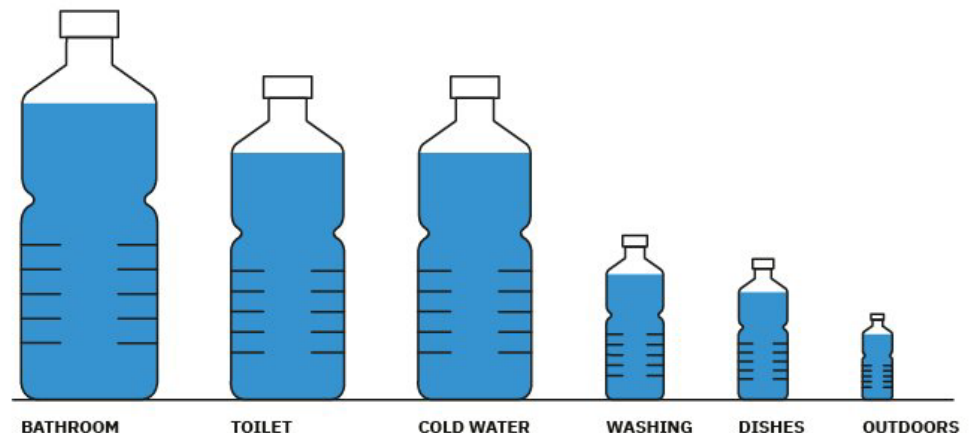
- We need to reduce the amount of water used by our customers:
 - To ensure we always have enough water
 - To reduce our impact on the environment –reducing the amount of water needed to treat, thereby reducing the amount of energy and chemicals used to treat and transport water
 - To help save our customers money
 - Ofwat, our regulator, expects all water companies to reduce water usage to 110 litres per person per day by 2050

Our customers currently use:
166 litres of water per person per day

The UK average is:
155 litres of water per person per day

Customers of the best performing water company use:
138 litres of water per person per day

Customers of the worst performing water company use:
176 litres of water per person per day

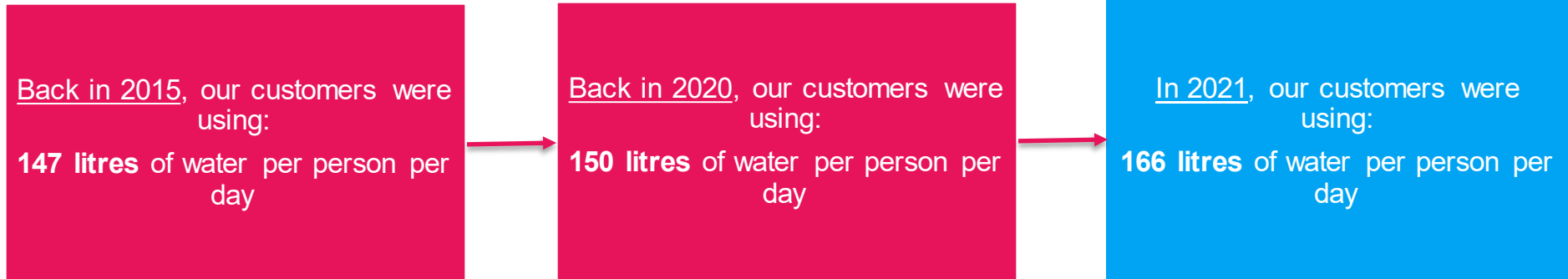


THE MEASURES

THE AVERAGE AMOUNT OF WATER USED BY EACH PERSON PER DAY IN OUR REGIONS

Reduce the amount of water used by our customers to improve water resources* across our regions

- The average amount of water used by our customers has changed over time, as we have worked to educate customers and support them to use less water, such as by using water-saving devices and water meters
- However, the impact of COVID has driven water usage up due to factors such as home working and staycations – nationally there has been an increase of around 10%



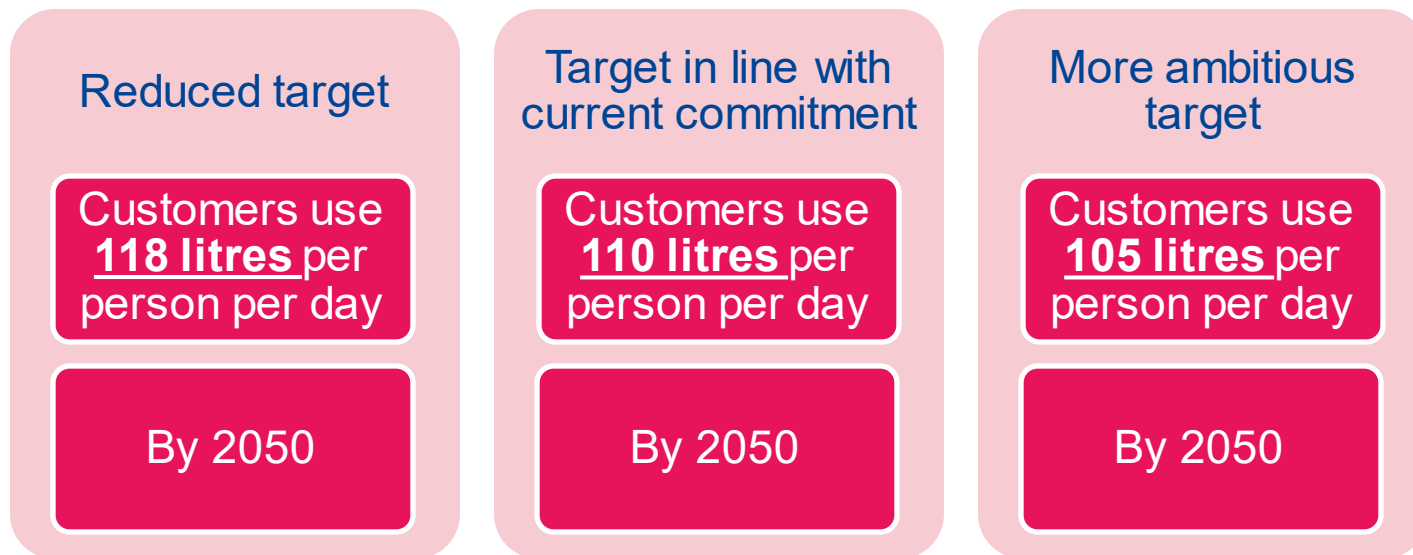
- We don't have the official figures yet for 2022, but we expect a reduction from the 2021 position as COVID restrictions have been removed and consumption returns somewhat to "normal"

THE MEASURES

THE AVERAGE AMOUNT OF WATER USED BY EACH PERSON PER DAY IN OUR REGIONS

Reduce the amount of water used by our customers to improve water resources* across our regions

- We want to know how ambitious you think we should be in reducing the amount of water our customers use
- The more ambitious we are, the more we will do things like education around water efficiency and introducing more water meters so customers pay for what they use





LET'S PAUSE FOR QUESTIONS



Reduce the amount of water used by our customers to improve water resources* across our regions

POLL VOTE

How ambitious would you like Northumbrian Water to be in reducing water usage in their regions?



THE MEASURES

GREENHOUSE GAS EMISSIONS

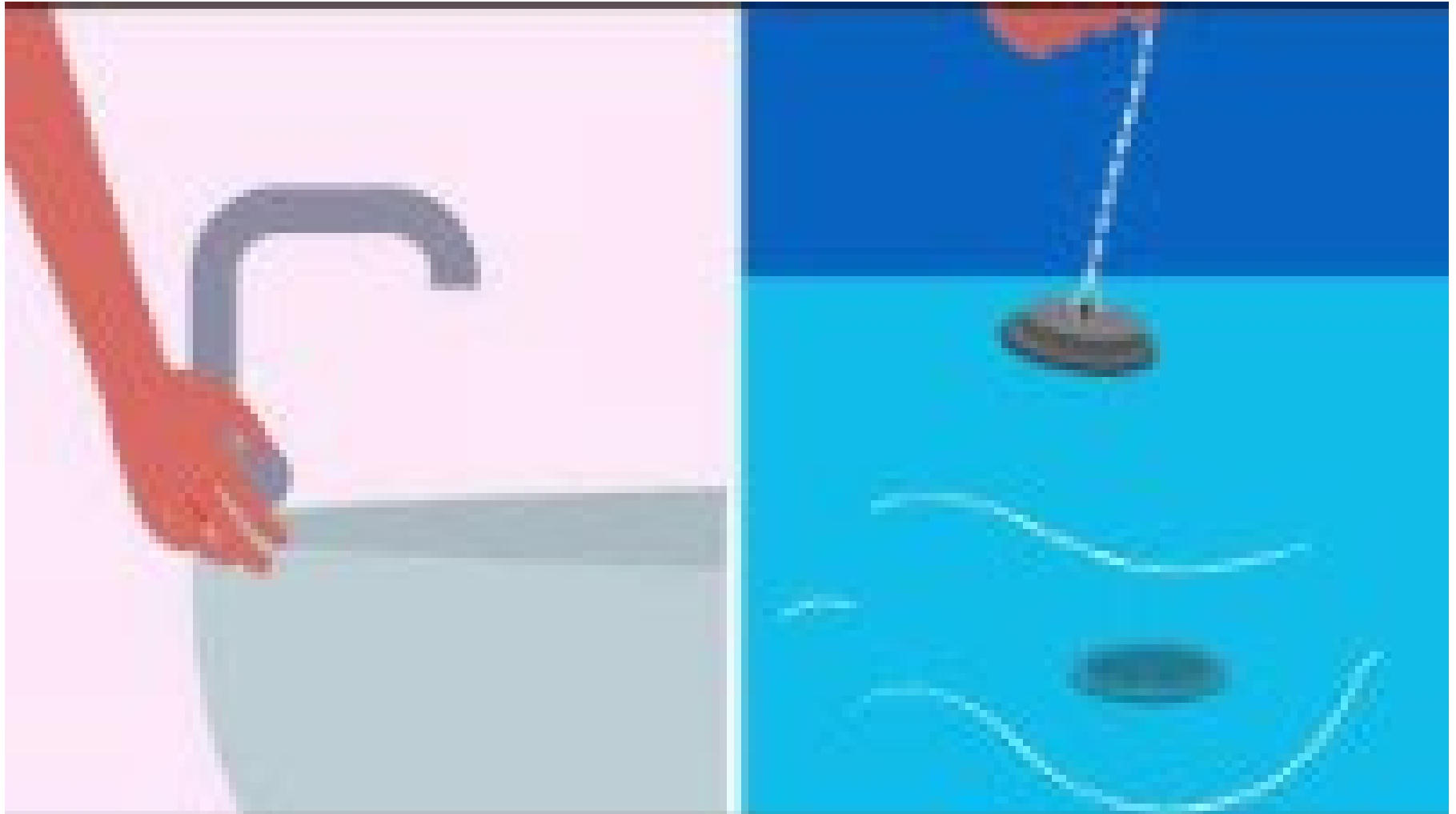
Be leading in the sustainable use of natural resources and become carbon neutral.
Measured in our greenhouse gas emissions.

- This aim is about reaching “net zero”, or carbon neutrality, within the water sector
- **Net zero** is about balancing the amount of harmful greenhouse gases being put into the atmosphere with those being taken out
 - In = driving petrol and diesel cars, burning fossil fuels like coal and oil to make electricity
 - Out = replacing fossil fuels with renewable energy sources, carbon capture and off-setting

Let's watch a video now which helps to explain this idea!



THE MEASURES GREENHOUSE GAS EMISSIONS – WHAT IS NET ZERO?



THE MEASURES

GREENHOUSE GAS EMISSIONS

Be leading in the sustainable use of natural resources and become carbon neutral.
Measured in our greenhouse gas emissions.

- The UK Government has a legally binding target to be at net zero as a country by 2050
- Companies in the water sector want to set the bar for performance by organisations in respect of net zero, and want to show ambition
- There are two types of emissions which we have to think about:

“Operational”

= these are the emissions we cause when going about our **day-to-day activities**, such as our energy use (where this energy is created by fossil fuels) to use light and heating in our buildings, or running our treatment machines

“Embodied”

= this goes one step further – this is the carbon footprint we create in building our infrastructure. For example, the creation and transportation of materials like concrete to build an office, or the materials used to make products we use. It’s the carbon “in our stuff”

THE MEASURES

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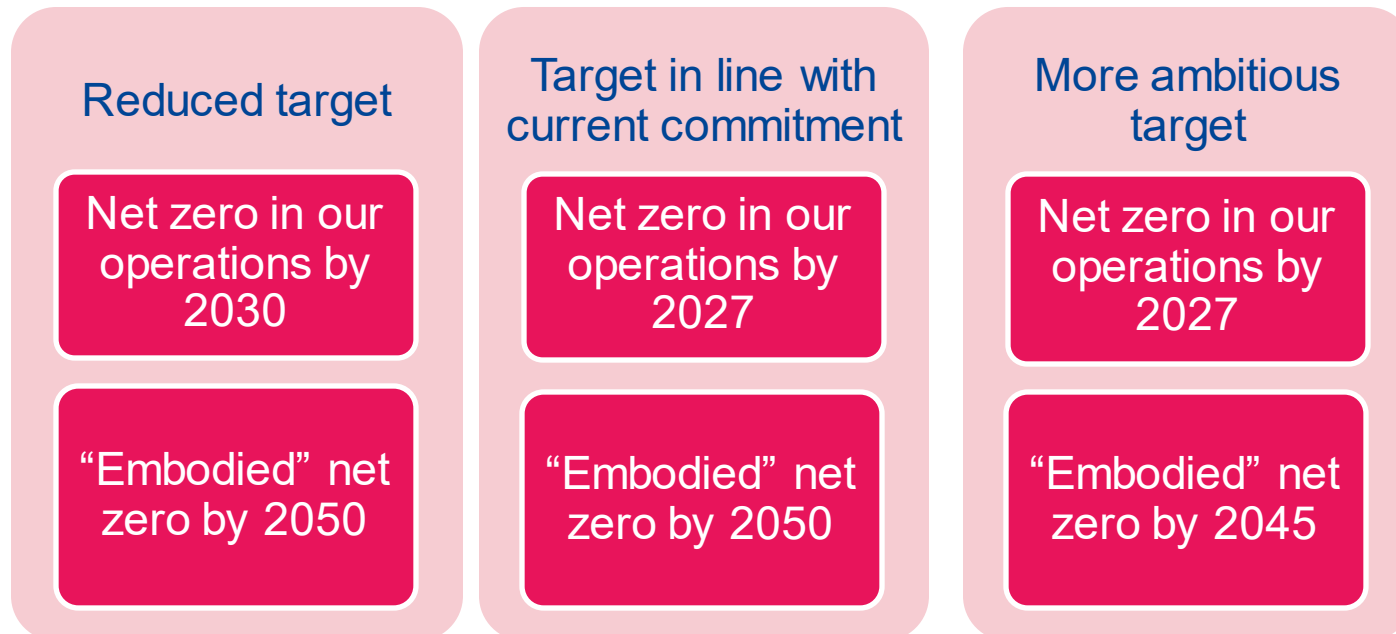
- We do things to reduce our **operational** greenhouse gas emissions such as:
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 - Recycling the sludge which comes from sewerage waste to turn it into renewable energy
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LET'S PAUSE FOR QUESTIONS



Be leading in the sustainable use of natural resources and become carbon neutral.
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POLL VOTE

How ambitious would you like Northumbrian Water to be in their aim of becoming carbon neutral?

Reduced target

Net zero in our operations by 2030

“Embodied” net zero by 2050

Target in line with current commitment

Net zero in our operations by 2027

“Embodied” net zero by 2050

More ambitious target

Net zero in our operations by 2027

“Embodied” net zero by 2045

THE MEASURES

BATHING WATER QUALITY

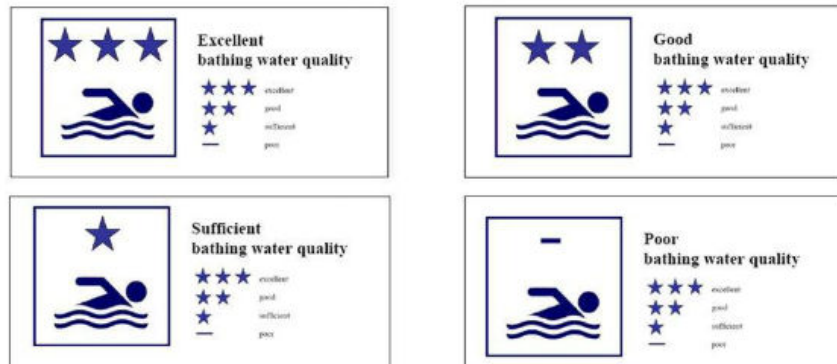
Have the best beaches in the country.

- We want to ensure that bathing waters in our region have high water quality so our customers can enjoy them but also to support leisure and tourism opportunities in the region
- We're focusing on beaches today – there is a consultation happening about river water quality at the moment so we're not at a point where we can talk about this yet
- Water quality at beaches suitable for bathing is measured by the Environment Agency:

Symbols for informing advice against bathing



Symbols for informing on bathing water classification



On average in the UK currently, 73% of water at beaches rated Excellent

There are 34 designated bathing waters in our region and 33 of these are classified Good or Excellent

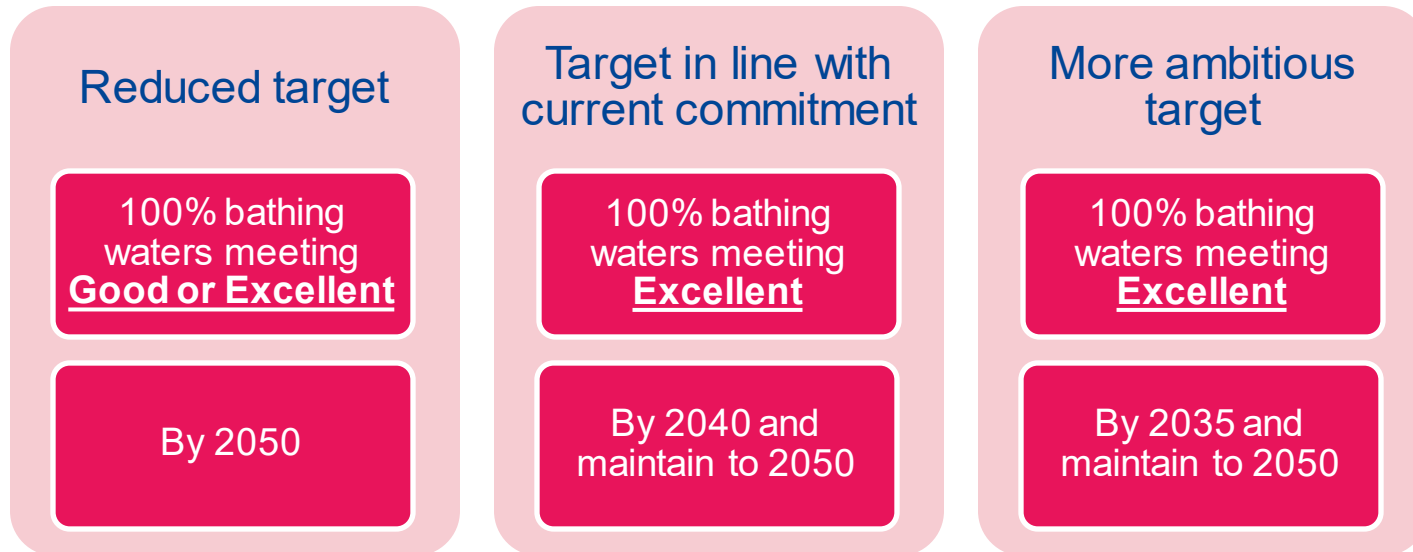
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THE MEASURES

BATHING WATER QUALITY

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- However, we can be more or less ambitious in terms of how quickly we achieve this
- The more ambitious we are, the more investment we will need to make now in things like improving processes at our wastewater treatment works





LET'S PAUSE FOR QUESTIONS



Have the best beaches in the country.

POLL VOTE

How ambitious would you like Northumbrian Water to be in improving the quality of coastal bathing waters?

Reduced target

100% rivers meeting good/high and bathing waters meeting good/excellent

By 2050

Target in line with current commitment

100% rivers meeting good/high and bathing waters meeting excellent

By 2040 and maintain to 2050

More ambitious target

100% rivers meeting good/high and bathing waters meeting excellent

By 2035 and maintain to 2050

**LET'S COME BACK TO THINK ABOUT ALL
OF THE AIMS AND MEASURES TOGETHER,
NOW THAT WE KNOW MORE...**



BRINGING EVERYTHING TOGETHER

REMEMBER THESE ARE THE 15 AIMS AND MEASURES

<p>Deliver world class customer service</p> <p>Measured through customer satisfaction surveys and a target will be set on our performance</p>	<p>Ensure water services are supplied to all customers at a reasonable cost</p> <p>Measured by the proportion of our customers in water poverty*</p>	<p>Reduce the 'wastage' of water through a reduction in leakage*</p> <p>Measured in the proportion of water that leaks from our pipes.</p>	<p>Reduce the amount of water used by our customers to improve water resources* across our regions</p> <p>Measured in the average number of litres of water used per person</p>
<p>Ensure a continuous supply of water to promote customer confidence and trust.</p> <p>Measured in the number of interruptions to the water supply that our customers experience</p>	<p>Eradicate sewer flooding* in the home as a result of our assets and operations</p> <p>Measured in the number of sewer flooding incidents our customers experience.</p>	<p>Promote confidence in our drinking water by delivering high-quality water</p> <p>Measured by testing our customer's water supply and measuring the number of issues identified.</p>	<p>Reduce instances of pollution* to protect and preserve our environment.</p> <p>Measured by the number of pollution incidents caused by our assets or operations.</p>
<p>Have the best rivers and beaches in the country.</p> <p>Measured by the number of rivers and bathing waters meeting good or excellent standards.</p>	<p>Be leading in the sustainable use of natural resources and become carbon neutral.</p> <p>Measured in our greenhouse gas emissions.</p>	<p>Demonstrate leadership and continuous improvement in the management of the environment in and around our assets.</p> <p>For example by planting trees or wildflowers, or promoting wildlife at our water treatment works, reservoirs or other equipment or landholdings.</p>	<p>Maximise our spend within our regions to enhance the social benefit that can be realised.</p> <p>This will be measured in the amount of money that is spent with local suppliers.</p>
<p>Create a diverse workplace that ensures the right people with the right skills are proud to work for our company</p> <p>Measured through the 'Great Place to Work' survey</p>		<p>Ensure an industry leading level of health & safety in the workplace</p> <p>Measured through the amount of time employees are off sick due to sustaining an injury at work.</p>	<p>Deliver strong and sustainable financial resilience* with fair returns*</p> <p>Measured through our credit rating, the same way you are if you try and take out a loan, credit card, or mortgage.</p>



BRINGING EVERYTHING TOGETHER

MEASURES WE HAVEN'T DISCUSSED

- Remember, there were some measures we haven't discussed levels of ambition for:

Delivering world class customer service

Measured through customer satisfaction surveys

Their target is to remain in the top 3

Compared to others

Promote confidence in our drinking water by delivering high-quality water

Measured by testing our customer's water supply and measuring the number of issues identified.

They will continue to target zero failures

Compliance

Deliver strong and sustainable financial resilience* with fair returns*

Measured through our credit rating, the same way you are if you try and take out a loan, credit card, or mortgage.

This is something they will engage with financial experts on

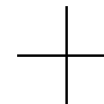
One for experts

Ensure an industry leading level of health & safety in the workplace

Measured through the amount of time employees are off sick due to sustaining an injury at work.

They will engage the operational workforce on this

Compliance



“Create a diverse workplace that ensures the right people with the right skills are proud to work for our company”

They will talk to employees about this!



STAR VOTE - OVERALL

Think about the world you want to live in, in 2050. In which of the measures would you like to see Northumbrian Water be the most ambitious?

You have 25 stars. Please use your stars and place them on measures based on how important you think each is. Think of each star as a vote. You can place more than one star on a measure, and you don't have to put stars on all measures, but please use all of your stars. We'd like to be able to understand how ambitious you would like Northumbrian Water to be in individual measures.



**NORTHUMBRIAN
WATER** *living water*

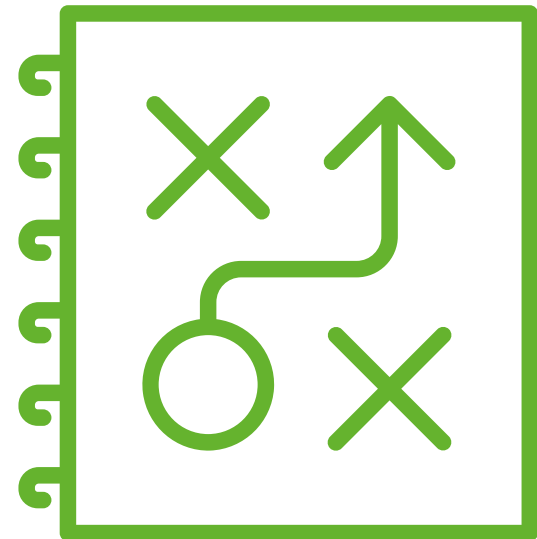
WHAT'S NEXT?





WHAT'S NEXT? MOVING TO MONTHLY

- Thank you for your feedback!
- These sessions will now move to a monthly format and so we are looking forward to seeing you again in June.
- Look out for some briefing information on your next topic!





THANK YOU

See you for our next session – look out for an email from us with the date!



ESSEX & SUFFOLK **WATER** *living water*

Slide Pack for Session 1



ESSEX & SUFFOLK WATER *living water*

Welcome to the
Essex People Panel



SESSION SUM UP

TODAY WE WILL...



- Keep thinking about life in 2050 and the future you would like to live in
- Think about Essex & Suffolk Water's strategy to 2050
- Continue to consider the aims and measures we've looked at in earlier sessions
- Essex & Suffolk Water will set targets for each of these measures and we want to understand how ambitious you think they should be



INTRODUCTION

REMEMBER THESE ARE THE 15 AIMS AND MEASURES

Deliver world class customer service

Measured through customer satisfaction surveys and a target will be set on our performance

Ensure water services are supplied to all customers at a reasonable cost

Measured by the proportion of our customers in water poverty*

Reduce the 'wastage' of water through a reduction in leakage*

Measured in the proportion of water that leaks from our pipes.

Reduce the amount of water used by our customers to improve water resources* across our regions

Measured in the average number of litres of water used per person

Ensure a continuous supply of water to promote customer confidence and trust.

Measured in the number of interruptions to the water supply that our customers experience

Eradicate sewer flooding* in the home as a result of our assets and operations

Measured in the number of sewer flooding incidents our customers experience.

Promote confidence in our drinking water by delivering high-quality water

Measured by testing our customer's water supply and measuring the number of issues identified.

Reduce instances of pollution* to protect and preserve our environment.

Measured by the number of pollution incidents caused by our assets or operations.

Have the best rivers and beaches in the country.

Measured by the number of rivers and bathing waters meeting good or excellent standards.

Be leading in the sustainable use of natural resources and become carbon neutral.

Measured in our greenhouse gas emissions.

Demonstrate leadership and continuous improvement in the management of the environment in and around our assets.

For example by planting trees or wildflowers, or promoting wildlife at our water treatment works, reservoirs or other equipment or landholdings.

Maximise our spend within our regions to enhance the social benefit that can be realised.

This will be measured in the amount of money that is spent with local suppliers.

Create a diverse workplace that ensures the right people with the right skills are proud to work for our company

Measured through the 'Great Place to Work' survey

Ensure an industry leading level of health & safety in the workplace

Measured through the amount of time employees are off sick due to sustaining an injury at work.

Deliver strong and sustainable financial resilience* with fair returns*

Measured through our credit rating, the same way you are if you try and take out a loan, credit card, or mortgage.



THE MEASURES

REMINDER - LEVELS OF AMBITION

- We are going to go through all of the remaining measures
- We will provide you with some more context for each one
- We will show you three target performance levels:
 - Reduced target
 - Target in line with our current commitment
 - An enhanced target
- You will then vote on how ambitious you would like us to be in each area
- The more ambitious we are in each the more investment we will make to achieve them in the run up to 2050

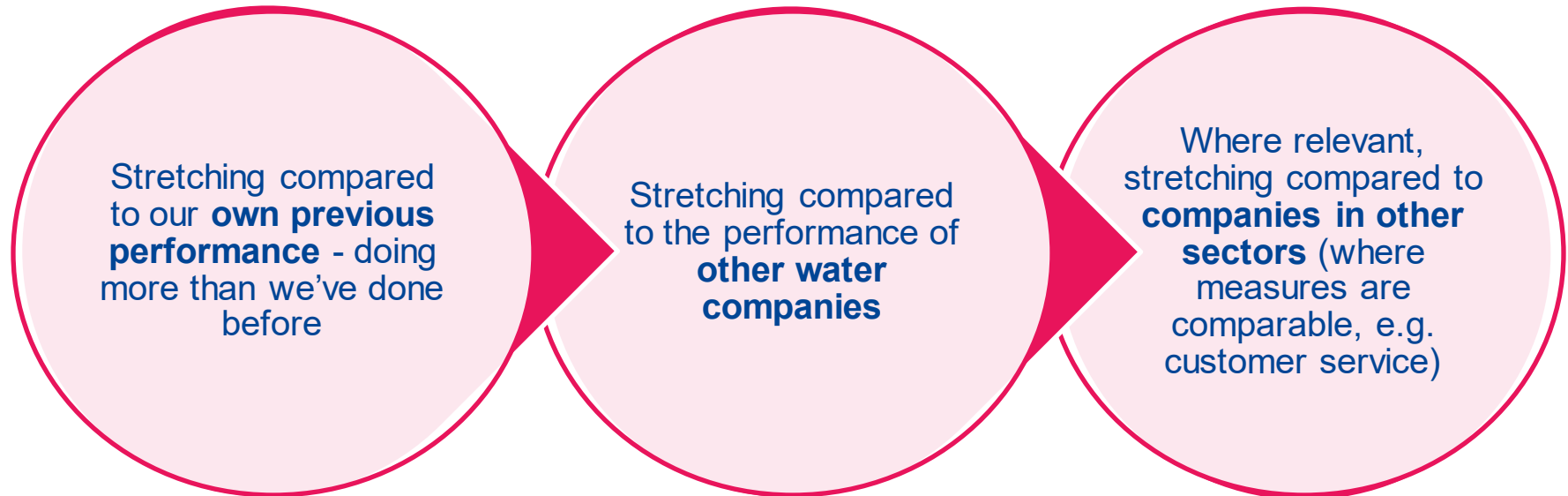




THE MEASURES

REMINDER - DEFINING AMBITION

What do we mean when we talk about **ambition**? How do we define this?



We'll share information like this throughout to help you make your decisions.



LET'S PAUSE FOR QUESTIONS



LET'S GET INTO THE AIMS AND MEASURES...

How ambitious would you like Essex & Suffolk Water to be?



THE MEASURES WATER POVERTY

Ensure water services
are supplied to all
customers at a
reasonable cost

- Water poverty is where a household spends more than 3% of its disposable income, after rent or mortgage, on water and sewerage bills
- We believe water and sewerage services should be affordable for all customers, whatever their circumstances
- The proportion of customers in water poverty changes over time for different reasons including factors outside of Essex & Suffolk Water's control, e.g. the price of goods and services and general economic conditions like the number of people unemployed

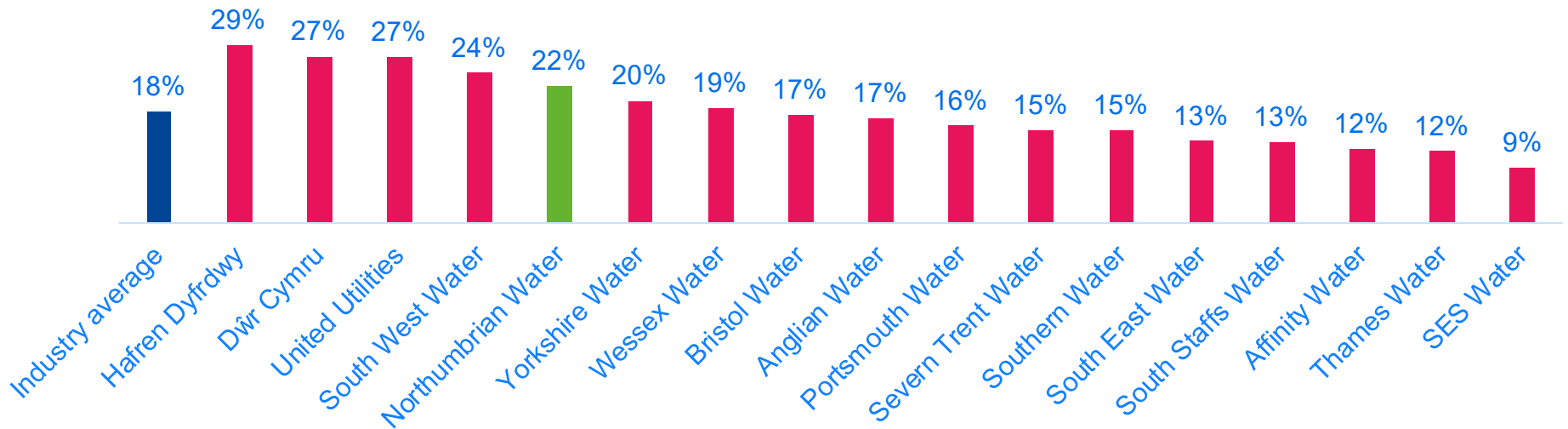


THE MEASURES WATER POVERTY

Ensure water services are supplied to all customers at a reasonable cost

- The proportion of customers in water poverty in 2019/2020 was 22% across our regions, this is higher than the industry average of 18%

Proportion of customers (3% threshold) (2019/2020)

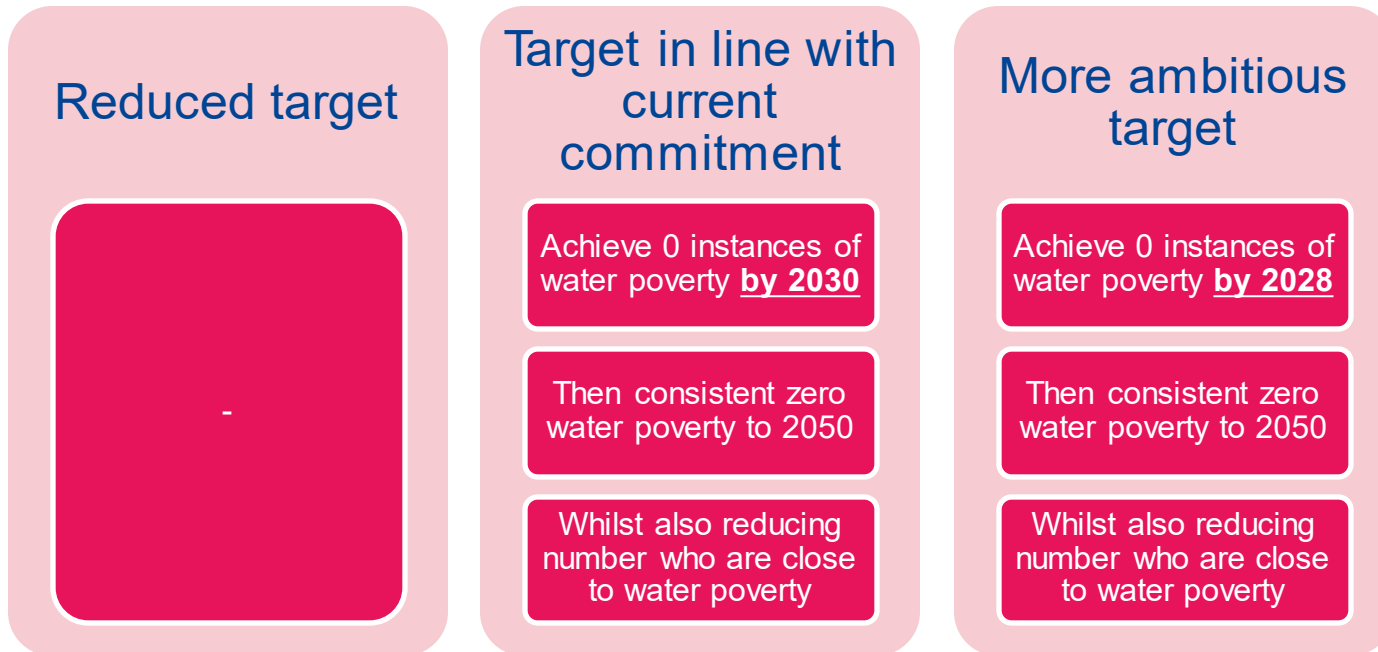




THE MEASURES WATER POVERTY

Ensure water services are supplied to all customers at a reasonable cost

- We want to eliminate water poverty from our regions for those spending 3% or more on their water and sewerage bill
- We also want to support those close to falling into water poverty
- We will support these customers through education around finances and using less water to help them save money
- However we can be more or less ambitious depending on how quickly we want to achieve this
- We want you to help us decide how ambitious we should be in this area:





LET'S PAUSE FOR QUESTIONS

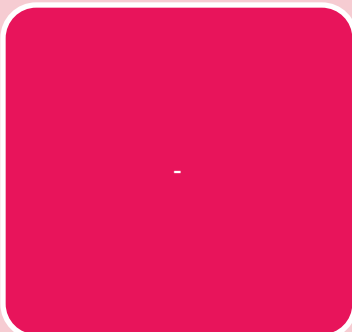


Ensure water services are supplied to all customers at a reasonable cost

POLL VOTE

How ambitious would you like Essex & Suffolk Water to be in eradicating water poverty?

Reduced target



Target in line with current commitment

Achieve 0 instances of water poverty **by 2030**

Then consistent zero water poverty to 2050

Whilst also reducing number who are close to water poverty

More ambitious target

Achieve 0 instances of water poverty **by 2028**

Then consistent zero water poverty to 2050

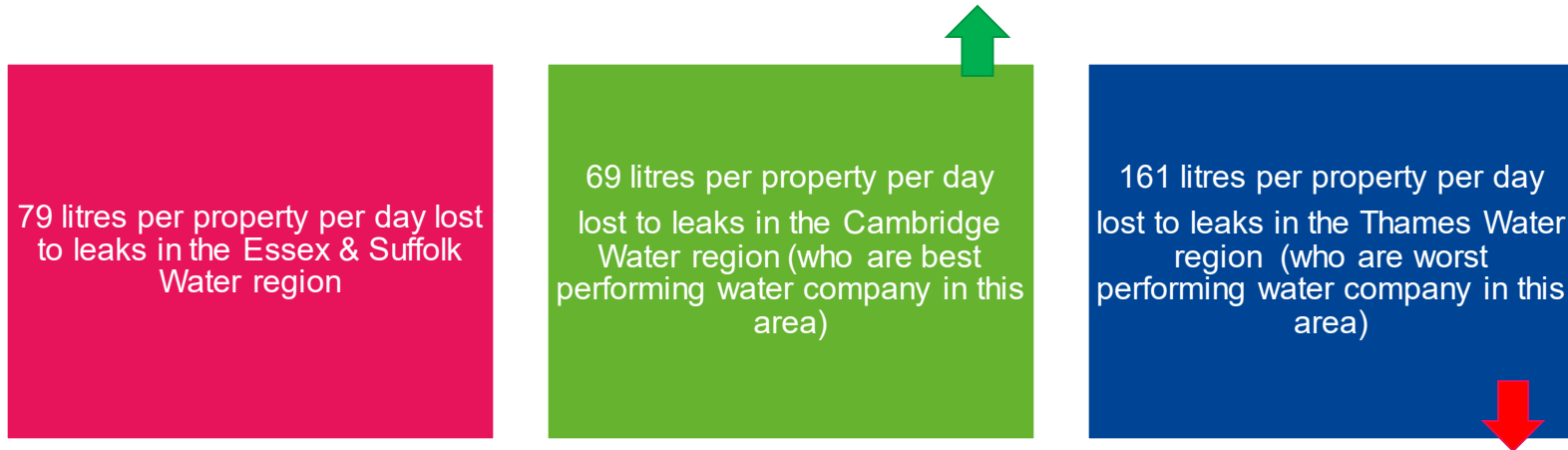
Whilst also reducing number who are close to water poverty



THE MEASURES LEAKAGE

Reduce the 'wastage' of water through a reduction in leakage*

- A proportion of the water that passes through our pipes and network is lost to leakage
- Reducing leakage will contribute to maintaining reliable and resilient supplies in the long term as less water is lost on the way to our homes and businesses
- Reducing leakage will also benefit the environment by reducing the amount of water needed to treat, thereby reducing the amount of energy and chemicals used to treat and transport water
- We measure leakage in the number of litres of water leaked per property per day – this is taking the total amount of water leaked per day (in megalitres) and dividing it by the number of properties in that region
- **A full bath contains about 80 litres of water as reference**
- Let's look at some other comparative figures...





THE MEASURES LEAKAGE

Reduce the 'wastage' of water through a reduction in leakage*

- In previous years, we reduced leakage to the point in time where it stopped being cost effective to do so
 - When it would cost more to fix the leaks than it costs to just let the water leak and treat more water to replace it
- For this reason in previous years the level of leakage stabilised amongst water companies
- However, due to the environmental impact of leakage, the industry has changed its position and water companies have begun to drive leakage down further in the shorter term, with ambition to continue into the long term

Pre 2021
Reduce leakages until it stops becoming cost effective

2021 to 2026
Target to reduce leakage by 15%

By 2050
Over to you...

THE MEASURES LEAKAGE

Reduce the 'wastage' of water through a reduction in leakage*

- We want to know how ambitious you think we should be in reducing leakage in the long term
- The more ambitious we are, the more we will need to do to find and fix leaks on our network:

Reduced target

30% reduction
in leakage in
Essex &
Suffolk by
2050

Target in line with
current
commitment

40% reduction
in leakage in
Essex &
Suffolk by
2050

More ambitious
target

50% reduction
in leakage in
Essex &
Suffolk by
2050



LET'S PAUSE FOR QUESTIONS



Reduce the 'wastage' of water through a reduction in leakage*

POLL VOTE

How ambitious would you like Essex & Suffolk Water to be in reducing leakage?

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THE MEASURES

THE AVERAGE AMOUNT OF WATER USED BY EACH PERSON PER DAY IN OUR REGIONS

Reduce the amount of water used by our customers to improve water resources* across our regions

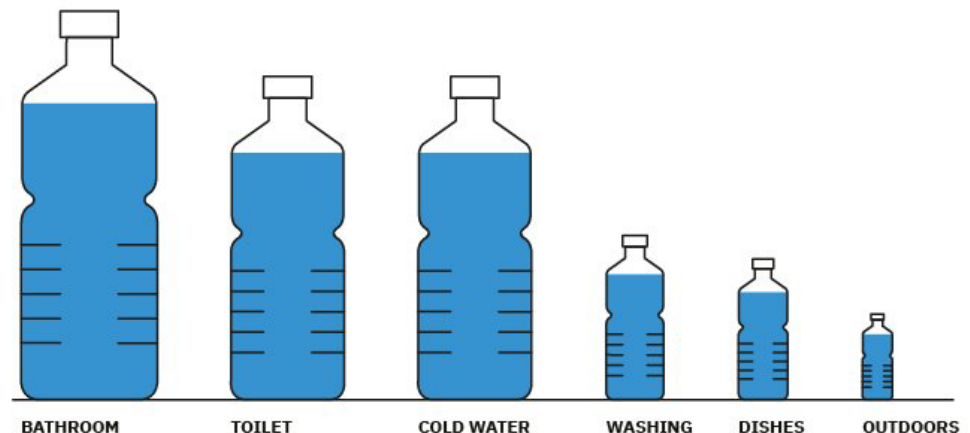
- We need to reduce the amount of water used by our customers:
 - To ensure we always have enough water
 - To reduce our impact on the environment –reducing the amount of water needed to treat, thereby reducing the amount of energy and chemicals used to treat and transport water
 - To help save our customers money
 - Ofwat, our regulator, expects all water companies to reduce water usage to 110 litres per person per day by 2050

Our customers currently use:
166 litres of water per person per day

The UK average is:
155 litres of water per person per day

Customers of the best performing water company use:
138 litres of water per person per day

Customers of the worst performing water company use:
176 litres of water per person per day

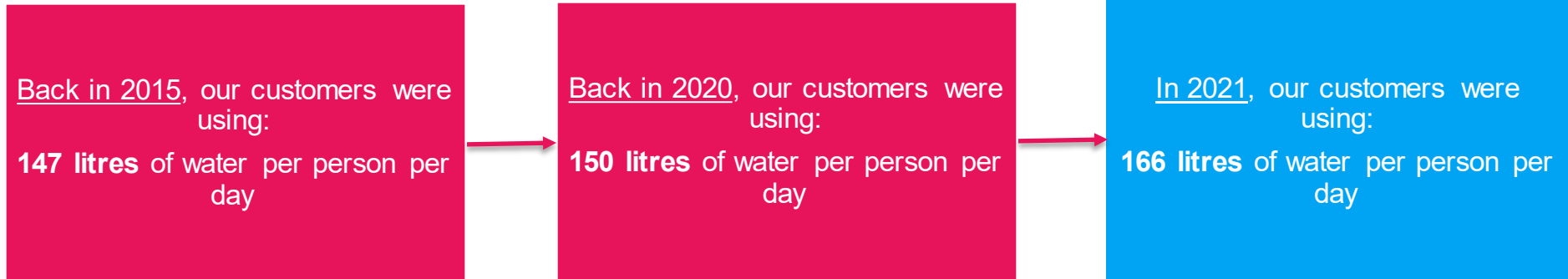


THE MEASURES

THE AVERAGE AMOUNT OF WATER USED BY EACH PERSON PER DAY IN OUR REGIONS

Reduce the amount of water used by our customers to improve water resources* across our regions

- The average amount of water used by our customers has changed over time, as we have worked to educate customers and support them to use less water, such as by using water-saving devices and water meters
- However, the impact of COVID has driven water usage up due to factors such as home working and staycations – nationally there has been an increase of around 10%



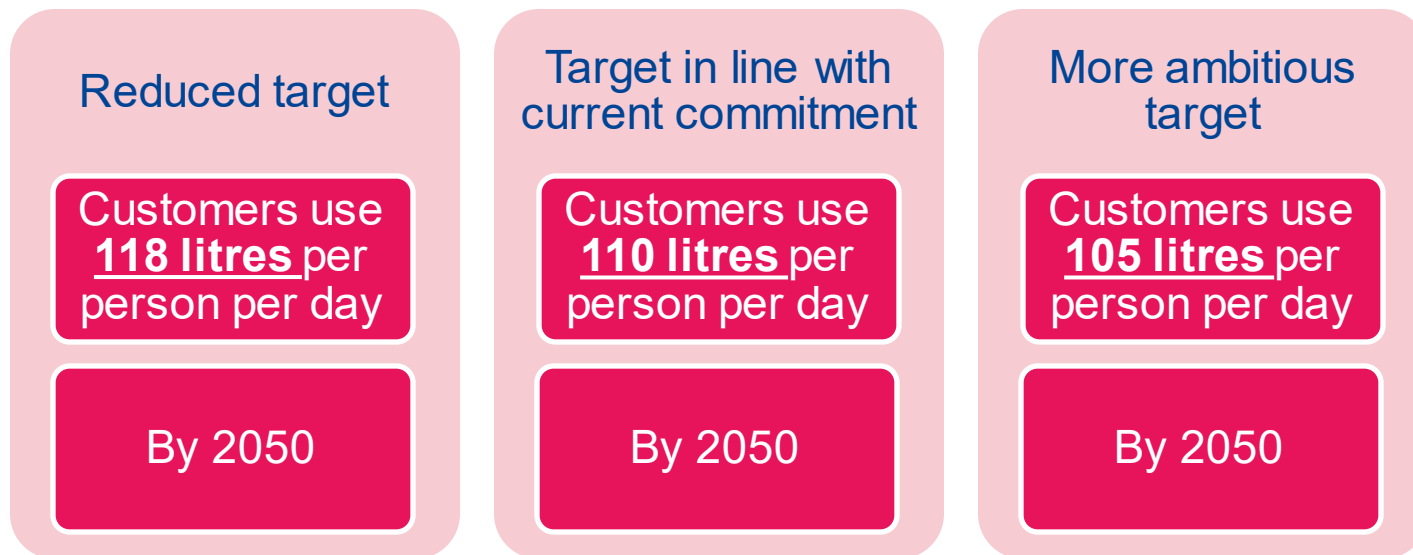
- We don't have the official figures yet for 2022, but we expect a reduction from the 2021 position as COVID restrictions have been removed and consumption returns somewhat to "normal"

THE MEASURES

THE AVERAGE AMOUNT OF WATER USED BY EACH PERSON PER DAY IN OUR REGIONS

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- We want to know how ambitious you think we should be in reducing the amount of water our customers use
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Reduce the amount of water used by our customers to improve water resources* across our regions

POLL VOTE

How ambitious would you like Essex & Suffolk Water to be in reducing water usage in their regions?



THE MEASURES

GREENHOUSE GAS EMISSIONS

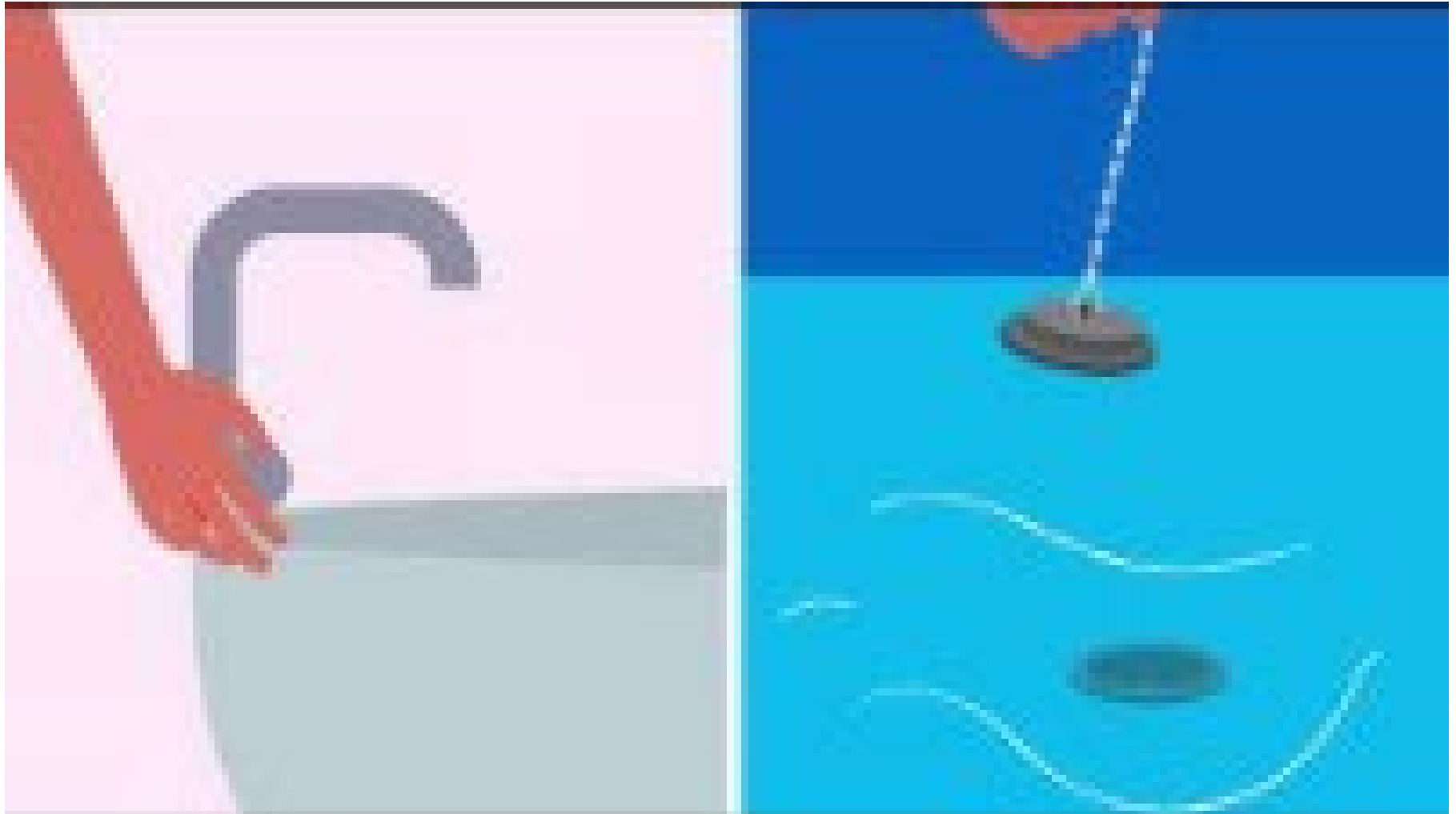
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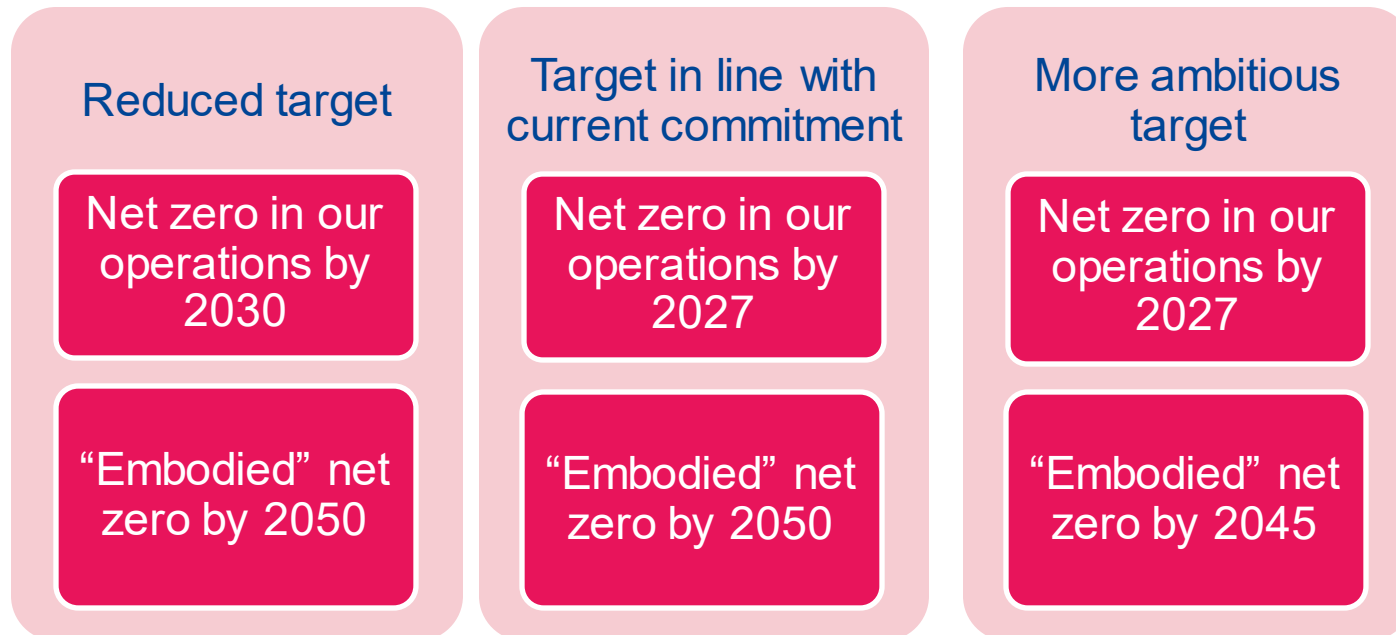
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“Embodied” net zero by 2050

More ambitious target

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“Embodied” net zero by 2045



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Symbols for informing on bathing water classification



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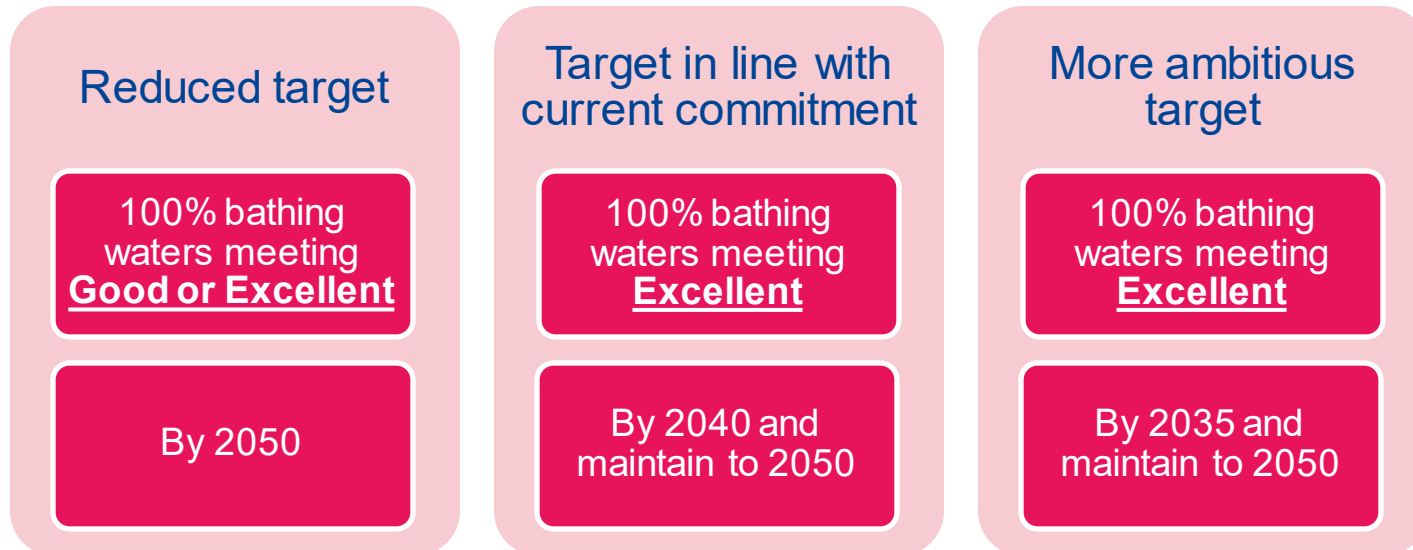
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LET'S PAUSE FOR QUESTIONS



Have the best beaches in the country.

POLL VOTE

How ambitious would you like Essex & Suffolk Water to be in improving the quality of coastal bathing waters?

Reduced target

100% rivers meeting good/high and bathing waters meeting good/excellent

By 2050

Target in line with current commitment

100% rivers meeting good/high and bathing waters meeting excellent

By 2040 and maintain to 2050

More ambitious target

100% rivers meeting good/high and bathing waters meeting excellent

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<p>Create a diverse workplace that ensures the right people with the right skills are proud to work for our company</p> <p>Measured through the 'Great Place to Work' survey</p>		<p>Ensure an industry leading level of health & safety in the workplace</p> <p>Measured through the amount of time employees are off sick due to sustaining an injury at work.</p>	<p>Deliver strong and sustainable financial resilience* with fair returns*</p> <p>Measured through our credit rating, the same way you are if you try and take out a loan, credit card, or mortgage.</p>



BRINGING EVERYTHING TOGETHER

MEASURES WE HAVEN'T DISCUSSED

- Remember, there were some measures we haven't discussed levels of ambition for:

Delivering world class customer service

Measured through customer satisfaction surveys

Their target is to remain in the top 3

Compared to others

Promote confidence in our drinking water by delivering high-quality water

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They will continue to target zero failures

Compliance

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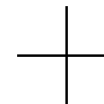
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“Create a diverse workplace that ensures the right people with the right skills are proud to work for our company”

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STAR VOTE - OVERALL

Think about the world you want to live in, in 2050. In which of the measures would you like to see Essex & Suffolk Water be the most ambitious?

You have 25 stars. Please use your stars and place them on measures based on how important you think each is. Think of each star as a vote. You can place more than one star on a measure, and you don't have to put stars on all measures, but please use all of your stars. We'd like to be able to understand how ambitious you would like Essex & Suffolk Water to be in individual measures.



ESSEX & SUFFOLK
WATER *living water*

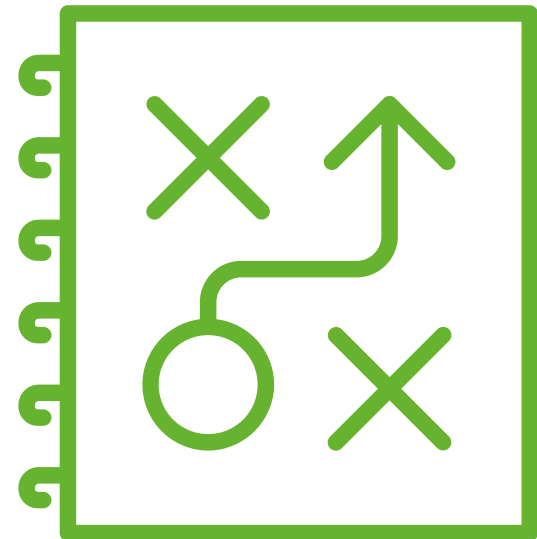
WHAT'S NEXT?





WHAT'S NEXT? MOVING TO MONTHLY

- Thank you for your feedback!
- These sessions will now move to a monthly format and so we are looking forward to seeing you again in June.
- Look out for some briefing information on your next topic!





THANK YOU

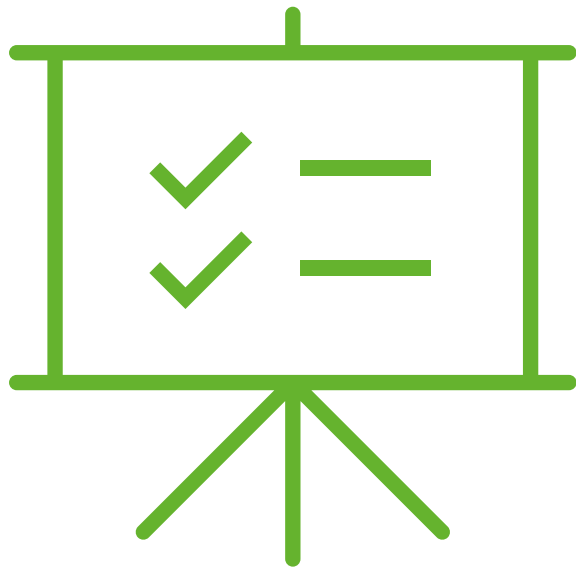
See you for our next session – look out for an email from us with the date!

NORTHUMBRIAN WATER *living water*

Welcome to the
Northumbrian People Panel

SESSION SUM UP

TODAY WE WILL...



- Keep thinking about life in 2050 and the future you would like to live in
- Think about Northumbrian Water's strategy to 2050
- Continue to consider the aims and measures we've looked at in earlier sessions
- Northumbrian Water will set targets for each of these measures and we want to understand how ambitious you think they should be

INTRODUCTION

REMEMBER THESE ARE THE 15 AIMS AND MEASURES

Deliver world class customer service

Measured through customer satisfaction surveys and a target will be set on our performance

Ensure water services are supplied to all customers at a reasonable cost

Measured by the proportion of our customers in water poverty*

Reduce the 'wastage' of water through a reduction in leakage*

Measured in the proportion of water that leaks from our pipes.

Reduce the amount of water used by our customers to improve water resources* across our regions

Measured in the average number of litres of water used per person

Ensure a continuous supply of water to promote customer confidence and trust.

Measured in the number of interruptions to the water supply that our customers experience

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Measured in the number of sewer flooding incidents our customers experience.

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Measured by testing our customer's water supply and measuring the number of issues identified.

Reduce instances of pollution* to protect and preserve our environment.

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Have the best rivers and beaches in the country.

Measured by the number of rivers and bathing waters meeting good or excellent standards.

Be leading in the sustainable use of natural resources and become carbon neutral.

Measured in our greenhouse gas emissions.

Demonstrate leadership and continuous improvement in the management of the environment in and around our assets.

For example by planting trees or wildflowers, or promoting wildlife at our water treatment works, reservoirs or other equipment or landholdings.

Maximise our spend within our regions to enhance the social benefit that can be realised.

This will be measured in the amount of money that is spent with local suppliers.

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Deliver strong and sustainable financial resilience* with fair returns*

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THE MEASURES

REMINDER - LEVELS OF AMBITION

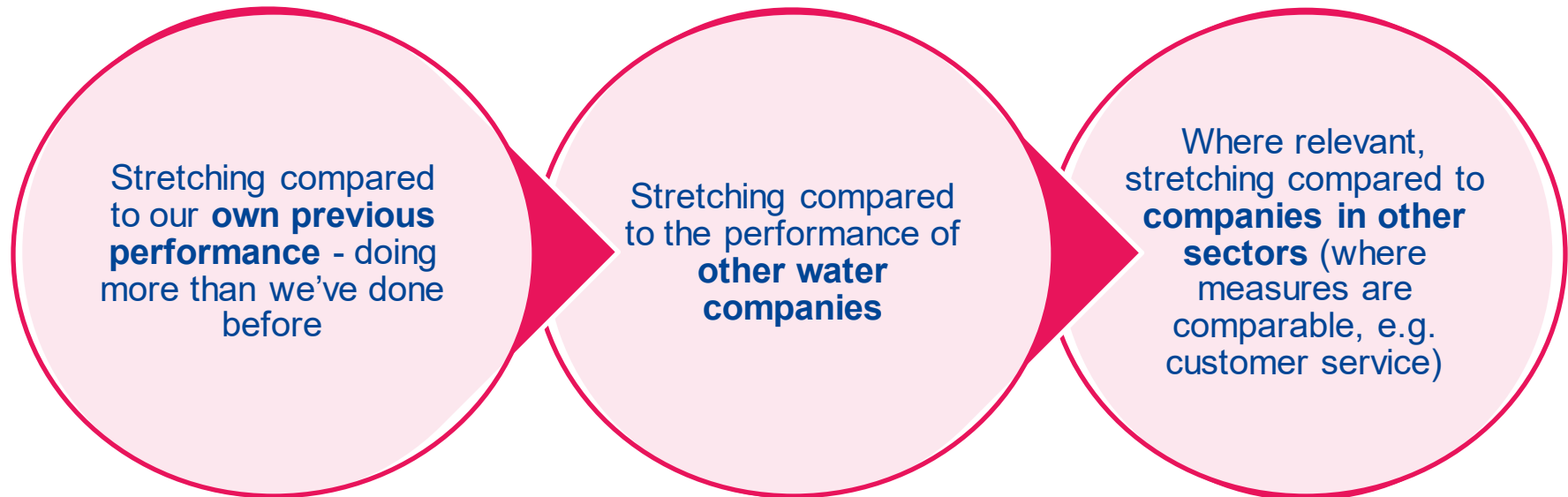
- We are going to go through all of the remaining measures
- We will provide you with some more context for each one
- We will show you three target performance levels:
 - Reduced target
 - Target in line with our current commitment
 - An enhanced target
- You will then vote on how ambitious you would like us to be in each area
- The more ambitious we are in each the more investment we will make to achieve them in the run up to 2050



THE MEASURES

REMINDER - DEFINING AMBITION

What do we mean when we talk about **ambition**? How do we define this?



We'll share information like this throughout to help you make your decisions.

LET'S PAUSE FOR QUESTIONS



LET'S GET INTO THE AIMS AND MEASURES...

How ambitious would you like Northumbrian Water to be?

THE MEASURES WATER POVERTY

Ensure water services
are supplied to all
customers at a
reasonable cost

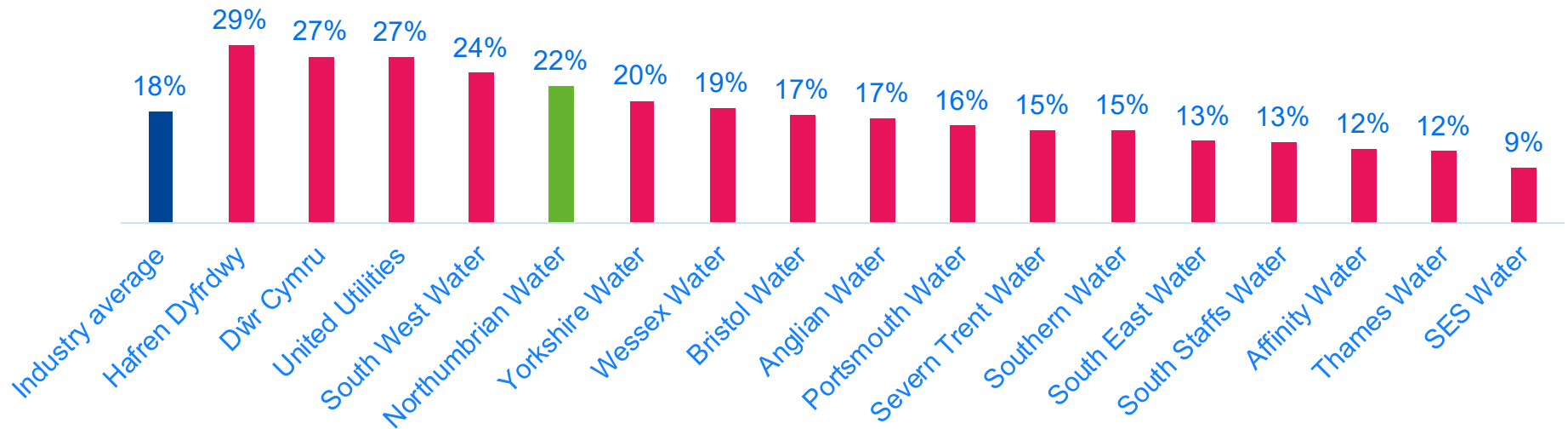
- Water poverty is where a household spends more than 3% of its disposable income, after rent or mortgage, on water and sewerage bills
- We believe water and sewerage services should be affordable for all customers, whatever their circumstances
- The proportion of customers in water poverty changes over time for different reasons including factors outside of Northumbrian Water's control, e.g. the price of goods and services and general economic conditions like the number of people unemployed

THE MEASURES WATER POVERTY

Ensure water services are supplied to all customers at a reasonable cost

- The proportion of customers in water poverty in 2019/2020 was 22% across our regions, this is higher than the industry average of 18%

Proportion of customers (3% threshold) (2019/2020)



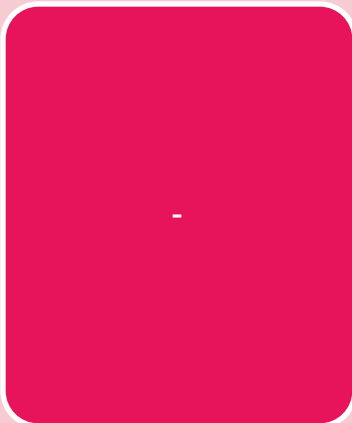
THE MEASURES

WATER POVERTY

Ensure water services are supplied to all customers at a reasonable cost

- We want to eliminate water poverty from our regions for those spending 3% or more on their water and sewerage bill
- We also want to support those close to falling into water poverty
- We will support these customers through education around finances and using less water to help them save money
- However we can be more or less ambitious depending on how quickly we want to achieve this
- We want you to help us decide how ambitious we should be in this area:

Reduced target



Target in line with current commitment

Achieve 0 instances of water poverty **by 2030**

Then consistent zero water poverty to 2050

Whilst also reducing number who are close to water poverty

More ambitious target

Achieve 0 instances of water poverty **by 2028**

Then consistent zero water poverty to 2050

Whilst also reducing number who are close to water poverty

LET'S PAUSE FOR QUESTIONS

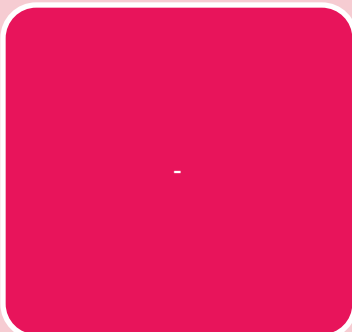


Ensure water services are supplied to all customers at a reasonable cost

POLL VOTE

How ambitious would you like Northumbrian Water to be in eradicating water poverty?

Reduced target



Target in line with current commitment

Achieve 0 instances of water poverty **by 2030**

Then consistent zero water poverty to 2050

Whilst also reducing number who are close to water poverty

More ambitious target

Achieve 0 instances of water poverty **by 2028**

Then consistent zero water poverty to 2050

Whilst also reducing number who are close to water poverty

THE MEASURES LEAKAGE

Reduce the 'wastage' of water through a reduction in leakage*

- A proportion of the water that passes through our pipes and network is lost to leakage
- Reducing leakage will contribute to maintaining reliable and resilient supplies in the long term as less water is lost on the way to our homes and businesses
- Reducing leakage will also benefit the environment by reducing the amount of water needed to treat, thereby reducing the amount of energy and chemicals used to treat and transport water
- We measure leakage in the number of litres of water leaked per property per day – this is taking the total amount of water leaked per day (in megalitres) and dividing it by the number of properties in that region
- **A full bath contains about 80 litres of water as reference**
- Let's look at some other comparative figures...

110 litres per property per day
lost to leaks in the Northumbrian
Water region

69 litres per property per day
lost to leaks in the Cambridge
Water region (who are best
performing water company in this
area)

161 litres per property per day
lost to leaks in the Thames Water
region (who are worst
performing water company in this
area)

THE MEASURES LEAKAGE

Reduce the 'wastage' of water through a reduction in leakage*

- In previous years, we reduced leakage to the point in time where it stopped being cost effective to do so
 - When it would cost more to fix the leaks than it costs to just let the water leak and treat more water to replace it
- For this reason in previous years the level of leakage stabilised amongst water companies
- However, due to the environmental impact of leakage, the industry has changed its position and water companies have begun to drive leakage down further in the shorter term, with ambition to continue into the long term

Pre 2021
Reduce leakages
until it stops
becoming cost
effective

2021 to 2026
Target to reduce
leakage by 15%

By 2050
Over to you...

THE MEASURES LEAKAGE

Reduce the 'wastage' of water through a reduction in leakage*

- We want to know how ambitious you think we should be in reducing leakage in the long term
- The more ambitious we are, the more we will need to do to find and fix leaks on our network:

Reduced target

30% reduction
in leakage in
Northumbrian
Water region
by 2050

Target in line with
current
commitment

40% reduction
in leakage in
Northumbrian
Water region
by 2050

More ambitious
target

50% reduction
in leakage in
Northumbrian
Water region
by 2050

LET'S PAUSE FOR QUESTIONS



Reduce the 'wastage' of water through a reduction in leakage*

POLL VOTE

How ambitious would you like Northumbrian Water to be in reducing leakage?

Reduced target

30%
reduction in
leakage in
Northumbrian
Water region
by 2050

Target in line with
current commitment

40%
reduction in
leakage in
Northumbrian
Water region
by 2050

More ambitious
target

50%
reduction in
leakage in
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THE MEASURES

THE AVERAGE AMOUNT OF WATER USED BY EACH PERSON PER DAY IN OUR REGIONS

Reduce the amount of water used by our customers to improve water resources* across our regions

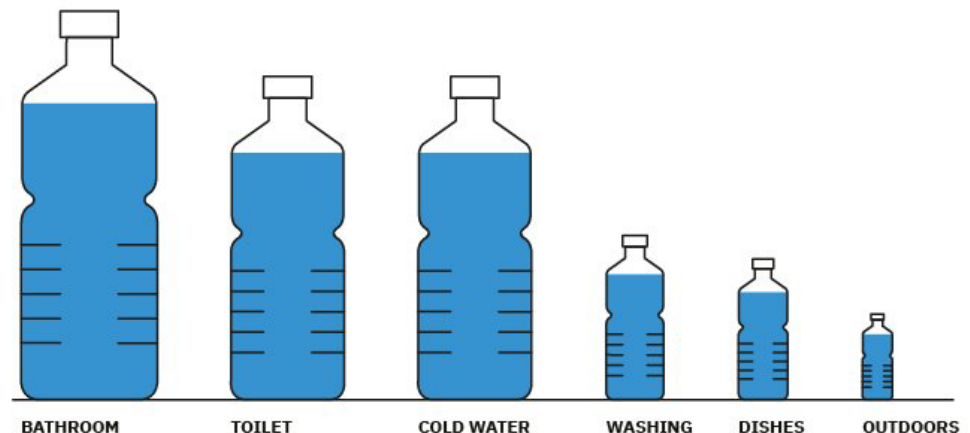
- We need to reduce the amount of water used by our customers:
 - To ensure we always have enough water
 - To reduce our impact on the environment –reducing the amount of water needed to treat, thereby reducing the amount of energy and chemicals used to treat and transport water
 - To help save our customers money
 - Ofwat, our regulator, expects all water companies to reduce water usage to 110 litres per person per day by 2050

Our customers currently use:
166 litres of water per person per day

The UK average is:
155 litres of water per person per day

Customers of the best performing water company use:
138 litres of water per person per day

Customers of the worst performing water company use:
176 litres of water per person per day

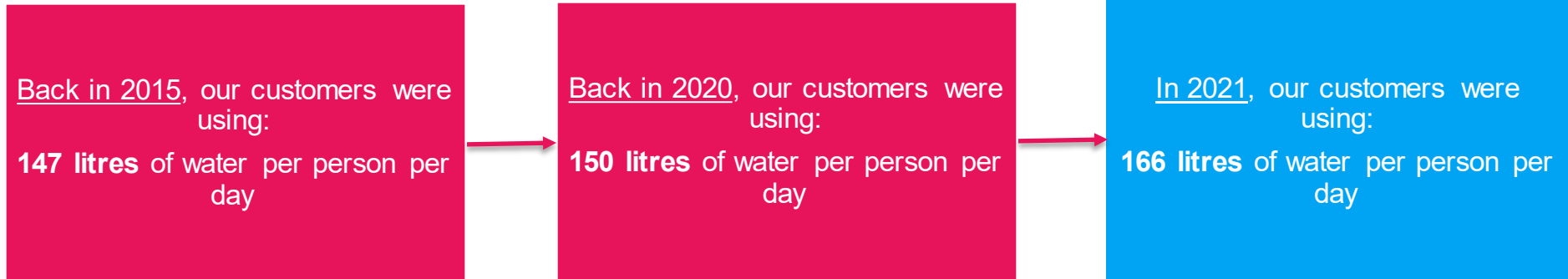


THE MEASURES

THE AVERAGE AMOUNT OF WATER USED BY EACH PERSON PER DAY IN OUR REGIONS

Reduce the amount of water used by our customers to improve water resources* across our regions

- The average amount of water used by our customers has changed over time, as we have worked to educate customers and support them to use less water, such as by using water-saving devices and water meters
- However, the impact of COVID has driven water usage up due to factors such as home working and staycations – nationally there has been an increase of around 10%



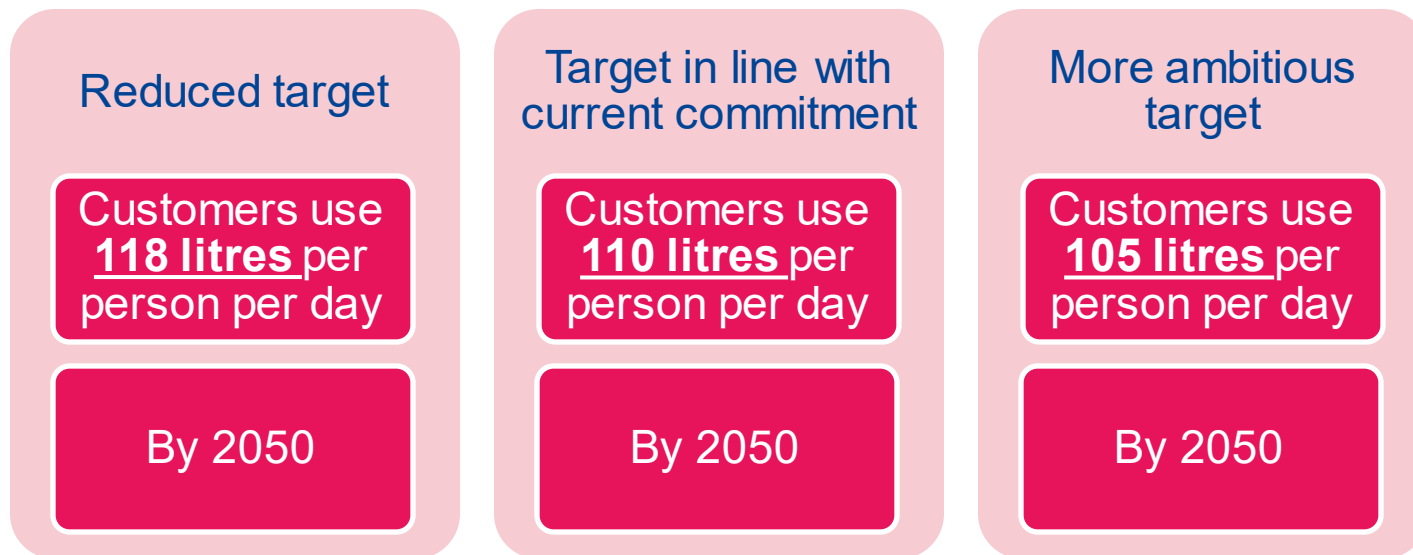
- We don't have the official figures yet for 2022, but we expect a reduction from the 2021 position as COVID restrictions have been removed and consumption returns somewhat to "normal"

THE MEASURES

THE AVERAGE AMOUNT OF WATER USED BY EACH PERSON PER DAY IN OUR REGIONS

Reduce the amount of water used by our customers to improve water resources* across our regions

- We want to know how ambitious you think we should be in reducing the amount of water our customers use
- The more ambitious we are, the more we will do things like education around water efficiency and introducing more water meters so customers pay for what they use



LET'S PAUSE FOR QUESTIONS



Reduce the amount of water used by our customers to improve water resources* across our regions

POLL VOTE

How ambitious would you like Northumbrian Water to be in reducing water usage in their regions?



THE MEASURES

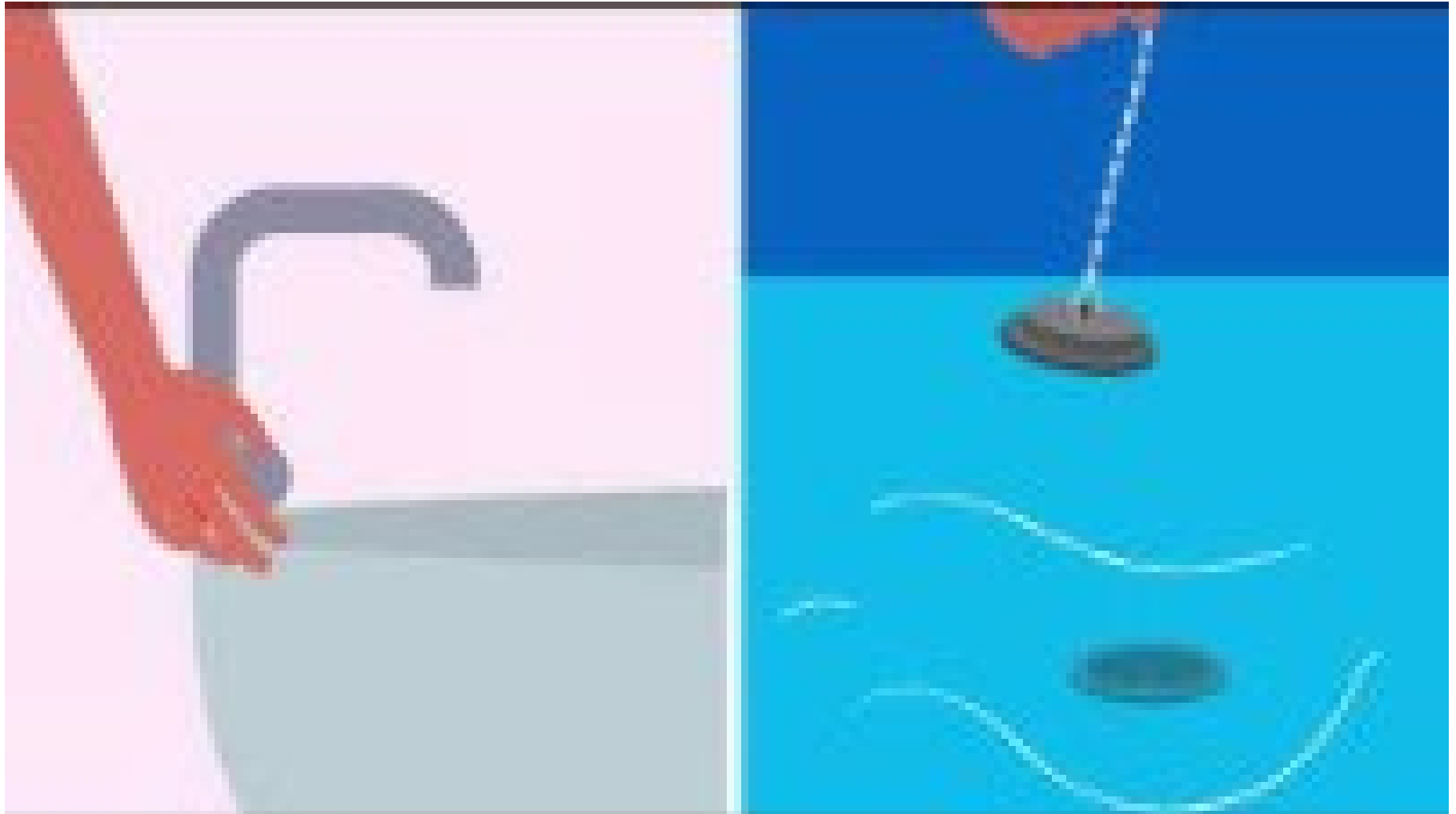
GREENHOUSE GAS EMISSIONS

Be leading in the sustainable use of natural resources and become carbon neutral.
Measured in our greenhouse gas emissions.

- This aim is about reaching “net zero”, or carbon neutrality, within the water sector
- **Net zero** is about balancing the amount of harmful greenhouse gases being put into the atmosphere with those being taken out
 - In = driving petrol and diesel cars, burning fossil fuels like coal and oil to make electricity
 - Out = replacing fossil fuels with renewable energy sources, carbon capture and off-setting

Let's watch a video now which helps to explain this idea!

THE MEASURES GREENHOUSE GAS EMISSIONS – WHAT IS NET ZERO?



THE MEASURES

GREENHOUSE GAS EMISSIONS

Be leading in the sustainable use of natural resources and become carbon neutral.
Measured in our greenhouse gas emissions.

- The UK Government has a legally binding target to be at net zero as a country by 2050
- Companies in the water sector want to set the bar for performance by organisations in respect of net zero, and want to show ambition
- There are two types of emissions which we have to think about:

“Operational”

= these are the emissions we cause when going about our **day-to-day activities**, such as our energy use (where this energy is created by fossil fuels) to use light and heating in our buildings, or running our treatment machines

“Embodied”

= this goes one step further – this is the carbon footprint we create in building our infrastructure. For example, the creation and transportation of materials like concrete to build an office, or the materials used to make products we use. It’s the carbon “in our stuff”

THE MEASURES

GREENHOUSE GAS EMISSIONS

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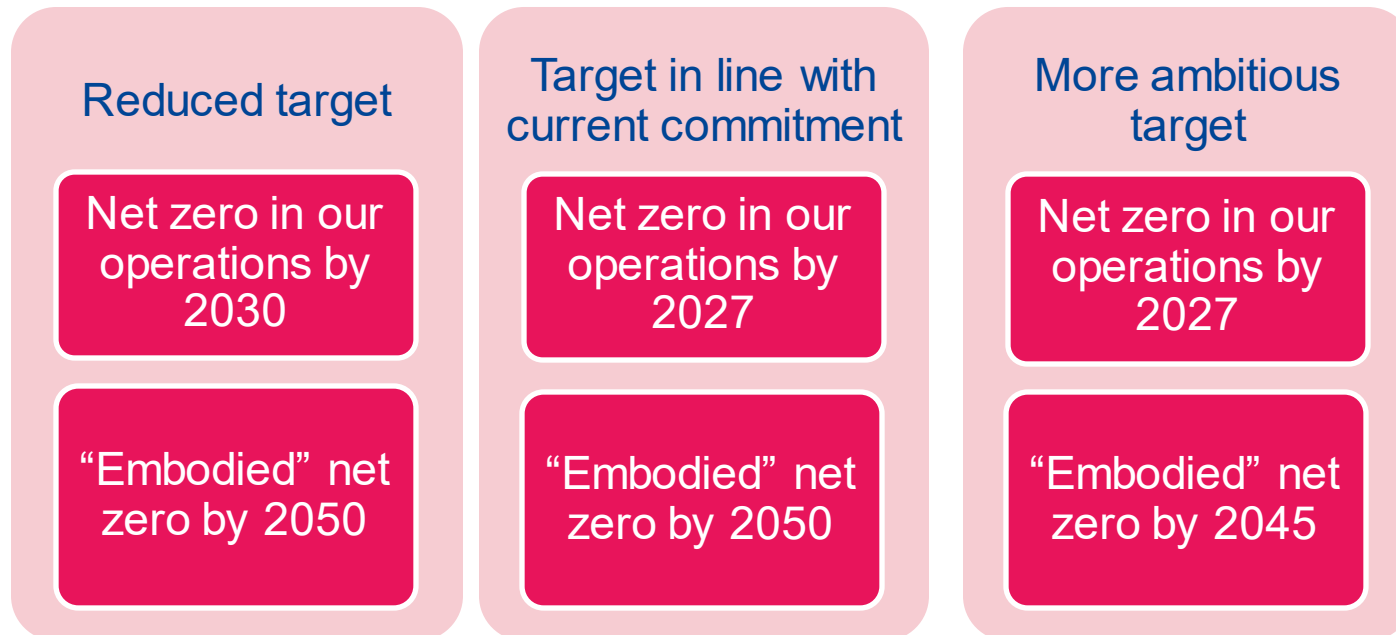
- We do things to reduce our **operational** greenhouse gas emissions such as:
 - Using electric vehicles for our teams who are out and about
 - Recycling the sludge which comes from sewerage waste to turn it into renewable energy
 - Generally trying to be energy efficient in how we go about our day-to-day activities
- Reducing our “**embodied**” carbon emissions is harder but still very important to us
 - To do this we have to think carefully about how our buildings and infrastructure are designed and built, including investing in innovative building materials and modern construction methods

THE MEASURES

GREENHOUSE GAS EMISSIONS

Be leading in the sustainable use of natural resources and become carbon neutral.
Measured in our greenhouse gas emissions.

- Companies in the water sector want to set the bar for performance in this area and show ambition
- We can be more ambitious in this area through more investment in things like renewable energy sources and thinking about our carbon emissions carefully when designing new buildings or infrastructure



LET'S PAUSE FOR QUESTIONS



Be leading in the sustainable use of natural resources and become carbon neutral.
Measured in our greenhouse gas emissions.

POLL VOTE

How ambitious would you like Northumbrian Water to be in their aim of becoming carbon neutral?

Reduced target

Net zero in our operations by 2030

“Embodied” net zero by 2050

Target in line with current commitment

Net zero in our operations by 2027

“Embodied” net zero by 2050

More ambitious target

Net zero in our operations by 2027

“Embodied” net zero by 2045

THE MEASURES

BATHING WATER QUALITY

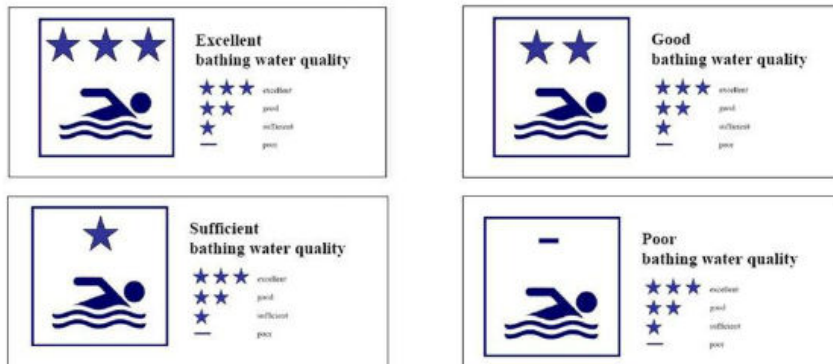
Have the best beaches in the country.

- We want to ensure that bathing waters in our region have high water quality so our customers can enjoy them but also to support leisure and tourism opportunities in the region
- We're focusing on beaches today – there is a consultation happening about river water quality at the moment so we're not at a point where we can talk about this yet
- Water quality at beaches suitable for bathing is measured by the Environment Agency:

Symbols for informing advice against bathing



Symbols for informing on bathing water classification



On average in the UK currently, 73% of water at beaches rated Excellent

There are 34 designated bathing waters in our region and 33 of these are classified Good or Excellent

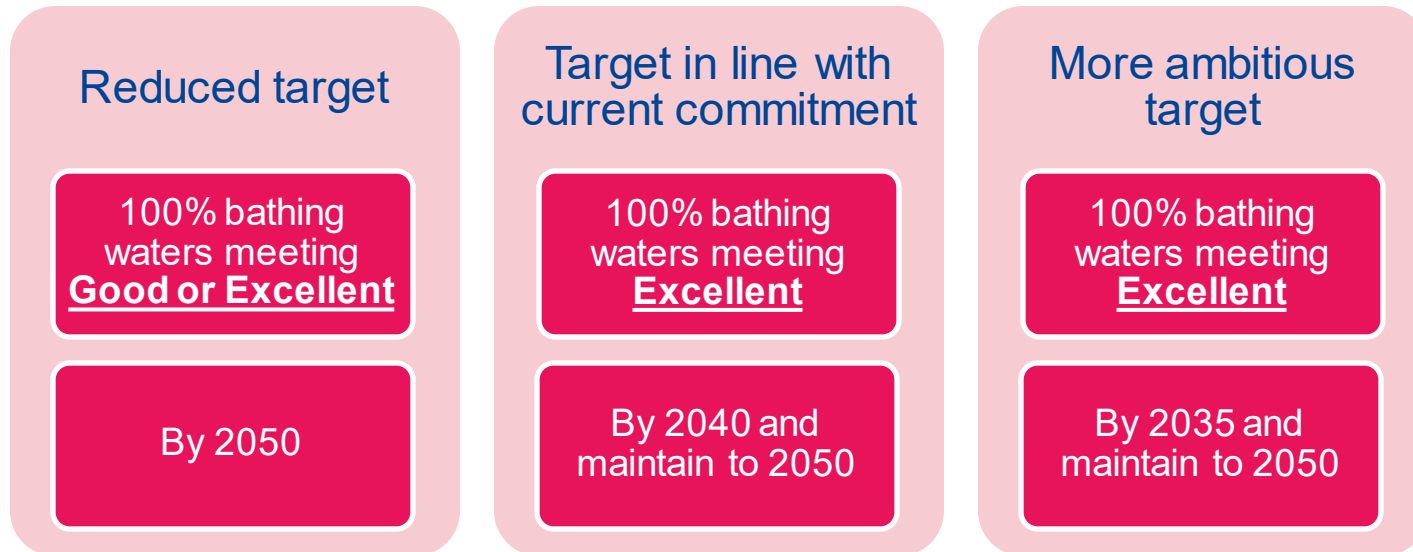
In 2018, 32 were rated Good or Excellent

THE MEASURES

BATHING WATER QUALITY

Have the best beaches in the country.

- We want 100% of our coastal bathing waters to meet good or excellent standards
- We think this is important for our customers and to support leisure and tourism
- However, we can be more or less ambitious in terms of how quickly we achieve this
- The more ambitious we are, the more investment we will need to make now in things like improving processes at our wastewater treatment works



LET'S PAUSE FOR QUESTIONS



Have the best beaches in the country.

POLL VOTE

How ambitious would you like Northumbrian Water to be in improving the quality of coastal bathing waters?

Reduced target

100% rivers meeting good/high and bathing waters meeting good/excellent

By 2050

Target in line with current commitment

100% rivers meeting good/high and bathing waters meeting excellent

By 2040 and maintain to 2050

More ambitious target

100% rivers meeting good/high and bathing waters meeting excellent

By 2035 and maintain to 2050

**LET'S COME BACK TO THINK ABOUT ALL
OF THE AIMS AND MEASURES TOGETHER,
NOW THAT WE KNOW MORE...**

BRINGING EVERYTHING TOGETHER

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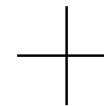
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They will talk to employees about this!

STAR VOTE - OVERALL

Think about the world you want to live in, in 2050. In which of the measures would you like to see Northumbrian Water be the most ambitious?

You have 25 stars. Please use your stars and place them on measures based on how important you think each is. Think of each star as a vote. You can place more than one star on a measure, and you don't have to put stars on all measures, but please use all of your stars. We'd like to be able to understand how ambitious you would like Northumbrian Water to be in individual measures.

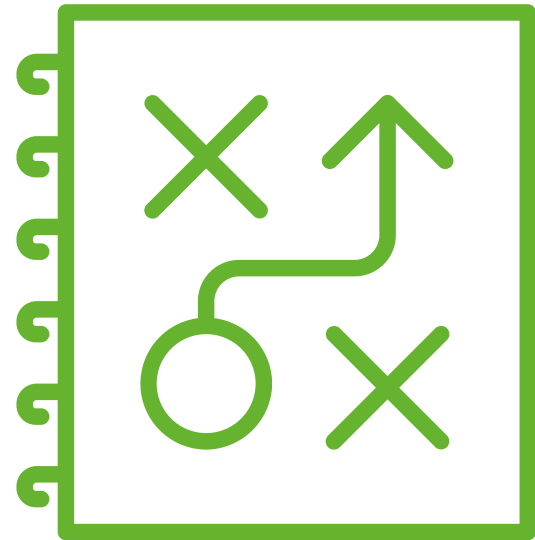


**NORTHUMBRIAN
WATER** *living water*

WHAT'S NEXT?

WHAT'S NEXT? MOVING TO MONTHLY

- Thank you for your feedback!
- These sessions will now move to a monthly format and so we are looking forward to seeing you again in June.
- Look out for some briefing information on your next topic!



THANK YOU

See you for our next session – look out for an email from us with the date!

ESSEX & SUFFOLK
WATER *living water*

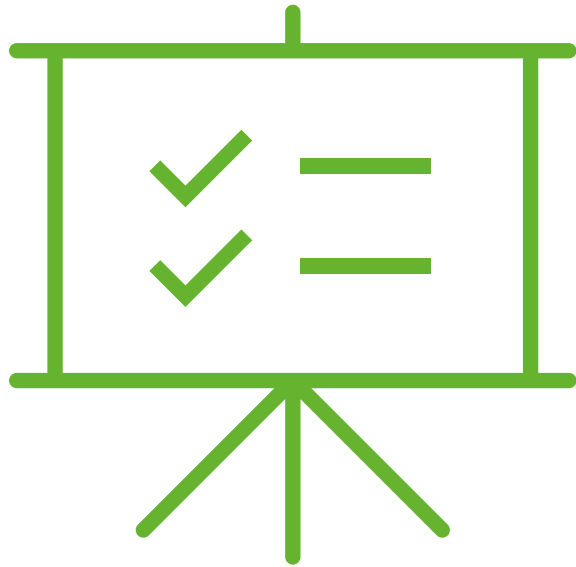
Slide Pack for Session 2

ESSEX & SUFFOLK
WATER *living water*

Welcome to the
Essex People Panel

SESSION SUM UP

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Measured by the number of pollution incidents caused by our assets or operations.

Have the best rivers and beaches in the country.

Measured by the number of rivers and bathing waters meeting good or excellent standards.

Be leading in the sustainable use of natural resources and become carbon neutral.

Measured in our greenhouse gas emissions.

Demonstrate leadership and continuous improvement in the management of the environment in and around our assets.

For example by planting trees or wildflowers, or promoting wildlife at our water treatment works, reservoirs or other equipment or landholdings.

Maximise our spend within our regions to enhance the social benefit that can be realised.

This will be measured in the amount of money that is spent with local suppliers.

Create a diverse workplace that ensures the right people with the right skills are proud to work for our company

Measured through the 'Great Place to Work' survey

Ensure an industry leading level of health & safety in the workplace

Measured through the amount of time employees are off sick due to sustaining an injury at work.

Deliver strong and sustainable financial resilience* with fair returns*

Measured through our credit rating, the same way you are if you try and take out a loan, credit card, or mortgage.

THE MEASURES

REMINDER - LEVELS OF AMBITION

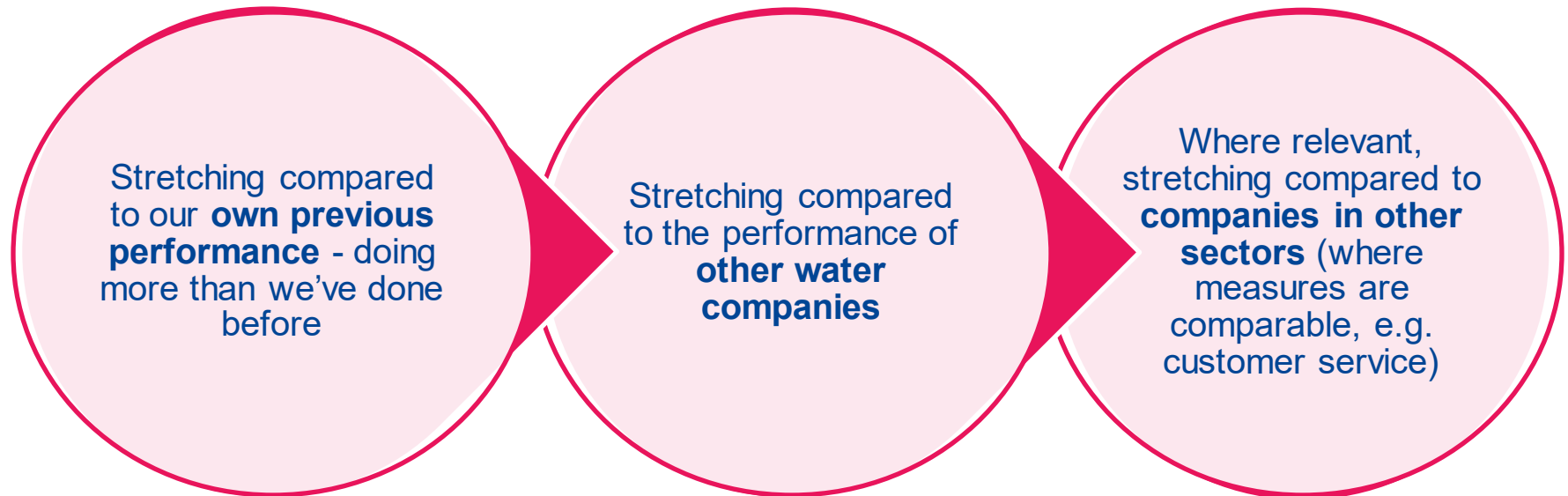
- We are going to go through all of the remaining measures
- We will provide you with some more context for each one
- We will show you three target performance levels:
 - Reduced target
 - Target in line with our current commitment
 - An enhanced target
- You will then vote on how ambitious you would like us to be in each area
- The more ambitious we are in each the more investment we will make to achieve them in the run up to 2050



THE MEASURES

REMINDER - DEFINING AMBITION

What do we mean when we talk about **ambition**? How do we define this?



We'll share information like this throughout to help you make your decisions.

LET'S PAUSE FOR QUESTIONS



LET'S GET INTO THE AIMS AND MEASURES...

How ambitious would you like Essex & Suffolk Water to be?

THE MEASURES WATER POVERTY

Ensure water services
are supplied to all
customers at a
reasonable cost

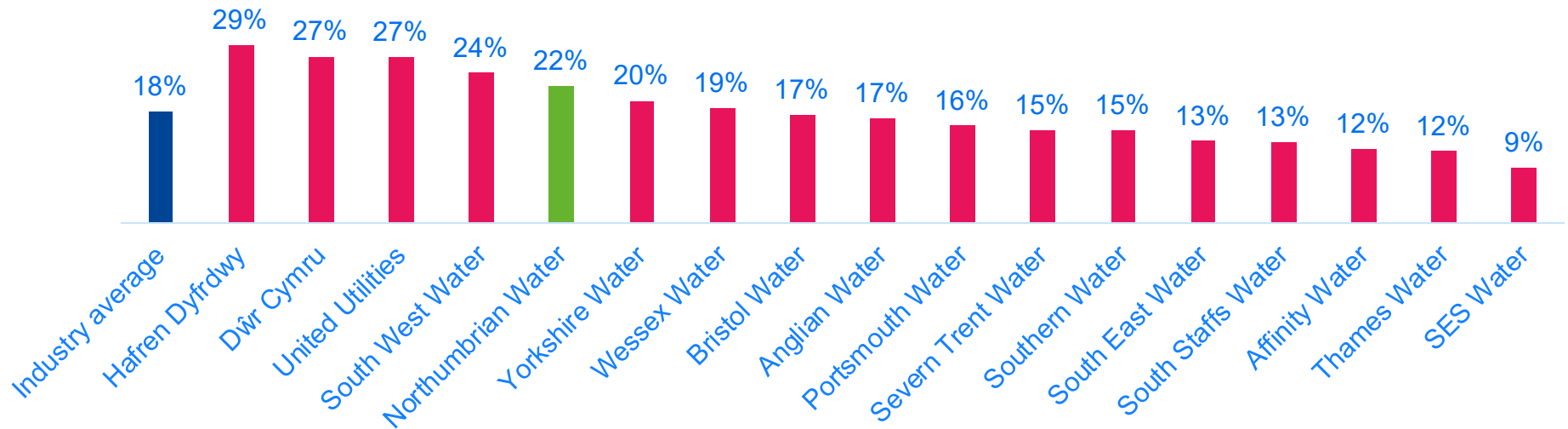
- Water poverty is where a household spends more than 3% of its disposable income, after rent or mortgage, on water and sewerage bills
- We believe water and sewerage services should be affordable for all customers, whatever their circumstances
- The proportion of customers in water poverty changes over time for different reasons including factors outside of Essex & Suffolk Water's control, e.g. the price of goods and services and general economic conditions like the number of people unemployed

THE MEASURES WATER POVERTY

Ensure water services are supplied to all customers at a reasonable cost

- The proportion of customers in water poverty in 2019/2020 was 22% across our regions, this is higher than the industry average of 18%

Proportion of customers (3% threshold) (2019/2020)



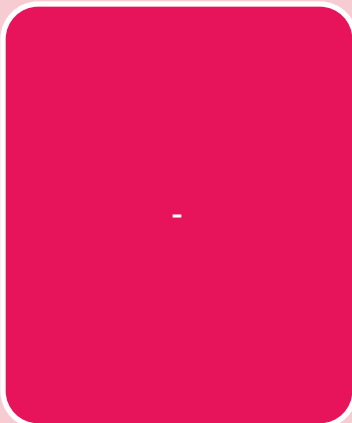
THE MEASURES

WATER POVERTY

Ensure water services are supplied to all customers at a reasonable cost

- We want to eliminate water poverty from our regions for those spending 3% or more on their water and sewerage bill
- We also want to support those close to falling into water poverty
- We will support these customers through education around finances and using less water to help them save money
- However we can be more or less ambitious depending on how quickly we want to achieve this
- We want you to help us decide how ambitious we should be in this area:

Reduced target



Target in line with current commitment

Achieve 0 instances of water poverty by 2030

Then consistent zero water poverty to 2050

Whilst also reducing number who are close to water poverty

More ambitious target

Achieve 0 instances of water poverty by 2028

Then consistent zero water poverty to 2050

Whilst also reducing number who are close to water poverty

LET'S PAUSE FOR QUESTIONS



Ensure water services are supplied to all customers at a reasonable cost

POLL VOTE

How ambitious would you like Essex & Suffolk Water to be in eradicating water poverty?

Reduced target



Target in line with current commitment

Achieve 0 instances of water poverty **by 2030**

Then consistent zero water poverty to 2050

Whilst also reducing number who are close to water poverty

More ambitious target

Achieve 0 instances of water poverty **by 2028**

Then consistent zero water poverty to 2050

Whilst also reducing number who are close to water poverty

THE MEASURES LEAKAGE

Reduce the 'wastage' of water through a reduction in leakage*

- A proportion of the water that passes through our pipes and network is lost to leakage
- Reducing leakage will contribute to maintaining reliable and resilient supplies in the long term as less water is lost on the way to our homes and businesses
- Reducing leakage will also benefit the environment by reducing the amount of water needed to treat, thereby reducing the amount of energy and chemicals used to treat and transport water
- We measure leakage in the number of litres of water leaked per property per day – this is taking the total amount of water leaked per day (in megalitres) and dividing it by the number of properties in that region
- **A full bath contains about 80 litres of water as reference**
- Let's look at some other comparative figures...



79 litres per property per day lost to leaks in the Essex & Suffolk Water region

69 litres per property per day lost to leaks in the Cambridge Water region (who are best performing water company in this area)

161 litres per property per day lost to leaks in the Thames Water region (who are worst performing water company in this area)

THE MEASURES LEAKAGE

Reduce the 'wastage' of water through a reduction in leakage*

- In previous years, we reduced leakage to the point in time where it stopped being cost effective to do so
 - When it would cost more to fix the leaks than it costs to just let the water leak and treat more water to replace it
- For this reason in previous years the level of leakage stabilised amongst water companies
- However, due to the environmental impact of leakage, the industry has changed its position and water companies have begun to drive leakage down further in the shorter term, with ambition to continue into the long term

Pre 2021
Reduce leakages
until it stops
becoming cost
effective

2021 to 2026
Target to reduce
leakage by 15%

By 2050
Over to you...

THE MEASURES LEAKAGE

Reduce the 'wastage' of water through a reduction in leakage*

- We want to know how ambitious you think we should be in reducing leakage in the long term
- The more ambitious we are, the more we will need to do to find and fix leaks on our network:

Reduced target

30% reduction
in leakage in
Essex &
Suffolk by
2050

Target in line with
current
commitment

40% reduction
in leakage in
Essex &
Suffolk by
2050

More ambitious
target

50% reduction
in leakage in
Essex &
Suffolk by
2050

LET'S PAUSE FOR QUESTIONS



Reduce the 'wastage' of water through a reduction in leakage*

POLL VOTE

How ambitious would you like Essex & Suffolk Water to be in reducing leakage?

Reduced target

30%
reduction in
leakage in
Essex &
Suffolk by
2050

Target in line with
current commitment

40%
reduction in
leakage in
Essex &
Suffolk by
2050

More ambitious
target

50%
reduction in
leakage in
Essex &
Suffolk by
2050

THE MEASURES

THE AVERAGE AMOUNT OF WATER USED BY EACH PERSON PER DAY IN OUR REGIONS

Reduce the amount of water used by our customers to improve water resources* across our regions

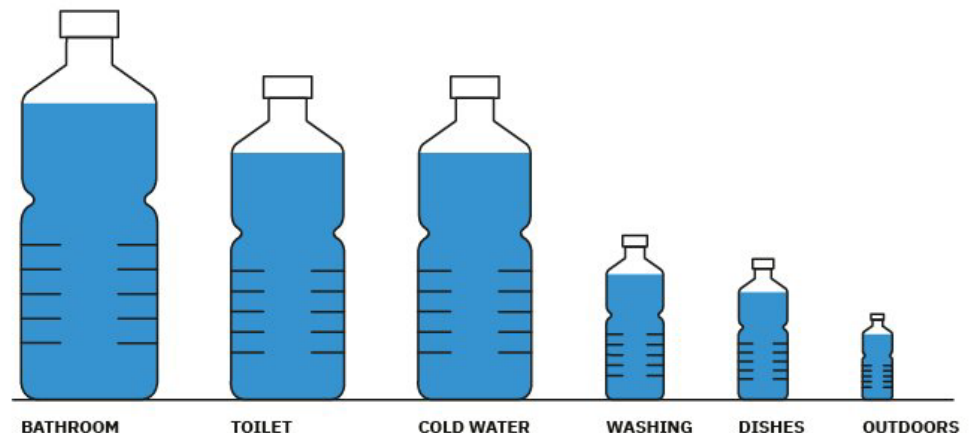
- We need to reduce the amount of water used by our customers:
 - To ensure we always have enough water
 - To reduce our impact on the environment –reducing the amount of water needed to treat, thereby reducing the amount of energy and chemicals used to treat and transport water
 - To help save our customers money
 - Ofwat, our regulator, expects all water companies to reduce water usage to 110 litres per person per day by 2050

Our customers currently use:
166 litres of water per person per day

The UK average is:
155 litres of water per person per day

Customers of the best performing water company use:
138 litres of water per person per day

Customers of the worst performing water company use:
176 litres of water per person per day

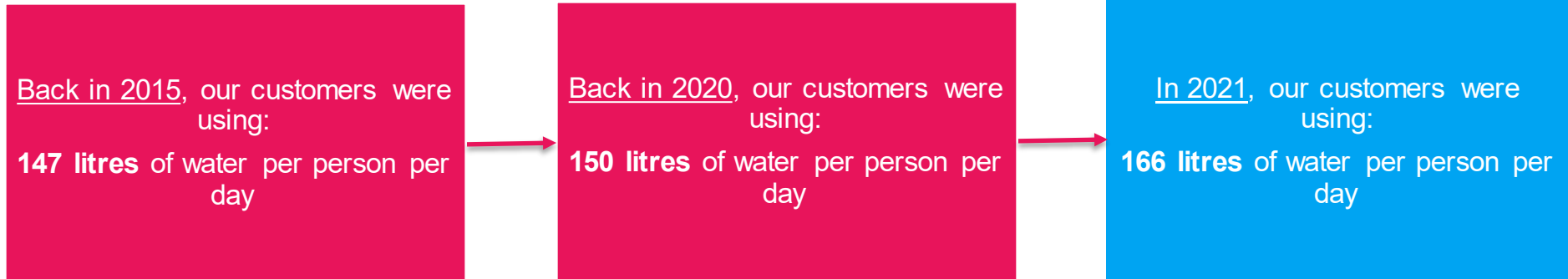


THE MEASURES

THE AVERAGE AMOUNT OF WATER USED BY EACH PERSON PER DAY IN OUR REGIONS

Reduce the amount of water used by our customers to improve water resources* across our regions

- The average amount of water used by our customers has changed over time, as we have worked to educate customers and support them to use less water, such as by using water-saving devices and water meters
- However, the impact of COVID has driven water usage up due to factors such as home working and staycations – nationally there has been an increase of around 10%



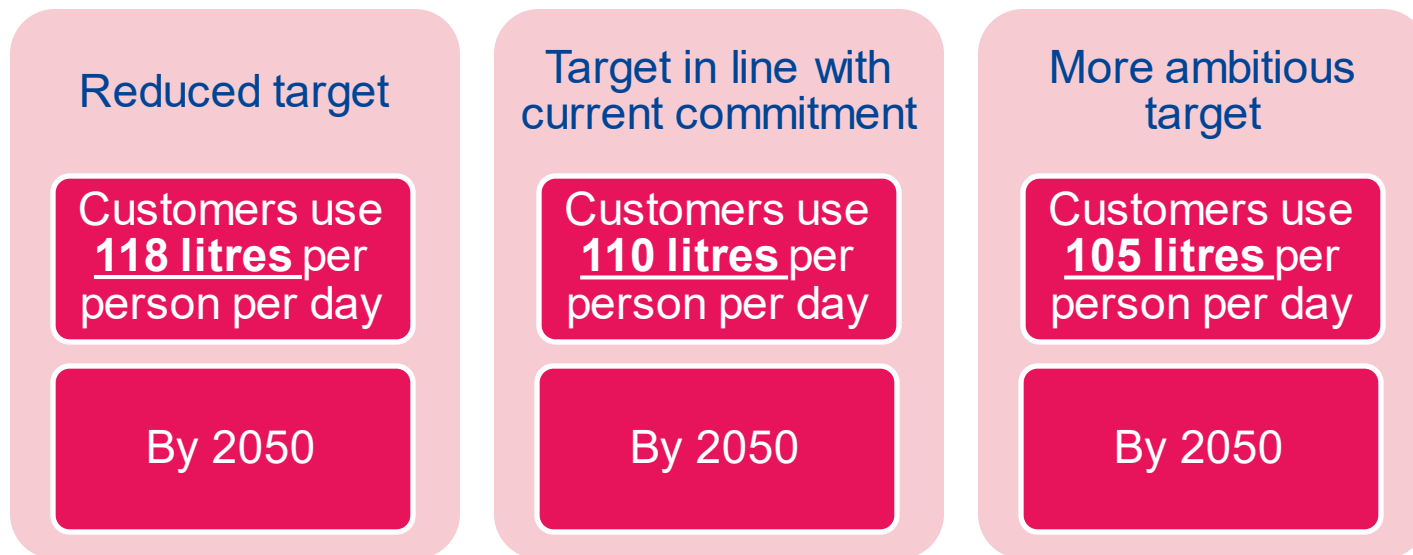
- We don't have the official figures yet for 2022, but we expect a reduction from the 2021 position as COVID restrictions have been removed and consumption returns somewhat to "normal"

THE MEASURES

THE AVERAGE AMOUNT OF WATER USED BY EACH PERSON PER DAY IN OUR REGIONS

Reduce the amount of water used by our customers to improve water resources* across our regions

- We want to know how ambitious you think we should be in reducing the amount of water our customers use
- The more ambitious we are, the more we will do things like education around water efficiency and introducing more water meters so customers pay for what they use



LET'S PAUSE FOR QUESTIONS



Reduce the amount of water used by our customers to improve water resources* across our regions

POLL VOTE

How ambitious would you like Essex & Suffolk Water to be in reducing water usage in their regions?



THE MEASURES

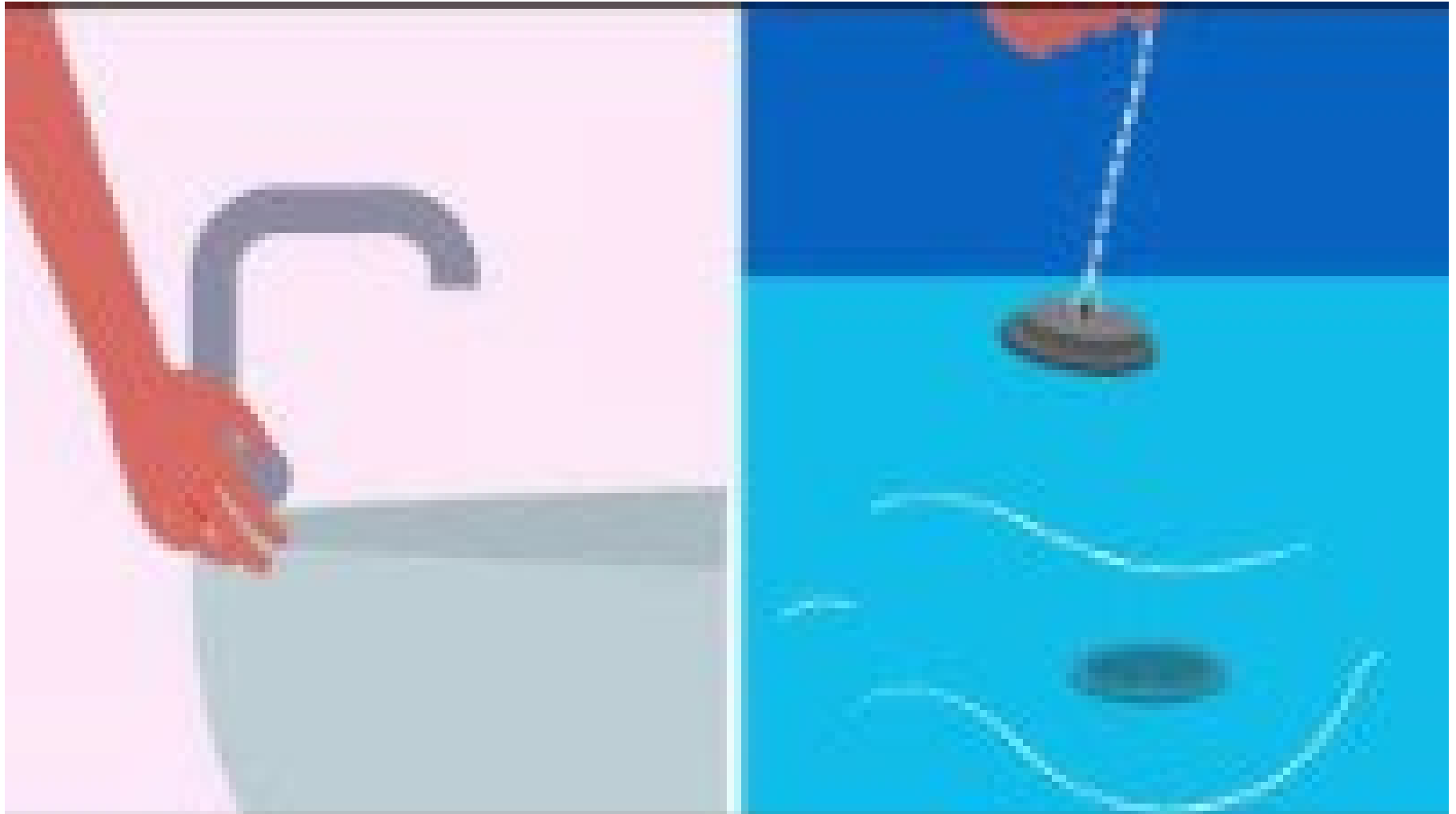
GREENHOUSE GAS EMISSIONS

Be leading in the sustainable use of natural resources and become carbon neutral.
Measured in our greenhouse gas emissions.

- This aim is about reaching “net zero”, or carbon neutrality, within the water sector
- **Net zero** is about balancing the amount of harmful greenhouse gases being put into the atmosphere with those being taken out
 - In = driving petrol and diesel cars, burning fossil fuels like coal and oil to make electricity
 - Out = replacing fossil fuels with renewable energy sources, carbon capture and off-setting

Let's watch a video now which helps to explain this idea!

THE MEASURES GREENHOUSE GAS EMISSIONS – WHAT IS NET ZERO?



THE MEASURES

GREENHOUSE GAS EMISSIONS

Be leading in the sustainable use of natural resources and become carbon neutral.
Measured in our greenhouse gas emissions.

- The UK Government has a legally binding target to be at net zero as a country by 2050
- Companies in the water sector want to set the bar for performance by organisations in respect of net zero, and want to show ambition
- There are two types of emissions which we have to think about:

“Operational”

= these are the emissions we cause when going about our **day-to-day activities**, such as our energy use (where this energy is created by fossil fuels) to use light and heating in our buildings, or running our treatment machines

“Embodied”

= this goes one step further – this is the carbon footprint we create in building our infrastructure. For example, the creation and transportation of materials like concrete to build an office, or the materials used to make products we use. It’s the carbon “in our stuff”

THE MEASURES

GREENHOUSE GAS EMISSIONS

Be leading in the sustainable use of natural resources and become carbon neutral.
Measured in our greenhouse gas emissions.

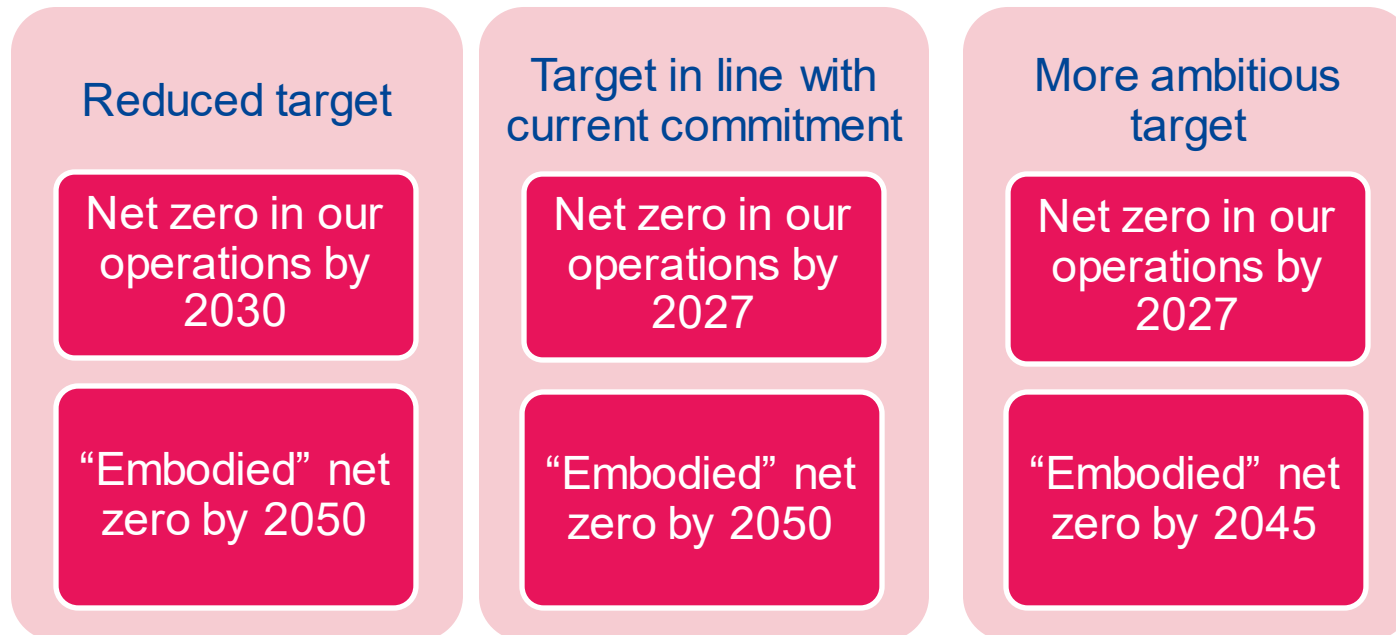
- We do things to reduce our **operational** greenhouse gas emissions such as:
 - Using electric vehicles for our teams who are out and about
 - Recycling the sludge which comes from sewerage waste to turn it into renewable energy
 - Generally trying to be energy efficient in how we go about our day-to-day activities
- Reducing our “**embodied**” carbon emissions is harder but still very important to us
 - To do this we have to think carefully about how our buildings and infrastructure are designed and built, including investing in innovative building materials and modern construction methods

THE MEASURES

GREENHOUSE GAS EMISSIONS

Be leading in the sustainable use of natural resources and become carbon neutral.
Measured in our greenhouse gas emissions.

- Companies in the water sector want to set the bar for performance in this area and show ambition
- We can be more ambitious in this area through more investment in things like renewable energy sources and thinking about our carbon emissions carefully when designing new buildings or infrastructure



LET'S PAUSE FOR QUESTIONS



Be leading in the sustainable use of natural resources and become carbon neutral.
Measured in our greenhouse gas emissions.

POLL VOTE

How ambitious would you like Essex & Suffolk Water to be in their aim of becoming carbon neutral?

Reduced target

Net zero in our operations by 2030

“Embodied” net zero by 2050

Target in line with current commitment

Net zero in our operations by 2027

“Embodied” net zero by 2050

More ambitious target

Net zero in our operations by 2027

“Embodied” net zero by 2045

THE MEASURES

BATHING WATER QUALITY

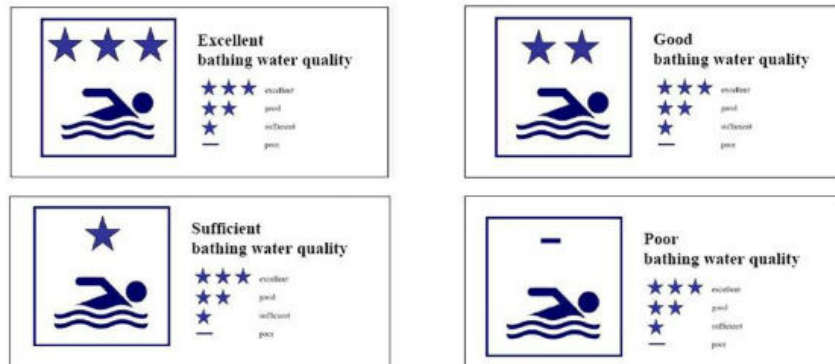
Have the best beaches in the country.

- We want to ensure that bathing waters in our region have high water quality so our customers can enjoy them but also to support leisure and tourism opportunities in the region
- We're focusing on beaches today – there is a consultation happening about river water quality at the moment so we're not at a point where we can talk about this yet
- Water quality at beaches suitable for bathing is measured by the Environment Agency:

Symbols for informing advice against bathing



Symbols for informing on bathing water classification



On average in the UK currently, 73% of water at beaches rated Excellent

There are 34 designated bathing waters in our region and 33 of these are classified Good or Excellent

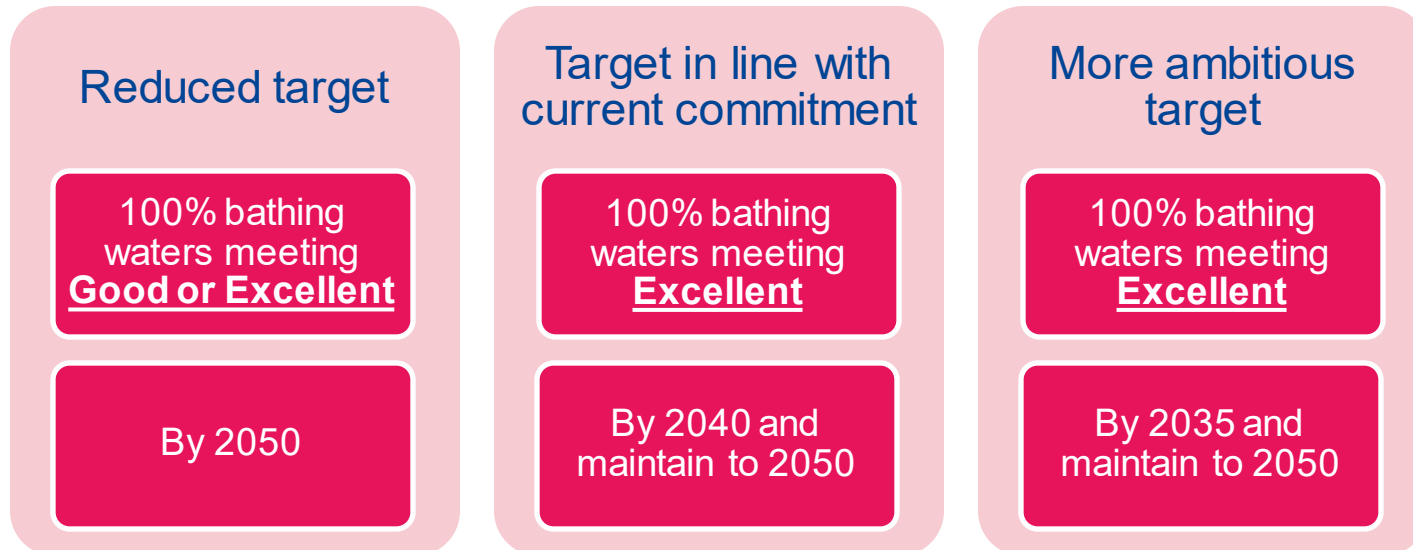
In 2018, 32 were rated Good or Excellent

THE MEASURES

BATHING WATER QUALITY

Have the best beaches in the country.

- We want 100% of our coastal bathing waters to meet good or excellent standards
- We think this is important for our customers and to support leisure and tourism
- However, we can be more or less ambitious in terms of how quickly we achieve this
- The more ambitious we are, the more investment we will need to make now in things like improving processes at our wastewater treatment works



LET'S PAUSE FOR QUESTIONS



Have the best beaches in the country.

POLL VOTE

How ambitious would you like Essex & Suffolk Water to be in improving the quality of coastal bathing waters?

Reduced target

100% rivers meeting good/high and bathing waters meeting good/excellent

By 2050

Target in line with current commitment

100% rivers meeting good/high and bathing waters meeting excellent

By 2040 and maintain to 2050

More ambitious target

100% rivers meeting good/high and bathing waters meeting excellent

By 2035 and maintain to 2050

**LET'S COME BACK TO THINK ABOUT ALL
OF THE AIMS AND MEASURES TOGETHER,
NOW THAT WE KNOW MORE...**

BRINGING EVERYTHING TOGETHER

REMEMBER THESE ARE THE 15 AIMS AND MEASURES

Deliver world class customer service

Measured through customer satisfaction surveys and a target will be set on our performance

Ensure water services are supplied to all customers at a reasonable cost

Measured by the proportion of our customers in water poverty*

Reduce the 'wastage' of water through a reduction in leakage*

Measured in the proportion of water that leaks from our pipes.

Reduce the amount of water used by our customers to improve water resources* across our regions

Measured in the average number of litres of water used per person

Ensure a continuous supply of water to promote customer confidence and trust.

Measured in the number of interruptions to the water supply that our customers experience

Eradicate sewer flooding* in the home as a result of our assets and operations

Measured in the number of sewer flooding incidents our customers experience.

Promote confidence in our drinking water by delivering high-quality water

Measured by testing our customer's water supply and measuring the number of issues identified.

Reduce instances of pollution* to protect and preserve our environment.

Measured by the number of pollution incidents caused by our assets or operations.

Have the best rivers and beaches in the country.

Measured by the number of rivers and bathing waters meeting good or excellent standards.

Be leading in the sustainable use of natural resources and become carbon neutral.

Measured in our greenhouse gas emissions.

Demonstrate leadership and continuous improvement in the management of the environment in and around our assets.

For example by planting trees or wildflowers, or promoting wildlife at our water treatment works, reservoirs or other equipment or landholdings.

Maximise our spend within our regions to enhance the social benefit that can be realised.

This will be measured in the amount of money that is spent with local suppliers.

Create a diverse workplace that ensures the right people with the right skills are proud to work for our company

Measured through the 'Great Place to Work' survey

Ensure an industry leading level of health & safety in the workplace

Measured through the amount of time employees are off sick due to sustaining an injury at work.

Deliver strong and sustainable financial resilience* with fair returns*

Measured through our credit rating, the same way you are if you try and take out a loan, credit card, or mortgage.

BRINGING EVERYTHING TOGETHER

MEASURES WE HAVEN'T DISCUSSED

- Remember, there were some measures we haven't discussed levels of ambition for:

Delivering world class customer service

Measured through customer satisfaction surveys

Their target is to remain in the top 3

Compared to others

Promote confidence in our drinking water by delivering high-quality water

Measured by testing our customer's water supply and measuring the number of issues identified.

They will continue to target zero failures

Compliance

Deliver strong and sustainable financial resilience* with fair returns*

Measured through our credit rating, the same way you are if you try and take out a loan, credit card, or mortgage.

This is something they will engage with financial experts on

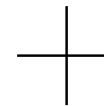
One for experts

Ensure an industry leading level of health & safety in the workplace

Measured through the amount of time employees are off sick due to sustaining an injury at work.

They will engage the operational workforce on this

Compliance



“Create a diverse workplace that ensures the right people with the right skills are proud to work for our company”

They will talk to employees about this!

STAR VOTE - OVERALL

Think about the world you want to live in, in 2050. In which of the measures would you like to see Essex & Suffolk Water be the most ambitious?

You have 25 stars. Please use your stars and place them on measures based on how important you think each is. Think of each star as a vote. You can place more than one star on a measure, and you don't have to put stars on all measures, but please use all of your stars. We'd like to be able to understand how ambitious you would like Essex & Suffolk Water to be in individual measures.

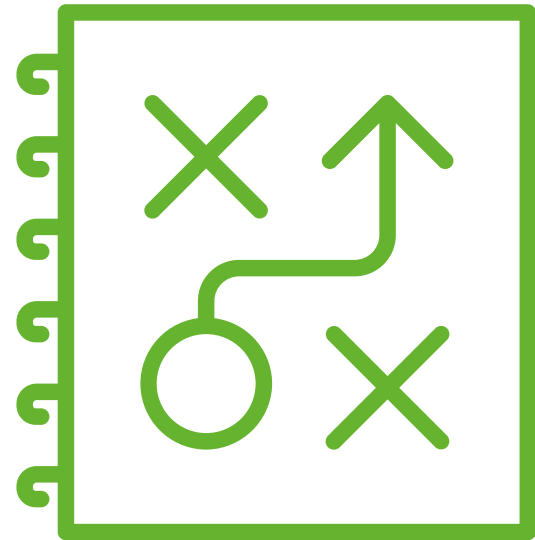


ESSEX & SUFFOLK
WATER *living water*

WHAT'S NEXT?

WHAT'S NEXT? MOVING TO MONTHLY

- Thank you for your feedback!
- These sessions will now move to a monthly format and so we are looking forward to seeing you again in June.
- Look out for some briefing information on your next topic!



THANK YOU

See you for our next session – look out for an email from us with the date!