

## **APPENDIX – OUR DRAINAGE & WASTEWATER MANAGEMENT PLANS (DWMPs) IMPLEMENTATION PLAN**

### **Introduction**

We are preparing to deliver Drainage and Wastewater Management Plans (DWMPs) and this implementation plan sets out our activities in AMP6 and into AMP7. We recognise that we need to start now to meet our commitment to publish a company-wide DWMP by the summer of 2022, to allow for sufficient consultation in time for inclusion in our PR24 business plan.

We see this work as a transition that builds upon our existing approaches to integrated catchment-based partnership working and long-term drainage and wastewater planning. In preparing this implementation plan we have worked with our supply chain, tested elements of the DWMP framework, engaged with our partners and have fully supported and participated in the 21<sup>st</sup> Century Drainage Programme.

### **What our customers told us**

The overarching nature of DWMPs means their production supports the delivery of many of our customer, environment and communities outcomes. Customer research exploring expectations around resilience, flooding, CSOs, the environment and river and coastal water quality is relevant to the production of our DWMPs.

Customers have stated that they would like to view performance information at a local level for their sewerage service, and there is a high expectation that we know more about our wastewater system as they live in a smart connected world with 24/7 services through smart devices.

Finally, our customers trust us to do the right thing and prevent flooding from happening rather than being reactive. Customer support for working in partnership was also affirmed through research focusing on our Rainwise initiative.

### **Our gap analysis and planning for DWMPs**

As part of our planning for DWMPs, we carried out a detailed gap analysis and held a workshop with internal stakeholder and our supply chain partners. This aligned current approaches to drainage and wastewater management planning and integrated catchment-based partnership working, with elements of our business plan, such as resilience and WINEP. It also provided confidence, that although there were gaps identified, we are starting from a strong position in transitioning to the DWMP framework.

#### **Establish DWMP framework and management structure**

Our existing integrated drainage and catchment-based partnerships provide an excellent building block for engagement across our north-east region. The Northumbria Integrated Drainage Partnership (NIDP), being an industry exemplar for delivering integrated solutions with funding shared across partners (e.g. Water Company, FDGiA and Local Levy), provides a trusted and embedded management structure. It involves a 'live' risk-based prioritisation process working with all Lead Local Flood Authorities (LLFAs) and the EA to deliver an agreed 10-year programme of strategic studies towards delivery of solutions.

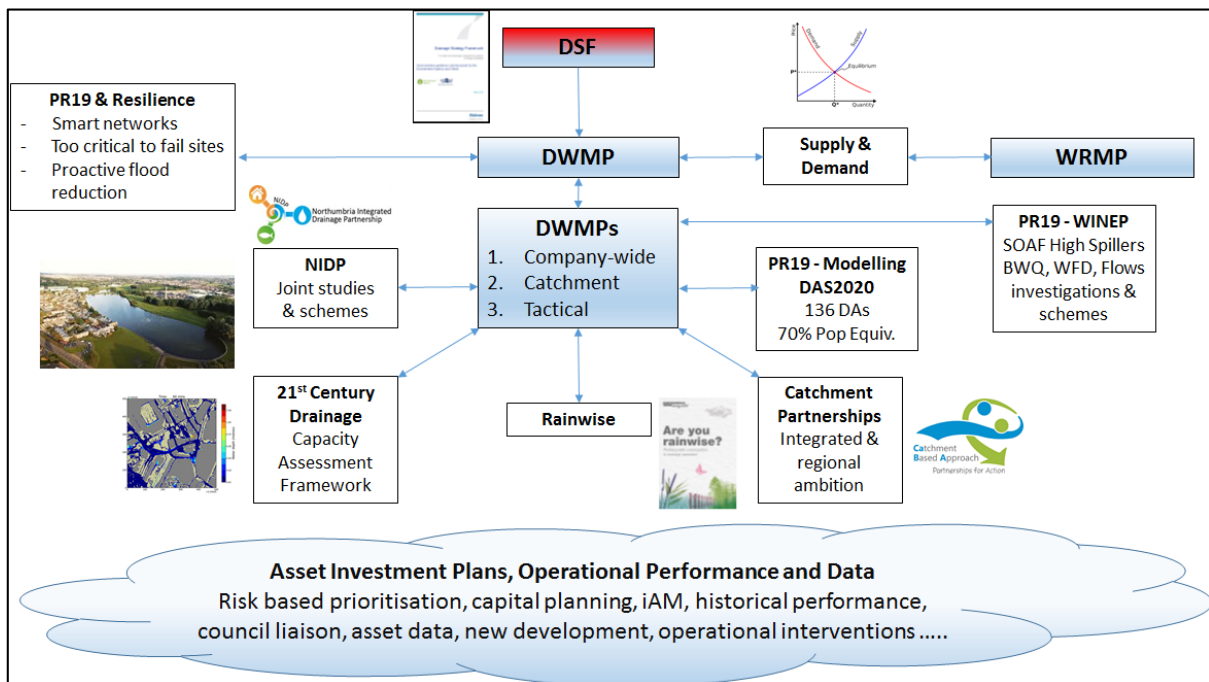


Our Integrated Approach to joint collaborative working also allows for ongoing extensive engagement, visibility and promotion of partner objectives, drivers and plans. This is also demonstrated through our environmental partnership activity, strengthened through Catchment Based Approach (CaBA), where we work with a wide range of partner organisations.

We have defined and agreed our Strategic Planning Areas (SPA) taking into account existing partnership arrangements and the River Basin District (RBD) management catchments. This was developed following our DWMP workshop and also took into account the total population served, number of drainage areas and STWs, coverage by local authorities and river catchments. There are 7 SPAs that we have named as: **Northumberland, Rural Tyne, Tyneside, Wear, Wearside, Teesdale and Teesside**. They provide the focus for the large conurbations around our main rivers as well as more rural upland areas.

Our proposal is to have an overarching strategic planning group, covering all 7 SPAs with locally focused groups in the individual areas. This means that our existing integrated partnership management and governance structure can transition more quickly into the DWMP framework. This allows for finite resources, capacity and capabilities of all partners to be managed appropriately. We will review the effectiveness of this approach with our partners, making any necessary changes as required.

So that we can engage and co-create solutions with our customers and the communities they live in, we will further develop our existing engagement approaches, such as those used through Rainwise for pro-active flood risk reduction. We will continue to utilise our community portal to provide a visible and interactive way for our customers to input into our plans.



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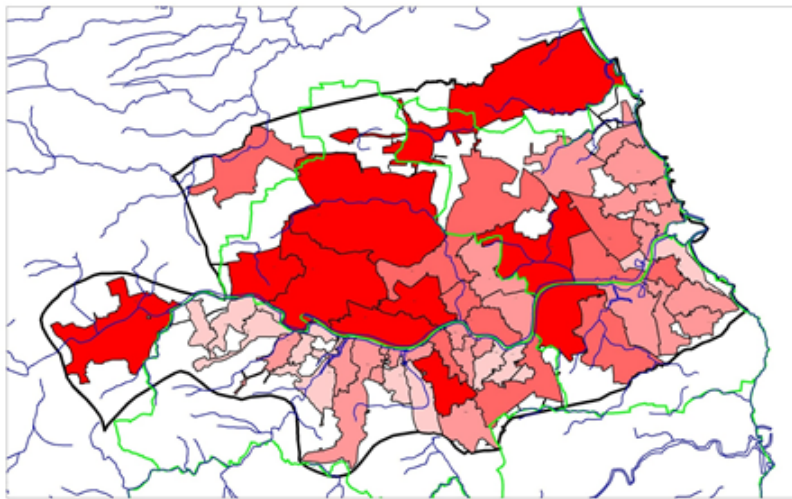
There are many elements that contribute to DWMPs (see above figure). We are forming an internal DWMP Implementation Group responsible for the efficient delivery of fit-for-purpose DWMPs. This will include a DWMP Delivery Manager role who will be the key person accountable to a senior level steering group for the overall implementation of DWMPs.

### Capacity risk assessments

The use of existing and new measures, such as resilience and vulnerability assessment, for use in risk-based screening, will require development in standardised processes, tools and consistent reporting.

We intend to build on our existing approaches to demand side capacity risk assessments using a range of tools and models. For example, use of our hydraulic capacity map, infiltration assessment model, environmental performance tool and our extensive hydraulic model library. Our Drainage Area Study (DAS) models cover over 70% of the population we serve and we also have undertaken a Capacity Risk Assessment (CAF) for all our drainage areas.

Our mature process that uses existing data sharing arrangements with RMAs to develop a 10-year programme of prioritised strategic studies leading onto integrated solutions. This covers fluvial flood maps, surface water flooding risks, WFD water quality status and local authority growth forecasts.



Our intention is to undertake a staged approach by addressing high priority and vulnerable strategic planning area risks giving the appropriate level of attention required before moving onto risks with potentially a lower confidence grade where better evidence will be required before decision can be made.

We will also be integrating our capacity assessment for each drainage and sewage treatment works catchment with our robust water resource planning assessment for WRMPs so we are using supply and demand information consistently across both planning platforms.

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### Options appraisal and development of preferred management strategies

Our aim is to enhance further the good work that has already been undertaken in assessing risks, options and appraising programmes of interventions in delivering DWMPs. We have identified the additional resources required through each stage of the DWMP process and this has been undertaken with our supply chain partners.

Innovation will be required so we can rapidly determine costs and benefits from various interventions at differing catchment scales. We will look to develop optimisation tools and utilise existing approaches to value benefits (e.g. NIDP and SOAF).

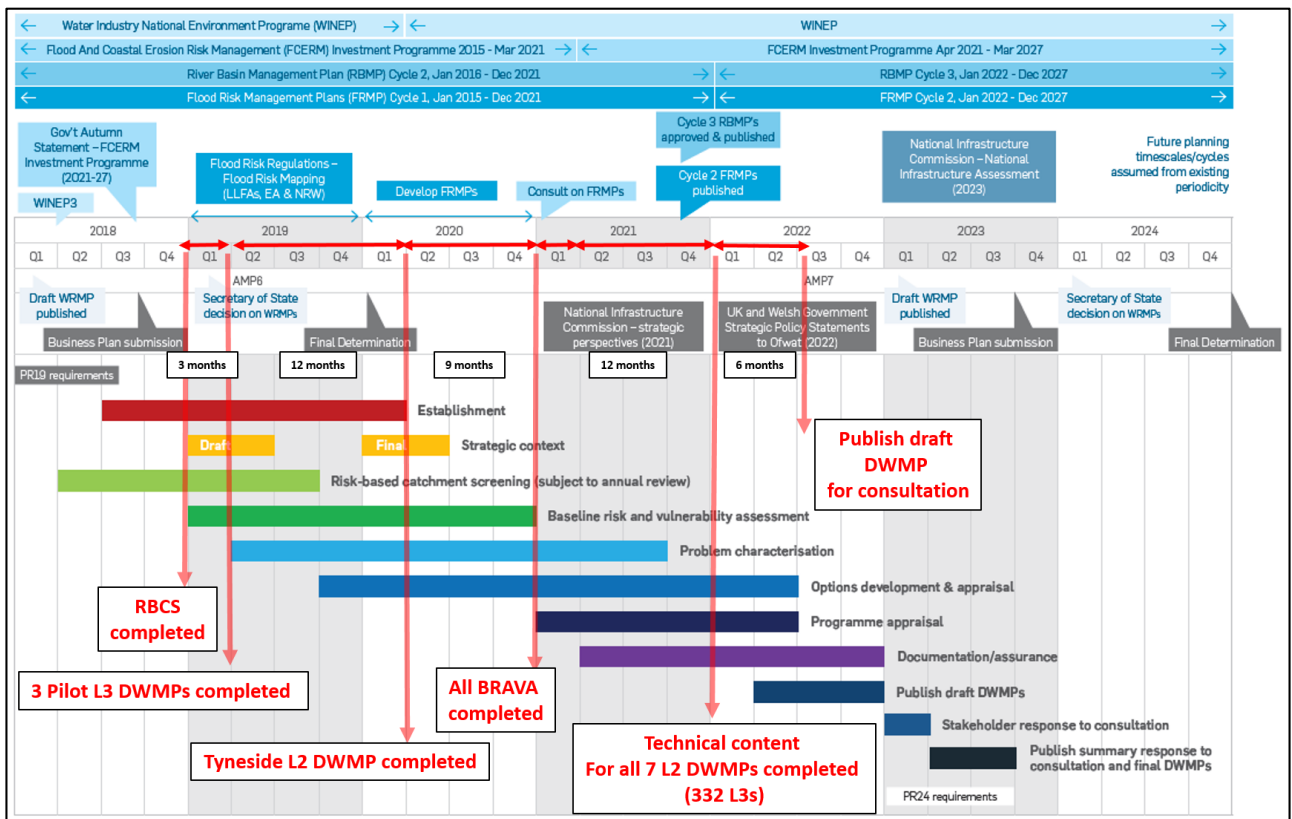
### Production of DWMP and Level 2 documentation

Our strategy is to publish DWMP plans on-line in a non-technical assessable format to allow consultation with customers. We will review DWMPs annually at to ascertain any step changes that would require further development of options and appraisal. This very much follows the 'live' process model through the NIDP.

We are preparing early in the implementation plan, a standardised and robust approach to documentation, engagement and assurance. Wherever possible we will be aligning with existing arrangements and practices, such as those for the production of WRMPs, Drainage Area Studies and our Rainwise programme. We will provide a detailed work programme for all of our planned DWMP activities by August 2019.

Our aim is to develop DWMPs over at least a 25 year timeline recognising the longevity of our assets over a much longer timeframe. We will integrate our plans with current industry agreed climate change forecast and address levels of uncertainty through tools such as adaptive pathway analysis.

The roadmap (below) for delivering of DWMPs has been developed with the DWMP contract partner Atkins and is in-line with expectations from all PSG partners including Ofwat, EA, Defra and NIC. We have updated this roadmap with our thoughts on how we plan to deliver our DWMPs by the summer of 2022. This update includes our commitment to publish our DWMP for consultation in line with Ofwat's commentary in their initial assessment of our business plan in January 2019.



We will develop our capacity and capabilities in developing DWMPs in collaboration with our partners, such as in economical appraisal, capital accounting and ecosystem services assessment.

We are committed to publish our first DWMP by the summer of 2022, allowing for a sufficient consultation in advance of our PR24 business plan. From this point onwards, DWMPs will be a business-as-usual activity that will develop further as the framework matures taking into account industry best practice, feedback from practitioner groups and as stakeholder expectations grow.

Through ongoing discussions via the DWMP PSG, we understand that the request to bring forward the date of the DWMPs follows Ofwat’s acknowledgment that the process for planning, implementing and submitting PR24 may also be brought forward earlier than anticipated.

We have engaged with our Water Forum (see below) and partners in developing our plans for DWMPs.

### What our Water Forum said

Water Forum members are supportive of our plans for DWMPs and recognise our integrated drainage and catchment-based partnership approach. Steve Grebby (CC Water), who is a member of the 21<sup>st</sup> Century Drainage Programme Board, said that “...it seemed that the company was ahead of the rest in terms of partnership working”. He urged the company to lead in this area and share their learning for the benefit of all customers affected by flooding. Graham Dale (CC Water) also thought that “The Company could use its experience of working in partnership to set best practice models for DWMP”.

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Melanie Laws (Water Forums Vice-Chair) considered that this “..was a tremendous piece of work, working in partnerships, education campaigns, customer participation”.

We proposed that our Water Forum will have the responsibility to approve our overall DWMP as part of the PR24 process.