

E023



# Northumbrian Water Group

People Panels

#4A LTS Metrics and ambition

Research report

May 2022

# # 4A: LTS metrics and ambition

## Background

This was the fourth round of a series of five initial 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 25<sup>th</sup> April: Employees**
- **Monday 25<sup>th</sup> April: Northumbrian**
- **Wednesday 27<sup>th</sup> April: Essex**
- **Monday 9<sup>th</sup> May: Suffolk**
- **Wednesday 11<sup>th</sup> 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, [REDACTED], [REDACTED], attended all sessions and provided information and responses to any clarification questions posed by attendees.

## Purpose of the session

The event was designed to follow on from the previous round which introduced panellists to the fifteen aims and measures, by asking panellists to consider whether Northumbrian Water or Essex & Suffolk Water should keep their target in line with current commitments, reduce the ambition of their target or set a more ambitious target. The aims discussed in this round were:

Deliver world class customer service

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

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

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

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

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

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

## Approach taken

During this round, panellists were taken through seven of the fifteen measures and were asked to vote in Zoom polls, then to partake in discussion, to reason why they thought Northumbrian Water / Essex & Suffolk Water should aim for a reduced target, or a more ambitious target level than what is currently committed. We sought to share information on three elements to help contextualise this ambition, where relevant and available, therefore sharing historic NWG performance, the performance of other water companies, as well as the performance of other companies outside of the sector. We didn't share associated costs with attendees in this session, with a view to uncover unconstrained views of priorities. Costs will be presented in later sessions and views on priorities again sought from panellists.

Whilst the 'employee' panel did not discuss 'world class customer service', the remaining four panels did. Instead, the employee panel considered the measure surrounding the 'diverse workplace' linked to the Great Place to Work Survey.

There were 90 minutes in each session, all completed in one main session as a full group discussion, which were 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

## Attendee profile

Panel group	Total number of attendees	'Defining the Future'
Employee	4 (1 lost)	n/a
Northumbrian	14 (1 more to resume #5)	3
Essex	12 (2 lost, 5 to resume #5)	2
Suffolk	14 (1 lost, 2 to resume #5)	3
Young	10 (3 lost; 5 to resume #5)	1

There were slightly fewer panellists in attendance across all five panels this round. As this fourth round relied on knowledge and understanding of the first three rounds, panellists who did not attend the third session were not asked to attend this fourth (#4A) round. However, these individuals will be invited to the sessions which follow the Long-Term Strategy conversations.

The event feedback gathered from the closing polls, completed by panellists themselves, is shared at the end of this report.



# Summary of findings

An overview of the findings.

## #4A: Summary of findings

### Desired levels of ambition by panel

	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
<b>Internal sewer flooding</b>				
Employee	1	1	2	0
Northumbrian	0	5	7	1
Essex	0	3	9	0
Suffolk	1	6	6	0
Young	0	2	7	0
<b>Water interruptions</b>				
Employee	0	4	0	0
Northumbrian	3	9	2	0
Essex	1	8	2	0
Suffolk	2	11	0	0
Young	1	3	5	0
<b>'A great place to work'</b>				
Employee	0	3	1	0
<b>World class customer service - NPS</b>				
Northumbrian	3	8	2	0
Essex	0	8	4	0
Suffolk	3	10	0	0
Young	2	5	2	0
<b>Pollution incidents</b>				
Employee	1	1	2	0
Northumbrian	0	5	8	0
Essex	0	4	7	1
Suffolk	0	7	5	1
Young	0	6	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
Improvements to water environment				
Employee	1	1	0	1
Northumbrian	1	4	8	0
Essex	1	5	6	0
Suffolk	3	4	3	3
Young	2	5	3	0

## Social benefit across the panels

Targets	Not important at all	Not very important	Neither important nor not important	Quite important	Very important	Don't know
Social benefit						
Employees	0	1	0	1	2	0
Northumbrian	0	1	2	5	5	0
Essex	0	1	1	7	3	0
Suffolk	0	1	0	5	6	1
Young	0	1	1	5	3	0
Ripple effect						
	No		Yes		Don't know	
Employees	0		4		0	
Northumbrian	4		8		0	
Essex	0		9		3	
Suffolk	1		10		2	
Young	0		9		1	

## Combined results by aim

Please note figures have been rounded, therefore may not equal 100%.

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
<b>Customer measures</b>				
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	7 (14%)	35 (69%)	9 (18%)	0
<b>Environment measures</b>				
Eliminate pollution incidents	1 (2%)	23 (44%)	26 (50%)	2 (4%)
Improvements to water environments	8 (16%)	19 (37%)	20 (39%)	4 (8%)
<b>People, community, and competitiveness measures</b>				
Ensure the company is a great place to work (Employees only)	0	3 (75%)	1 (25%)	0

## Social value

Targets	Not very important	Neither important nor not important	Quite important	Very important	Don't know
How important is it that NW / ESW spends money with local companies, for social benefit?	5 (10%)	4 (8%)	23 (44%)	19 (37%)	1 (2%)
<b>Ripple effect</b>					
	No	Yes	Don't know		
Should NW / ESW measure the ripple effect?	5 (10%)	40 (78%)	6 (12%)		



## Results

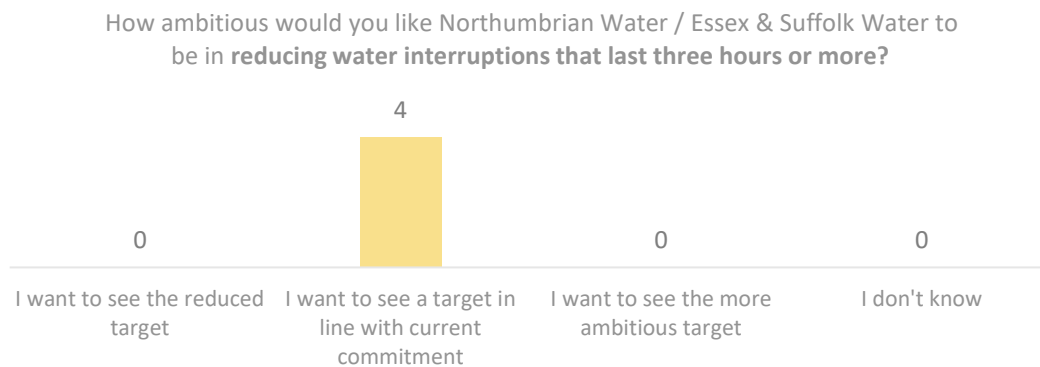
An in-depth review of the findings of each Panel session in this round.



## Employee

### Reducing water interruptions

When considering how ambitious the company should be in reducing water interruptions that last three hours or more, all four 'employee' panellists voted to see a target in line with the current commitment.

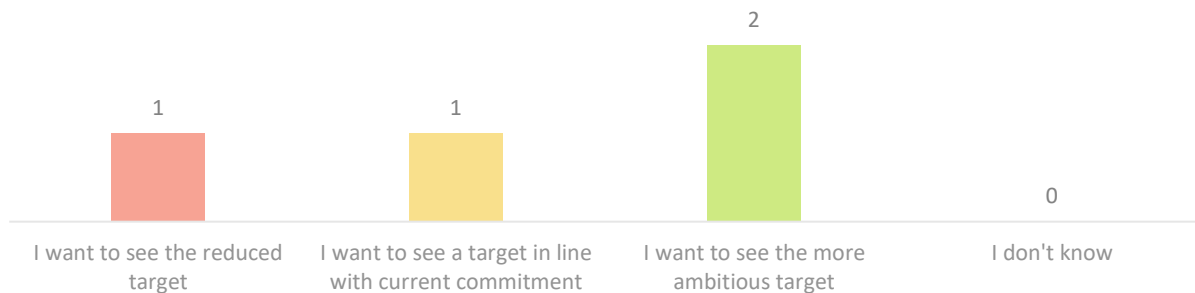


The reasons provided highlighted how they felt the current commitments would be achievable based on the expertise of those in the business to guide the level of the current commitment. Whilst achieving more than this paints the company in a positive light, the ambitious target seemed less achievable to employee panellists, and it was suggested that not achieving the targets would have a negative consequence on the company.

- ❏ *"We will have looked at where we want to be, what we're going to do, and we've already got the plans in place, which we felt that we could get to. I didn't want to get more ambitious, because if you fail, it doesn't look quite so good. But if you meet your targets, then it comes across good for everybody, and you can shout about it, saying, 'look, we said by this time we would do this, and we've done it'. If we do more it's great; if it's less, then it's a shame"*
- ❏ *"We're already sitting at what was it, four minutes performance? We're saying twenty-five years to reduce that by half, it just seems unachievable to take it any further than that"*
- ❏ *"For the sake of, like, a minute, over an extra five years, if you're going to save a significant amount it might be better to save that money to use it for somewhere else"*

## Eliminating internal sewer flooding

How ambitious would you like Northumbrian Water / Essex & Suffolk Water to be in eliminating internal sewer flooding?



One panellist who wanted to see a more ambitious target discussed their personal negative experience of sewer flooding in their home, and the other panellist related this target to the wider context of needing to follow and achieve the 'Storm Overflow Assessment Framework' (SOAF) guidance. As the SOAF guidance is legislative, therefore must be achieved by 2035, they reasoned that the targets go hand in hand with each other, so should do more to eliminate internal sewer flooding quickly.

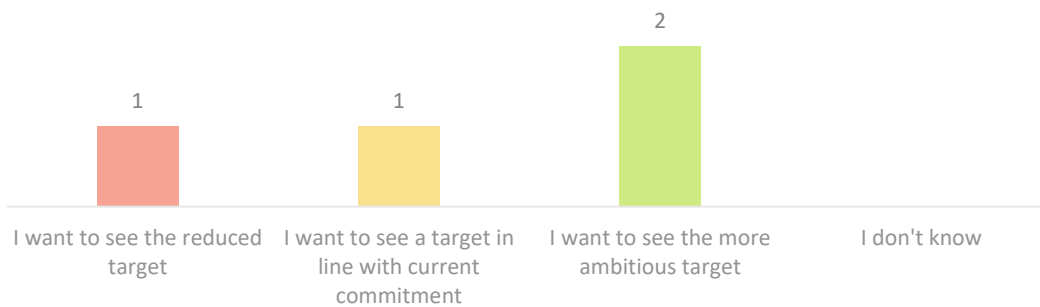
- ❏ *"I've had sewer flooding twice in my house, so I wanted the water companies to get it sorted quickly. The same has got to apply for everybody; that's basically my thought pattern with it. It's the worst thing, ever. It's just horrible. If we can get it done quickly, let's put the money in and get it done"*
- ❏ *"The 'Storm Overflow Assessment Framework' guidance that came out about two weeks ago, and that has a date of 2035 to have dealt with something like seventy-five per cent of our storm overflows. So you've got to do the two together, which is why I would go for the 2035, and that's legislative that we've got to do that"*
- ❏ *Those panellists wishing to see a reduced target or target in line with current commitments referred to their 'realist' nature, noting the old sewage network, and the amount of time and money which would be required to rectify issues known with it.*
- ❏ *"I like to think I'm a realist, and when we look at the network we're working with, especially the combined networks that we have in the North East, Newcastle City Centre, the sewer's eight metres deep, they're brick. You can't just dig them up and re-lay them, there's no room to divert them... I cannot see how we could completely eliminate sewer flooding, even in cases where we could control the customers' habits, such as misuse. Even with smart monitoring of networks, which we use on CSOs, we could implement that on the sewers. We are, ultimately, dealing with an aging Victorian network, and twenty-five odd years doesn't seem long enough to sort that out. No amount of money seems enough to sort that out" - reduced*

## Eliminating pollution incidents

When considering pollution incidents, one panellist who wanted to see a more ambitious target emphasised the recent societal and political focus on environmental responsibility.

- *“There’s more emphasis going on environmental factors, environmental responsibility, and it’s going to be really seriously damaging... so you might as well spend the money when the costs are going to be cheaper, rather than a few years down the line when it’s going to cost you more to do the same job, and you’ve damaged your reputation further... you won’t be getting negative publicity”*

How ambitious would you like Northumbrian Water / Essex & Suffolk Water to be in **eliminating pollution incidents caused by their assets and operations?**



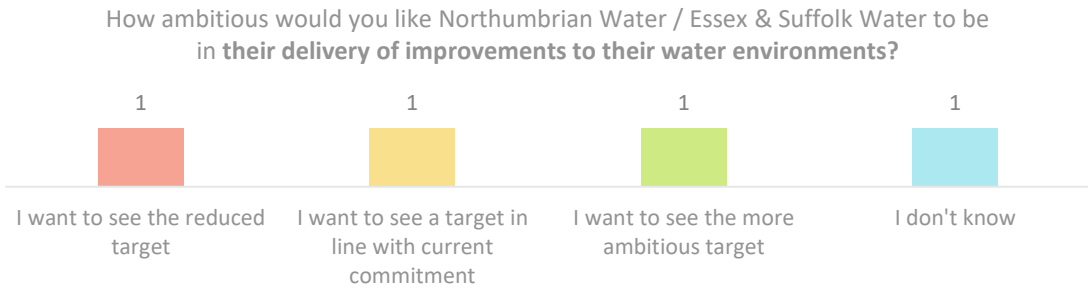
Similar to the previous aim, one panellist highlighted the negative publicity likely to be placed on the company if they were to fall short of their targets, as well as highlighting costs, as reasons for wanting to see a target in line with current commitments here.

- *“I’m a water user, I’m an angler, paddle-boarder, all that lark.... The other thing is, I’m a bill-payer. Where would the money come from? It’s not a small amount of money... what do I think is actually achievable? I’d hate for the company to be in the media in 2035 or 2040, saying, ‘look, Northumbrian Water didn’t do what they said they were going to do”*
- *The second factor centred around the costs required to be more ambitious with the targets, and the reluctance to pay more as a customer, therefore voting for a reduced target.*
- *“Ultimately, no-one wants to pay more for these things, regardless of how emotive the subject might be”*

### Improving water environments

The four 'employee' panellists voting in this poll all selected a different response. Providing reasons for keeping the target in line with current commitments, one panellist explained that trying to improve the environment they're working in is part of their every day, so keeping track of that is more important than enhancing this target.

□ *"We've made an assessment of what we think we can achieve through the projects that we've already got on our books... It's part of our 'everyday', that we try to improve the environment that we're working in, so we should be keeping a track of that, rather than trying to enhance it"*

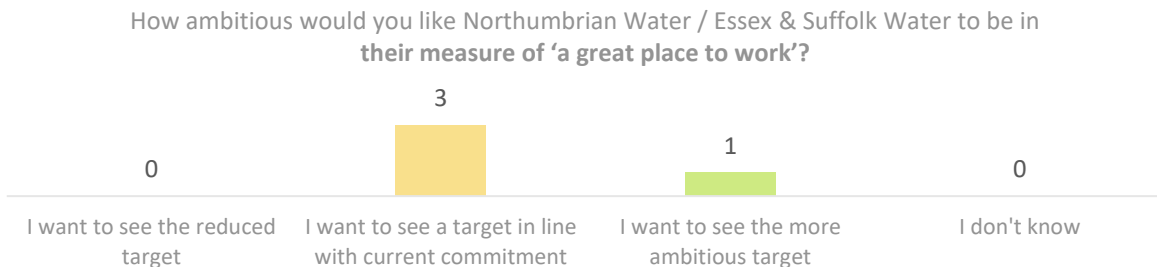


□ *Considering the environment a priority, one panellist viewed it more important to spend more money now to resolve environmental issues sooner rather than later, therefore wanted to see a more ambitious target.*

□ *"I felt we should just try and go a little bit further down the line and get it resolved quicker. I know it'll be more money, but I think that's where we are with environment. They need doing now, not whenever"*

### A great place to work

Most employee panellists wanted to see a target in line with current commitments, emphasising that they already believe being in the top twenty-five is an achievement and, as they appreciate the positive ethos of the company, they would be happy to prioritise customers and other measures.



□ *"If we're in the top twenty or twenty-five, that's a fantastic achievement anyway... if you've got limited finances, I'd spend my money and prioritise it elsewhere"*

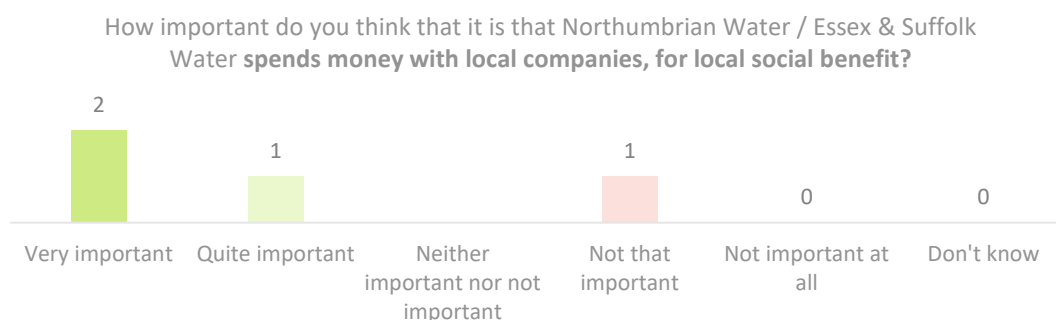
□ *“The whole ethos of the company is so much more positive and staff-orientated already. Let’s get our customers sorted out first. I think we’re in a position where we can happily hold our own”*

One employee panellist wanted to see a more ambitious target, explaining that this would be a ‘quick win’ for the company, as it can be addressed more quickly than other measures by raising salaries and offering more benefits.

□ *“I just see it as being better benefits, better salaries, better conditions, and to me it seems a ‘no-brainer’. Compared to the expense of things like relaying sewer networks and freshwater pipes, I think that could be quite a quick win for the company and quite cost-effective”*

### Social benefit of spending money locally

Two panellists thought it ‘very’ important that the company spends money locally for social benefit, and a further panellist thought this to be ‘quite’ important. Reasons for this included potential reduced costs, customer loyalty in a future where competition could be opened up, being able to build the brand locally, and an increased likelihood of the local community reciprocating if they feel they’re being supported.



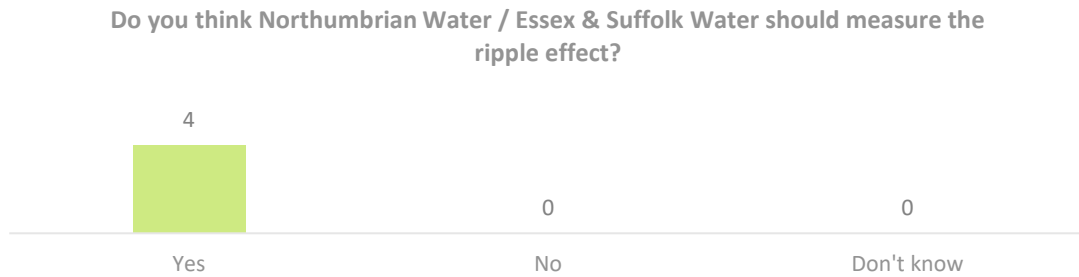
□ *“We’re not a global brand, and you’re more likely to get customer loyalty to Northumbrian Water, because they’re loyal to the local area. That will become more important in the times when competition is opened up to every water company... if we spend the money with them, locally, and support local communities and do lots for them, then they’ll reciprocate”*

□ *“Costs rack up very quickly, when you haven’t got local people... [if] the job needs to be done in a particular place, then you want a local contingent; people with a local base, who know the local area... having a local skillset for the sort of work that we do is actually really valuable... if we treat our suppliers well, it’s word of mouth, isn’t it? And if your suppliers are local, it’s building the brand local”*

□ *“With the current climate... Things could get harder and harder to source elsewhere. If we’re already sourcing locally, at least we’re going to get more chance of getting them... we’ve got to sometimes sink the cost to help the customers, so I think COVID has taught us an awful lot of really good lessons”*

## Measuring the ripple effect

All employee panellists thought the company should measure the ripple effect.



One panellist discussed the positive impact this could have by likening it to a '360 wheel' effect, for instance an expectation that NW/ESW would see more regular payments on water bills if the organisation supports local communities.

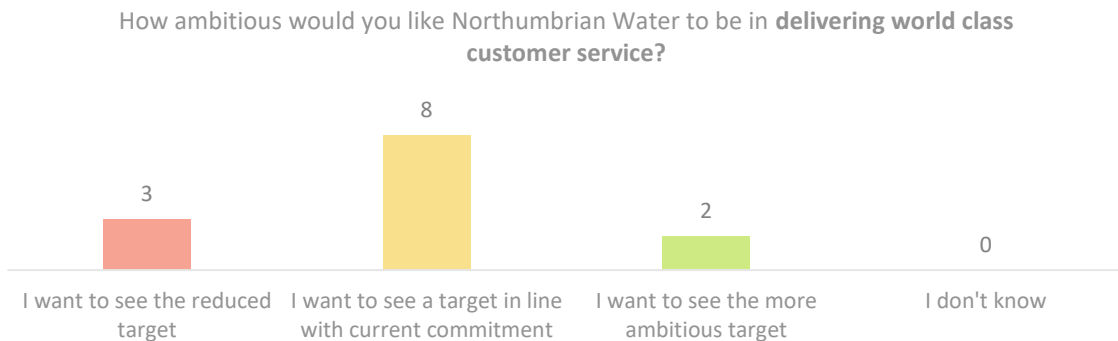
□ *"We could go a stage further; keeping it for local people, we supply local people, so it makes it easier; you know, if they're getting a good income from what we do initially, then when it comes to our bill being paid, we might stand a better chance of getting more regular payments from people. So it goes the full three hundred and sixty degree wheel"*

## Northumbrian

### Delivering world class customer service

In the Northumbrian panel, most panellists wanted Northumbrian Water to have a target in line with their current commitments, though a few panellists did state they would prefer to see the reduced or ambitious target, respectively. The 'ambitious' voter stated they may have voted 'in line', with hindsight, due to higher costs for the company.

☐ *"I think I had a degree of flippancy and more ambitious, but I suppose it does come at a cost and you can't have both"*



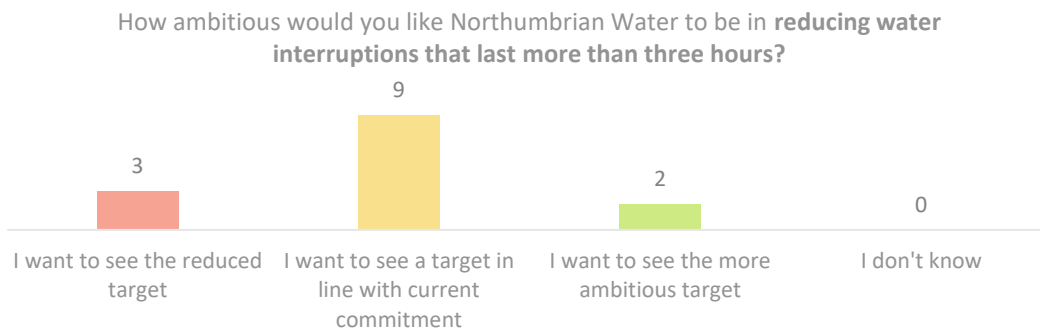
One panellist who wanted to see a reduced target explained that this was not due to the measure not being important, but rather as a means of ensuring smaller steps to make the target more achievable.

☐ *"Often with targets, you stretch yourself too much and it's a big disappointment when you don't hit the target. So, I thought a smaller step may be more achievable"*

### Reducing water interruptions

Most panellists wanted to see Northumbrian Water's target in line with the current commitment, though again there were a few panellists who voted for the reduced or ambitious target. Those who voted 'in line' with the current commitment referenced the lack of ability to measure this as a customer and a feeling that it would not have a noticeable enough impact to justify prioritising this target.

☐ *"I'm not sure absolutely dying in a ditch to get it to one minute is going to have a dramatic noticeable impact on us... you couldn't measure it as a customer"*



In contrast, the importance of having a continuous supply of water was highlighted by a Northumbrian panellist who wanted to see a more ambitious target.

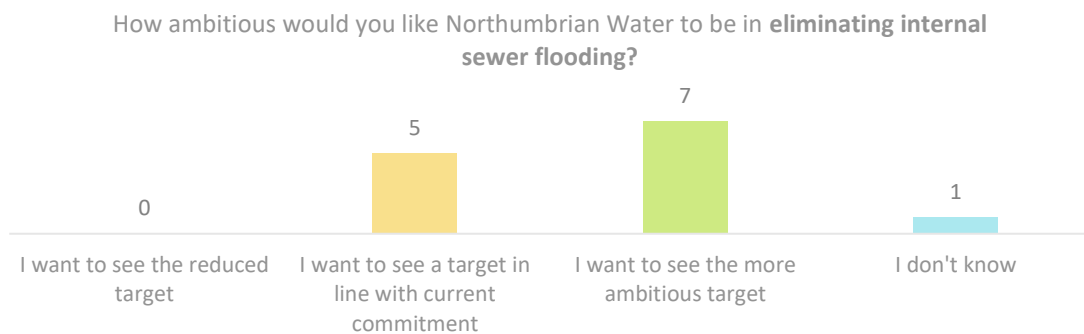
□ *“I don't like it when we're without water and you've got a long time to get to 2050 to work at improving it”*

A panellist who wanted to see a reduced target, however, highlighted that this would be more achievable, and the difference was not a considerable amount lower than the current commitment target.

□ *“It's not that much below the average time... You'd have more chance of reaching that target”*

### Eliminating internal sewer flooding

Most panellists wanted to see an ambitious target from Northumbrian Water when faced with eliminating internal sewer flooding, with some panellists preferring to have a target in line with current commitments, but no panellists opting for a reduced target.



The reason for wanting a commitment to a more ambitious target tended to refer to how damaging an experience this would be, despite many voters having not personally experienced this themselves.

□ *“I have never experienced a sewer flood, and I hope I never do. I can imagine it being absolutely appalling to have that sort of incident happen in your home”*

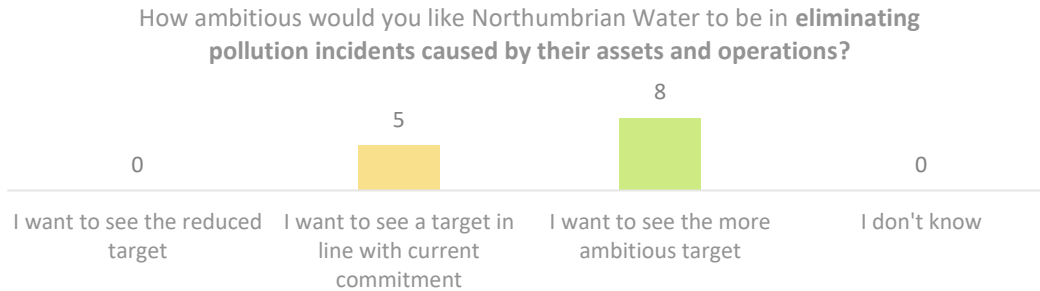
Those who wished to see a target in line with current commitments referred to the timescale to achieve this, and their view that this could be achieved with the money and time given.

□ *“I noticed it said by 2040 to get to zero, so eighteen years to bring 1.89 down to zero, I think that's more than achievable and that would be money well spent without stretching themselves too much”*



## Eliminating pollution incidents

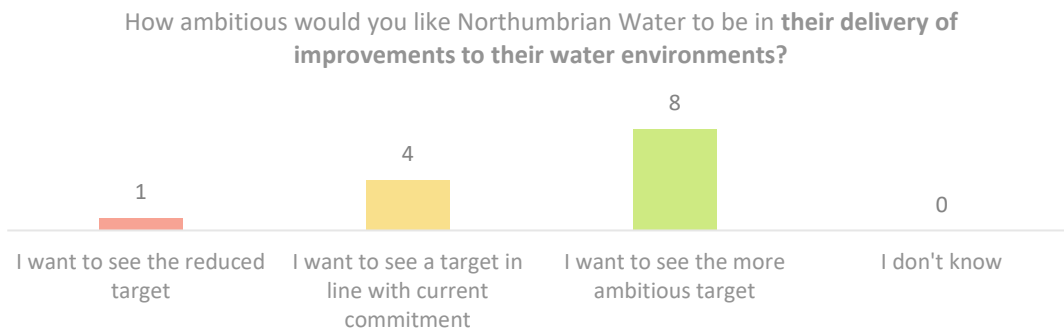
Most of the Northumbrian panellists wanted to see a more ambitious target, and whilst some wanted to see a target in line with current commitments, there were no votes for the reduced target. The reasons for this related to the importance of the environment, and the perceived high level of control Northumbrian Water has over pollutants, thus having a view they should take more responsibility.



- *“It's such an important thing that it needs to be dealt with quite quickly and I think it's something that we should be working on and achieving sooner rather than later”*
- *“With the impact on the environment and it comes across as measure Northumbrian Water have control over... over these pollutants and spillage in the system... ultimately, there are always going to be the risks of pollution with it”*

## Improving water environments

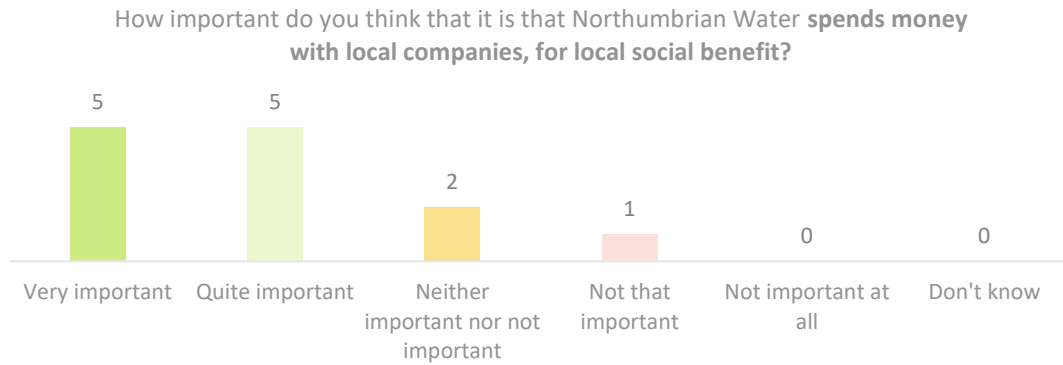
When considering natural capital, most Northumbrian panellists wanted to see a more ambitious target. Some panellists wanted to see a target in line with current commitments, whilst only one panellist wanted a reduced target. An ambitious target, it was argued, would have a positive impact on the environment, therefore would also benefit customers, general welfare of communities, and was considered to be easy to achieve comparative to other targets.



- *“The company should invest more in the environment... it will be beneficial to the consumers, because improving the riverbanks will make it more attractive... it will also improve the general welfare of the world, the outlook of the environment... it might be an easy target to achieve so they should push for it”*

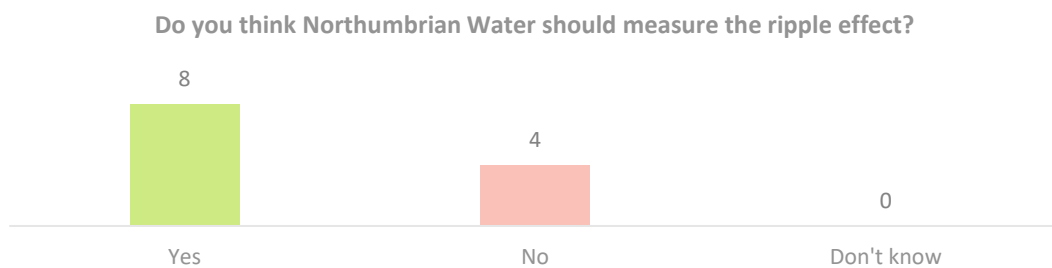
### Social benefit of spending money locally

The social benefit of spending money locally was considered 'very important' or 'quite important' to most Northumbrian panellists. Reasons for this included being able to see improvements in the local community when money is spent there, therefore benefits to the community will have a positive impact on how the organisation is viewed.



- *"I think if the money can be spent closer to the community that you actually live in, from projects from local jobs, I think it's the bigger benefit for the community"*
- *"If you spend it in that area where you can actually see what's being done"*
- *"I wrote down about the carbon footprint... You're not drawing people or goods in from further away or abroad so I think it's good to look after your own"*

### Measuring the ripple effect



Overall, two thirds of panellists thought that Northumbrian Water should measure the ripple effect, emphasising the brand recognition as well as the positive impact on the local community.

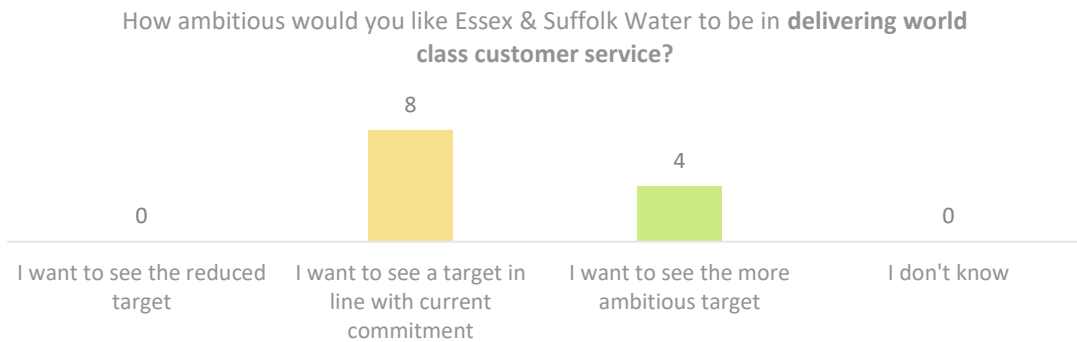
- *"For all it's a badge that has Northumbrian Water's logo on, or like donated from Northumbrian Water, I think some staff came and helped build the park... it's important for that recognition, but also it spreads the name as well. If you're from North East, you know Northumbrian Water... it does have positives as well not just for [them] but for the community"*

However, a minority of one third of Northumbrian panellists thought this should not be measured by the company, as other measures such as the environment are far more important, and money should be prioritised for environmental related measures.

- *“It doesn't really interest me how many businesses we are helping, I would rather see the environmental impact”*
- *“For me the priority is more about the environment these days rather than businesses and what we can do for local communities... I would rather money and investment be put into protecting the environment than businesses depending on what their size or where they are”*
- *“That slide said we want to spend sixty pence in every pound, it doesn't actually say how much they're currently spending... I think it's having that actual figure as high as you can possibly go which is the important message that should be promoted”*

## Essex

### Delivering world class customer service



Two thirds of the Essex panel wanted to see a target in line with current commitments, whilst one third wanted a more ambitious target. To always strive for the best was amongst the reasons for voters of the 'more ambitious' target.

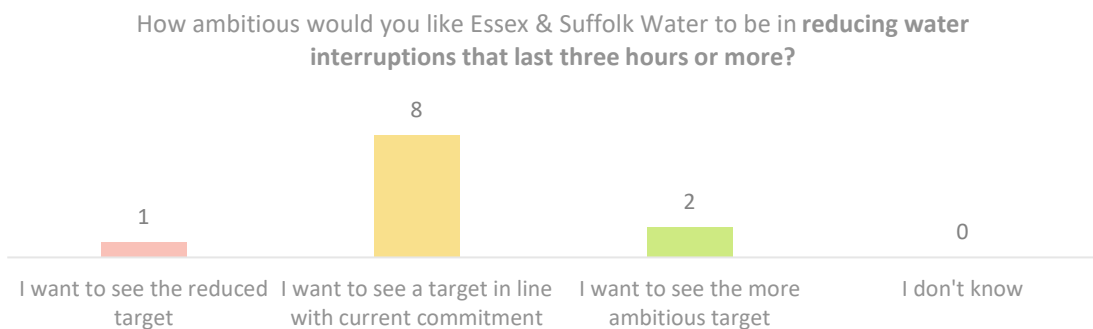
□ *"I think you should always be more ambitious"*

Reasons for maintaining the target in line with what it is currently committed related to less pressure for the company, and ultimately the target being felt to be more achievable over more time.

□ *"I think that will be much more bearable for everyone and will not put the company under pressure to deliver more in much lesser time"*

### Reducing water interruptions

The most popular view of the Essex panel was for the measure surrounding water interruptions to have a target in line with current commitments, due to both the time and costs required to make improvements in this area alongside other areas of the strategy.

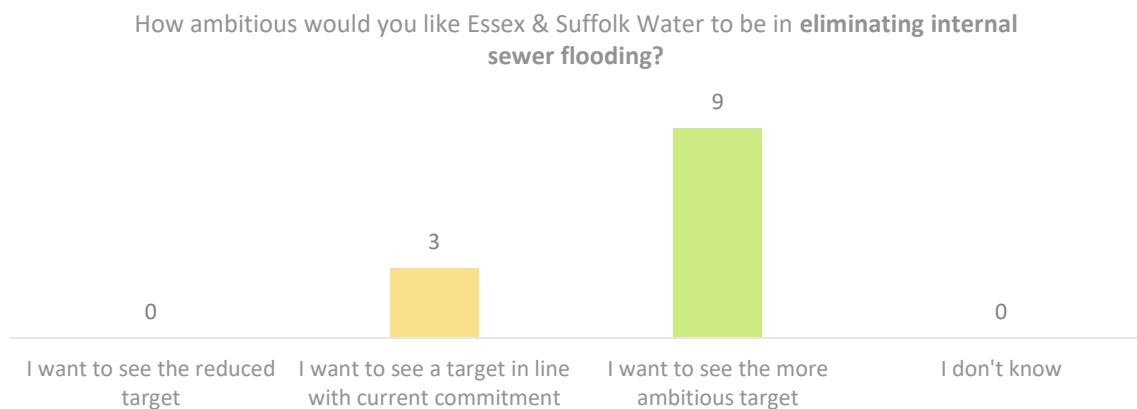


□ *"It isn't just the time but also the cost that it entails making some amendments in the system, with new projects and all that so I think I will still remain with the target in line"*

Nevertheless, two Essex panellists wanted to see a commitment to the ambitious target, explaining that they had considered the wider context that two minutes per property would be a far greater amount of time when considering all of the properties in the area, and therefore considered the investment worthwhile.

□ *“The two minutes doesn’t sound like very much but if you multiply that up over all the properties in the area, that’s probably hundreds of thousands of minutes in a year”*

### Eliminating internal sewer flooding



Three quarters of Essex panellists (9 of 12) wanted to see a more ambitious target when considering eliminating internal sewer flooding, highlighting that performance in this area can be improved through actions by both Essex & Suffolk Water as well as the customer, with education.

□ *“This is something that can be improved not only on the end of the water company but also on the end of the customer if they are more aware of what they shouldn’t be flushing like wipes and fat and so on, that could also lead to less flooding and less blockage in the sewers”*

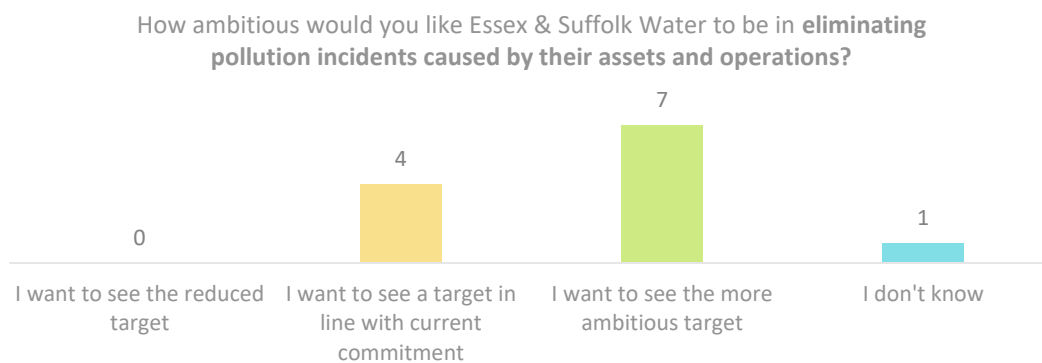
Additionally, panellists reasoned that any damage could incur more costs to the company as they would be required to repair the issue, therefore the high costs of a more ambitious target may save more money being spent on this in the long run.

□ *“It’s quite horrible to have sewage in your home, but I also think it’s probably more cost efficient for the water company to get it right because I’m sure they would have to pay for the repairs... if there is any sewage in people’s homes, they would probably be responsible for fixing it and the damage that is caused”*

### Eliminating pollution incidents

The most popular preference was for Essex & Suffolk Water to be more ambitious in their target to eliminate pollution incidents, highlighting the costs that would be saved in the long run by investing sooner, as well as pollution being one of the more important measures to some panellists.

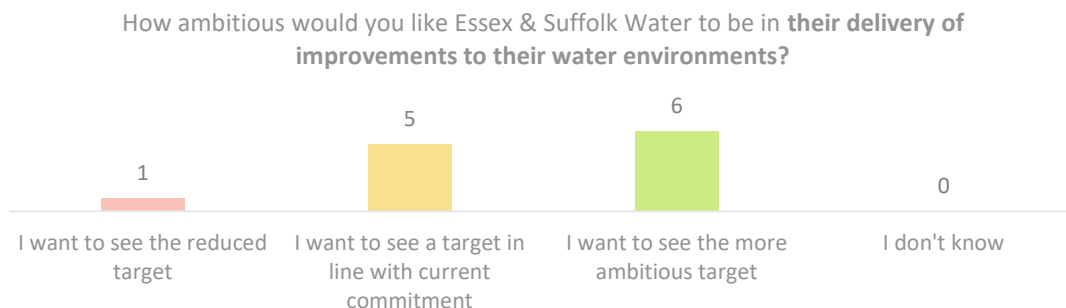
- *“If you stay in line, I think that is good but I think there is a line you can always improve. I think that on something like pollution that is really important”*
- *“Surely it would save the company in the long run because more investment today you have less leaks tomorrow”*



One third of panellists voted to see a target in line with current commitments, however, emphasising that it would be more important for the organisation to take their time, research and gain experience before rushing into investment on this.

- *“I don't think they should rush any more than they are doing to invest so much money all at once but rather take your time and do it properly. As much as we want to get it done quickly, there may be knock on effects and maybe things that they need more experience in or are not aware of yet, so taking your time to do it would make it more beneficial in the long run”*

### Improving water environments



When considering natural capital, the results were split. Half of the Essex panellists wanted to see a more ambitious target, while almost half wanted to see a target in line, and one panellist wanted to see a reduced target.

Those who wanted a more ambitious target described the need to prioritise the environment; both in terms of replacing what is taken away in a modernised world, as well as a means to support mental health for the public.

- *“Considering the amount of buildings that are being implemented at the moment it is something we need to consider in terms of, you know, are we replacing what we are taking away... [you need] to make sure that the environment is a lot more conducive for everyone”*
- *“We have all lived through a pandemic and the people are probably appreciating the outside more, so yes, I think it needs to be done sooner... and for mental health as well”*

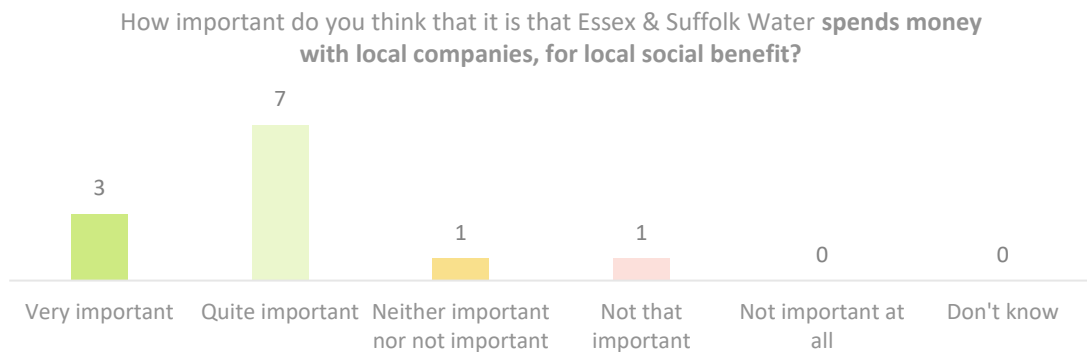
To achieve the ambitious target by 2025 was considered ‘unrealistic’ to some panellists who voted for the current target, explaining that this felt more realistic to them.

- *“I thought that was more realistic [to meet the current target] ... to get it by 2025 is unrealistic”*

One panellist viewed this measure as less meaningful than other measures, such as eliminating pollution and maintaining high quality water.

- *“It’s a bit of unnecessary stretch for the company to go into that direction because I think that doing these other bits are so important... so to keep more money to invest into the preventing pollution or better quality of water”*

### Social benefit of spending money locally



10 of the 12 Essex panellists considered it ‘very’ or ‘quite’ important for Essex & Suffolk Water to spend money locally, for social benefit, reasoning that you can support the local community by buying from local suppliers, rather than paying slightly less in costs. However, they did note that products and services bought locally still need to be good value to ensure high costs aren’t passed onto customers.

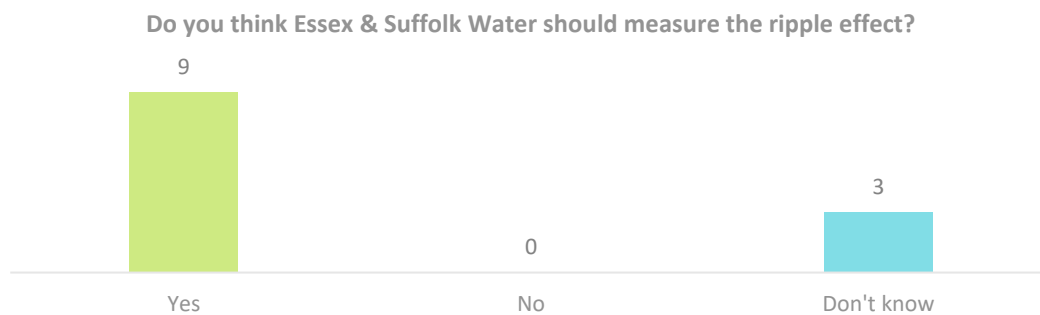
- *“You need to balance best value with local suppliers... You don’t want to be getting it really cheap and transporting it halfway across the country, but you do want to get best value so if that can be done locally then great”*

□ *“If there is a good price offered from the local suppliers, from local companies, yes, but not for the price of really the end customer to have quite high price for the services”*

A few panellists considered this to be ‘neither important nor not important’, or ‘not that important’, and stated that this was due to the need to keep costs as low as possible.

□ *“I always look at the cost and what is the implication for us as ultimate people that pay the price.... If the company can find equipment from anywhere else at a much cheaper price then I’m okay with the company taking that from wherever they find it cheaper... if there are other companies in the country or overseas that sell the parts at a much cheaper price maybe we should try to look at our local prices here”*

### Measuring the ripple effect



Three quarters of the Essex panellists thought that the ripple effect of spending should be measured by Essex & Suffolk Water, emphasising that knowing the ripple effect of the company could help them better inform the levels of investment in different areas.

□ *“If they knew that it had quite a wide ripple effect, quite a large one it could mean essentially that they should be investing more so I feel like it informs the level of investment”*

Individuals who said they ‘didn’t know’ discussed the reality of buying locally, as costs were deemed important and there’s a strong likelihood that buying locally isn’t as feasible as buying from cheaper areas outside of the local community.

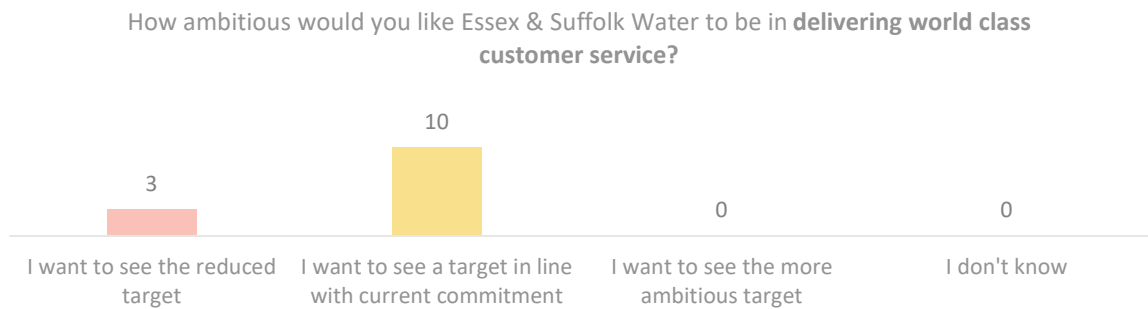
□ *“In an ideal world it would be great to buy everything local, but I don’t think it is really realistic because you are always going to source it cheaper somewhere”*

□ *“I was thinking in terms of the ripple effect what benefit will that have for the company”*



# Suffolk

## Delivering world class customer service

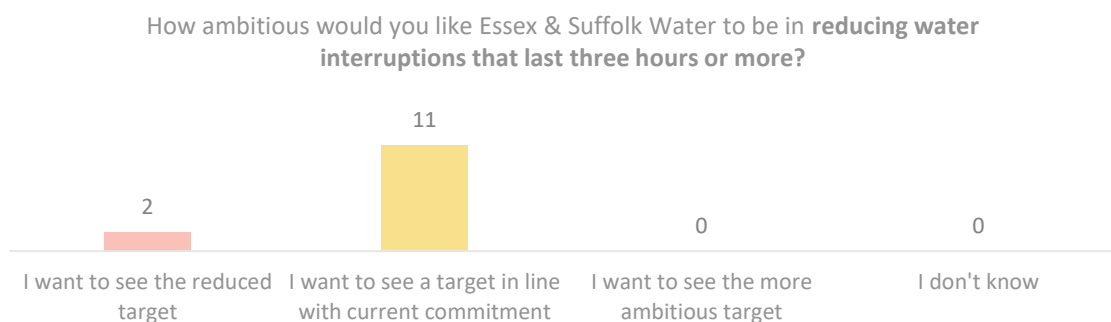


When considering customer service, no panellists in the Suffolk panel wished to see a more ambitious target. Reasons provided focussed on being realistic, as well as keeping costs down and ensuring it is financially viable to meet the targets they set; therefore, supporting the results of ten panellists wanting to see a target in line with current commitments.

- *“Being realistic, not too ambitious”*
- *“You said that from 2019 you are X amount and by 2022 you have increased by a certain percentage, so to grow at twenty percent over the next eight years I would argue is one, unrealistic and two, it would require a lot of financial investment to do that”*
- *“They should continue doing what they are doing at present, unless that is not financially viable”*

## Reducing water interruptions

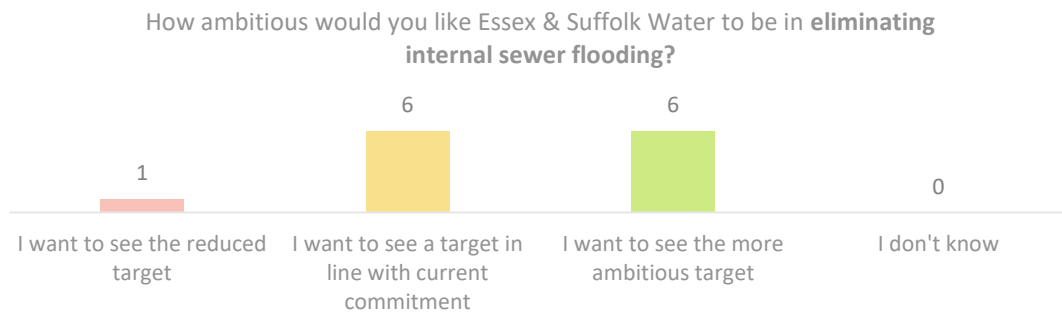
Almost all panellists in the Suffolk panel, again, wanted to see a target in line with current commitments. Whilst no votes were given for a ‘more ambitious’ target, two panellists wanted to see a reduced target when considered reducing water interruptions. Though discussion was limited around reasons for this, Suffolk panellists reported that two minutes is an acceptable target.



- *“Two minutes is perfectly acceptable. I think it doesn't need improvement really”*
- *“If they are reviewing it every two years and if, you know, the time is cut down by a small amount just stick at whatever they are doing because it is working”*

## Eliminating internal sewer flooding

There was almost an even split in results for how ambitious Suffolk panellists wanted Essex & Suffolk Water to be in eliminating internal sewer flooding, with six panellists voting for the more ambitious target and the target in line with current commitment, respectively.

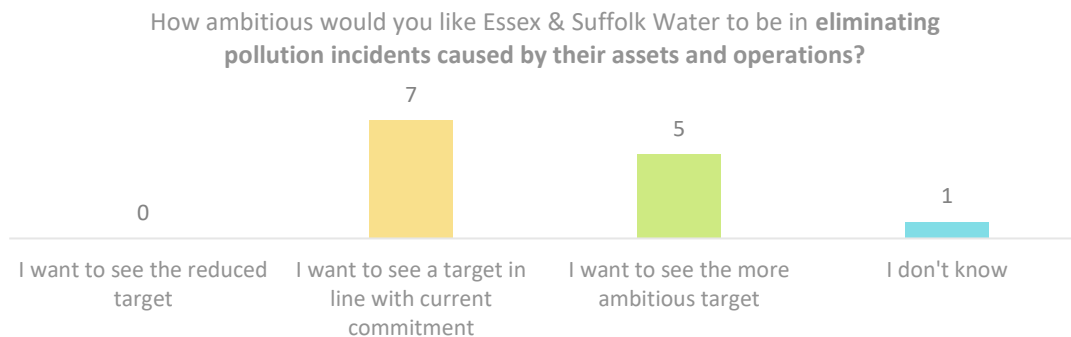


The ambitious target was preferred by individuals who highlighted, by comparison to other aims, an interruption of water supply was considered an inconvenience, whereas sewage in the property was expected to be damaging and a safety concern.

- *“If you are investing more, you should see the benefit to be more... having sewage in your property is an unpleasantry, it is not nice, whereas your water may be turned off for two minutes that is an inconvenience”*
- *“Sewage coming into your home is just unacceptable... worse than an unpleasantry, I think it is a real kind of safety concern for people”*
- *“If you don’t set an expectation that it is never acceptable for sewage to come into peoples’ homes then how are you ever going to achieve that quality standard to keep people safe?”*
- *“Getting to zero is unrealistic but you have to go for that target... because it shows that you are investing in your network... sewers tend to be very old and if you don’t invest in them when they go wrong, the costs are enormous, and the disruptions are enormous, so it is one important measure where you put your money to have a good network”*

## Eliminating pollution incidents

The most popular preference overall was to see a 'target in line with current commitments', voted for by slightly more than half of the Suffolk panellists.



Panellists who wanted to see a more ambitious target referenced the need to prioritise the environment. One Suffolk panellist continued to compare this measure to previously discussed measures, stating that reduced pollution is far more important than customer service.

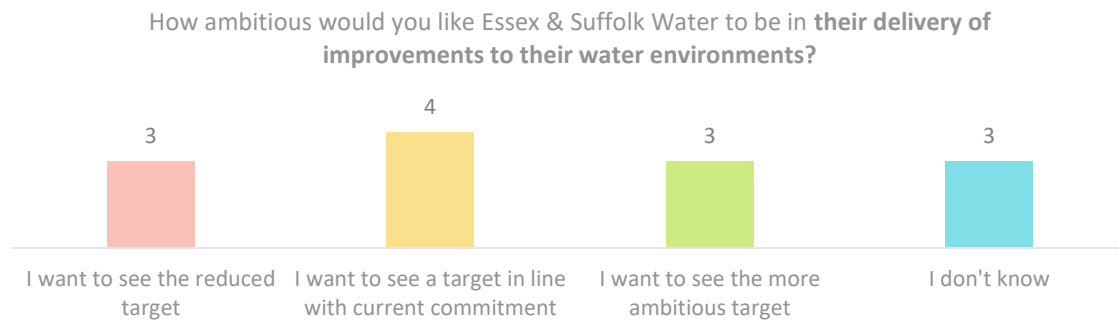
- “I’m much more interested in a lack of pollution than some good customer service. I would rather have somebody chewing gum down the phone than have loads of pollution in the rivers”
- “People are now more in tune to the environment and how important that is”
- “I don’t think we can ever be too vigilant in terms of reducing pollution... it’s a matter of utmost urgency”
- “It would make more sense to focus on this now and get it dealt with a lot sooner before it just builds up and get even worse than it already is”

One Suffolk panellist, who voted for a 'reduced' target for the measure concerning pollution, brought attention to the current targets being good, therefore reasoning that more money can be prioritised to other areas that are not at the target level.

- “As you are a long way ahead in this area and your current targets are pretty good, nobody likes pollution, but you are going to have to make choices. So, you are well ahead on this one, hang on to this and then you can invest in some other things as well”

## Improving water environments

These results were split quite evenly across all four voting options when considering how ambitious panellists would like the delivery of improvements to their water environments.



Despite not sharing costs with panellists in this session, this was still a consideration for them and those who wanted to see a more ambitious target highlighted that high costs, which had previously been mentioned as a barrier to achieving targets in previously discussed measures, was not necessarily the only way to improve natural capital. Instead, voters of the ambitious target outlined how community engagement and collaboration with organisations could be ways to achieve this. The link this measure has to prioritising the environment was also emphasised.

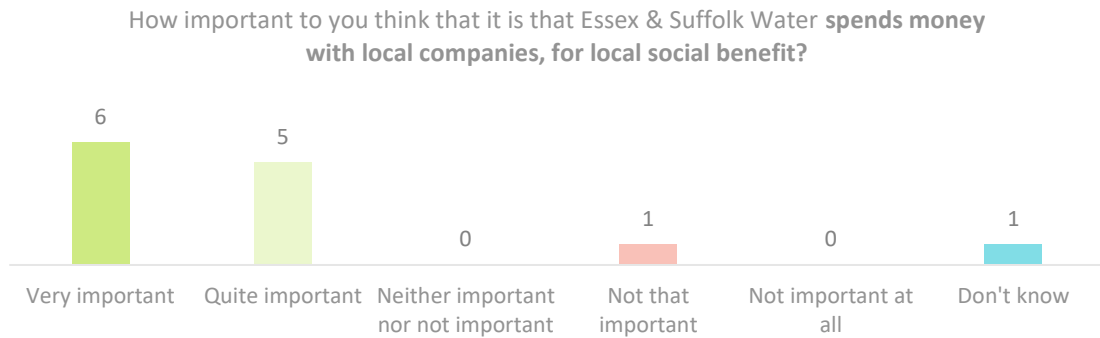
- “It could be about community engagement and working more closely with organisations that have got the manpower and the resources to deliver some of this. So, I felt it wasn’t necessarily something that would see a massive hike in bills, but it is absolutely crucial”
- “Whilst we don’t know how many kilometres of waterways there are to be improved, we all know of areas that are polluted and can be improved upon, and therefore I think we should be as ambitious as possible, and that momentum needs to start and keep going. And I would put the potential for community engagement”

Three of the thirteen panellists said ‘don’t know’ for how ambitious they would like Essex & Suffolk Water to be, explaining that they did not feel they could measure this target as clearly as others.

- “The targets are there but I’ve got nothing to measure them against. With the other targets, there was something you could see... it just doesn’t seem to be as clear cut as the others”
- “The context of how long your waterways are, and based on that merit alone I thought it was unfair to base it on kilometres when the figure is incomparable”

## Social benefit of spending money locally

When considering the importance of spending money locally for social benefit, the vast majority of panellists in the Suffolk panel viewed this as either 'very' or 'quite' important, with only two panellists not voting in this way.



The importance of spending money locally for social benefit would appeal to local people, as it's 'giving back' to the community, panellists explained.

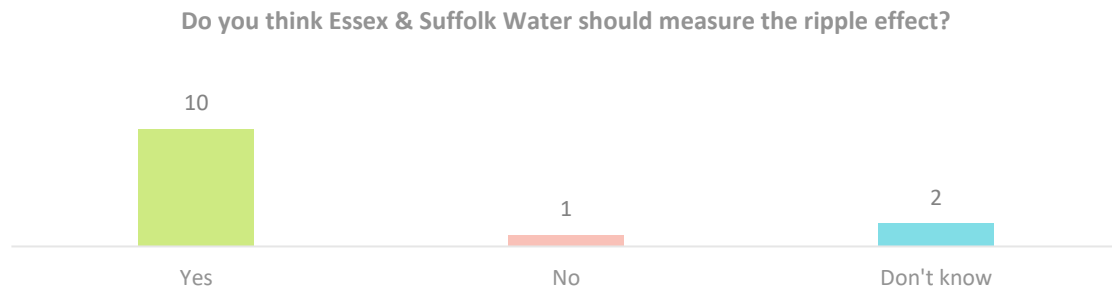
- “If you need to buy a product or something you need, it makes sense to buy it from that community... It's like putting something back, isn't it?”
- “There might not be the expertise in the local area that is needed to produce what you need to buy... supporting local if the expertise and the services are available is important”
- “It sounds more appealing to the local people, but I don't think it solves any issues that we have”

One panellist who considered this as 'not that important' reasoned that it was lower down on their list of priorities, and their voting was a result of knowing priorities have to be made in businesses.

- “It is nice to have but you need to remain commercially viable... it is really difficult to do everything at the same time and you have to have your eye on what matters and what doesn't. It is nice to have but it has got to be lower down in my priorities”

## Measuring the ripple effect

Most Suffolk panellists thought the ripple effect should be measured, explaining that the slightly higher costs can be waived in favour of making a positive impact to the lives of people in the local community. Subsequently, the perception of the company would be improved.



- *"I think it is really important to shop local and shop small. It might be a little bit more expensive, but it does make a massive difference to peoples' lives"*
- *"If you can show how much of an impact you are making on the local area and how much you are investing in it then you can also promote that to your customers... then that has a big impact on like how your customers view you as a company"*
- *"It would be good to get some feedback on how we improve the local economy. So many times, these companies are owned by foreign companies and it would be good to hear that there is money coming back into the local community"*

There were a few panellists who thought the ripple effect shouldn't be measured, or were not sure, and explained that they voted in this way as they would need more information on how the ripple effect would be measured or quantified.

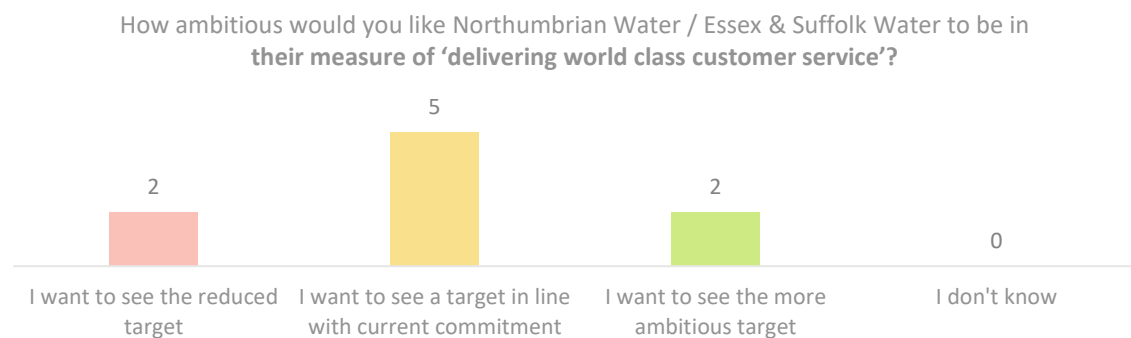
- *"I couldn't see how you could really quantify the ripple effect"*

## Young

### Delivering world class customer service

Over half of the young panellists wanted to see world class customer service have a target in line with current commitments, explaining that, whilst it's an important measure, there are other measures that should also be focussed on, therefore maintaining a realistic target in line with their current projections was considered more achievable.

□ *"It's quite realistic really and keeps things maybe a bit more steady, and then it allows them to maybe focus on other things as well"*



A few panellists wanted to see a more ambitious target, highlighting that the fact the figures in this target had been set by Northumbrian Water and Essex & Suffolk Water suggests that they feel, as a company, that an ambitious target is achievable.

□ *"If you feel as if you could reach 70 why not push for that +75 for the NPS"*

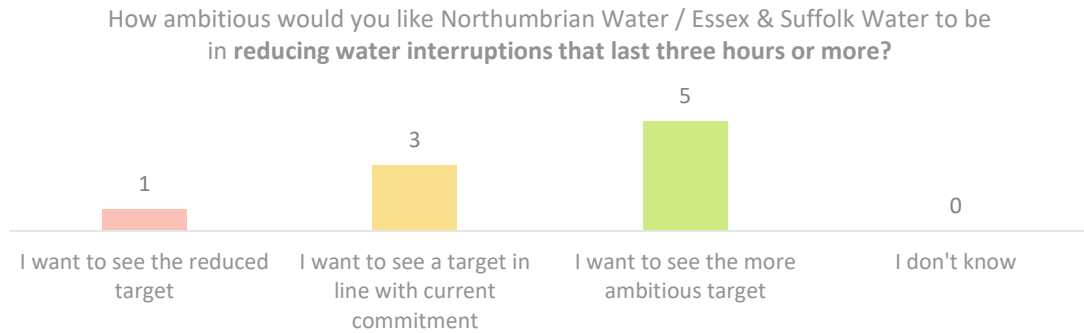
Nevertheless, two panellists argued that eight years is not a long time, and the resources would be better off placed elsewhere, as customer service was not the most important measure.

□ *"Resources could go somewhere more beneficial. It is important, so that's why I said it would be good if it was reached by 2035, but I don't think it needs to be reached by 2030. If those resources went into something else, it would probably be more beneficial for us"*

□ *"2030 is a bit over ambitious to increase the score by nearly twenty within the next eight years, because in the grand scheme of things, eight years is not that long"*

## Reducing water interruptions

When considering how ambitious the company should be in reducing water interruptions that last more than three hours, most young panellists wanted to see a more ambitious target, whilst a few wished to see a target in line with current commitments.



Reasons provided, by those who wanted a more ambitious target, referred to its importance due to water interruptions affecting customer service and value for money, in addition to customers' expectations of a continuous supply of water due to it being a necessity.

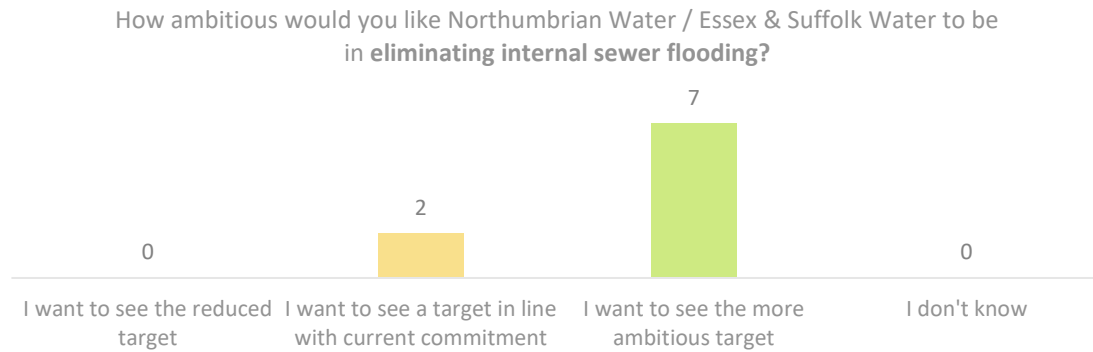
- *"It's important to be ambitious with this one because it feeds into so many other things that we've looked at... it means good customer service, you'd get value for money as well, and I think that's really important to customers"*
- *"I feel like it's slightly of higher importance than the last question [customer service] ... water's a necessity and I think if people are going to be without, they'd want to be without for the minimum time" – ambitious*

Of the panellists who did not see the need for an ambitious target for water interruptions, some panellists perceived there not to be much difference in time between the targets.

- *"There are other areas you can put money into, and the difference isn't that drastic between two minutes and one minute"*
- *"I just don't think there's much difference between two minutes, one minutes and three minutes... they could be using their time elsewhere for more important things"*



## Eliminating internal sewer flooding



Most young panellists wanted to see a more ambitious target when considering eliminating internal sewer flooding, with panellists emphasising that it is one of the most important issues due to the health impacts sewage flooding can have, in addition to seeming achievable within the timeframes set. Reasons also included recognising that the issue could get worse over time, so money should be invested in this sooner rather than later.

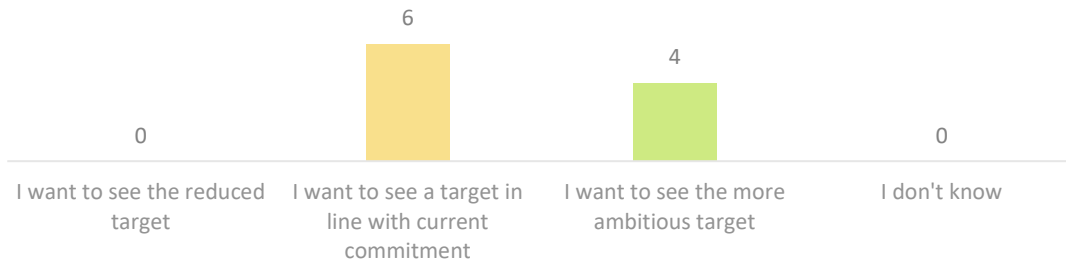
- “I thought the more ambitious target was realistic and achievable within the timeframe, and I think it’s one of the most important... if you’ve got sewage in your home, it’s a major health hazard”
- “With like global warming and stuff, the weather is going to become more severe so this might become more of a problem, so it should be fixed earlier before it gets worse”
- “If you’re getting internal sewer flooding in your home, I feel like it’s something Northumbrian Water should invest their money in... try to get it done as quick as possible to eradicate it”

Two panellists were happy to see the company have a target in line with current commitments, however, as they recognised the importance of this measure and emphasised the need to ensure the target is sustainable rather than being overly ambitious.

- “Sewerage is a large problem to sort out when issues occur... I think not to be overly ambitious and set yourself up for failure... slow and steady wins the race”
- “It might not become sustainable and that’s what you want... to be able to sustain that target”
- “If the company is overwhelmed with all these targets, it might just get a bit too much and they might not sort of be able to delegate the roles effectively”

## Eliminating pollution incidents

How ambitious would you like Northumbrian Water / Essex & Suffolk Water to be in **eliminating pollution incidents caused by their assets and operations?**

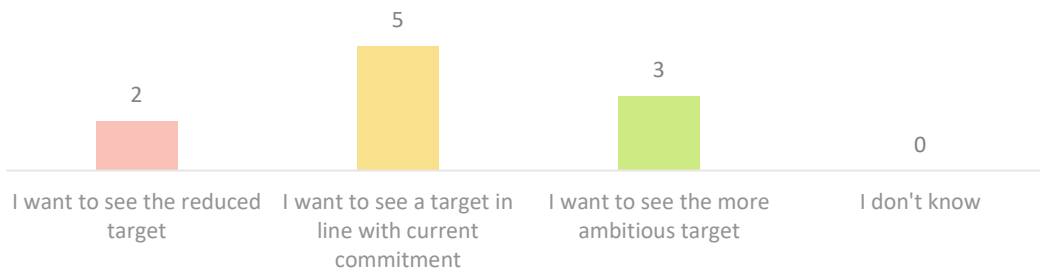


Slightly more than half of young panellists wanted to see a target in line with current commitments, whilst slightly less than half wanted to see a more ambitious target. No panellists opted for the reduced target, highlighting the importance of this measure to young panellists. Reasons for not opting for a more ambitious target centred around the financial costs that would occur to eliminate pollution incidents.

- *“When health and safety and environmental issues start coming into it, I think it’s very important [to have] the more ambitious target for... pollution and environmental problems”*
- *“The more ambitious target it could possibly be more expensive”*

## Improving their water environments

How ambitious would you like Northumbrian Water / Essex & Suffolk Water to be in **their delivery of improvements to their water environments?**



When considering natural capital, most panellists wanted to see a target in line with the current commitment.

- *“I thought it could be too ambitious, like 2025 is so soon”*

Two panellists thought the target should be reduced and highlighted that, whilst this is an environmental measure, it seemed to be a measure which would not actively benefit customers if an ambitious target was in place.

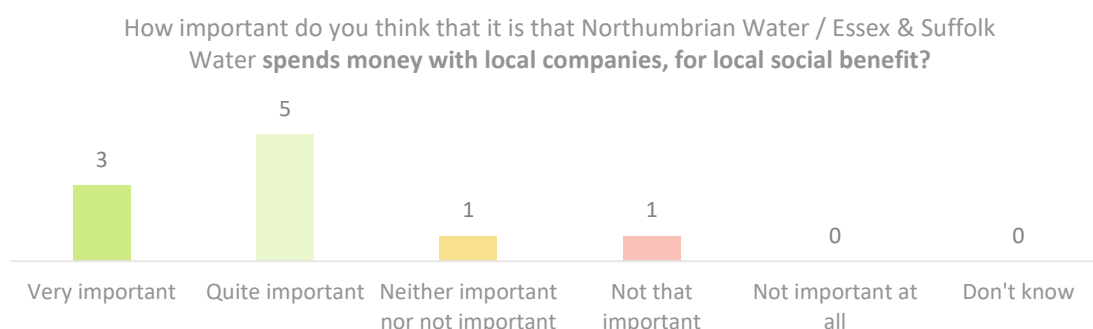
- *“The other ones directly harm the environment and this one is more like to counteract that, so I think they should tackle things like pollution and avoid making a mess of the environment”*
- *“As a consumer, I would be annoyed if a large proportion of money was going to bits that don’t directly affect me, when perhaps there could be purer quality water coming in the house and things like that... I think this should be lower down because it doesn’t directly affect me”*

After hearing the views of one another, and particularly the views of those who voted for a reduced target, three other panellists who voted for a target ‘in line’ or ‘more ambitious’ stated that, in hindsight, they agree that other measures such as pollution are more important.

- *“What they’ve said about pollution, that should be more of a priority rather than improving the environment with flowers and things”*

### Social benefit of spending money locally

80% of the young panellists viewed it ‘very’ or ‘quite’ important for the company to spend money locally, for social benefit, whilst two panellists did not view it as being so important.



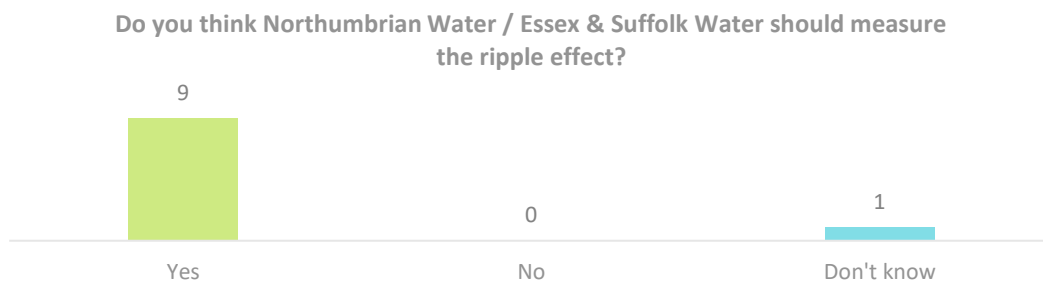
Those panellists considering it important referred to the idea of putting money into the local economy, particularly as it is local people who pay for the bills, thus the water supply being in their best interest.

- *“It’s the locals who currently pays the water, I think it’s important that we do keep it in the same area... in this case keeping the money within the local sector is in everybody’s best interests”*
- *“I feel like you should put money back into the local economy”*
- *“The social benefit from investing in local people and workers would pay off. It’s going to be their water supply basically so there are greater stakes in it and perhaps greater quality and greater sort of workmanship would be involved”*

One young panellist recognised the benefit of investing in local businesses, however also brought attention to the idea that local suppliers could charge more, therefore this would negatively impact them as a customer through the form of increased costs.

□ *“If in one sense it’s a good idea to invest in the local businesses and buy from the local businesses, like people have said before with the workers, it’s going to be their water supply and they’re going to want to have their water supply maintained very well... [but] they could charge a bit more and it might be a bit expensive and then the bills might go up”*

### Measuring the ripple effect



The vast majority of young panellists thought the company should measure the ripple effect, outlining the benefit on local people, for instance with regard to job opportunities.

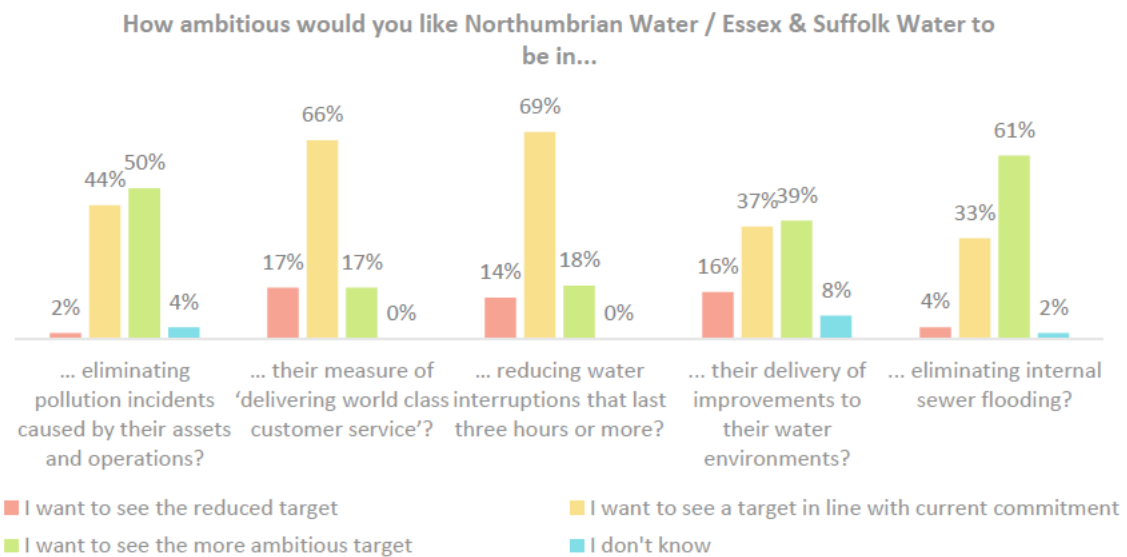
□ *“I thought that it was a really good idea because obviously it’s creating jobs and things for local people and people that will need job opportunities”*

□ *“If Northumbrian Water are going to invest their money into local suppliers, they should know whether or not it’s worth investing it in them and if they’re actually getting any benefit from it”*

One young panellist voted they ‘didn’t know’, however, stating that it would be good to measure but it wasn’t necessarily necessary, and resources which would be used to measure this could be better placed elsewhere.

□ *“I feel like it’s really unnecessary to be spending these resources on to know that. It’s a nice thing to know but it’s really not something necessary”*

## #4A: Conclusions across the five panels



There was a majority of panellists (66%) who wanted to see a target in line with current commitments for **'delivering world class customer service'** across the panels. Reasons for maintaining the target in line with what it is currently committed related to less pressure for the company, lower costs, the target being felt to be more achievable over more time, as well as feeling as though other targets were of higher priority.

Similarly, a majority of panellists (69%) who wanted a target in line with current commitments for **'reducing water interruptions that last three hours or more'**. This was except for the 'young' panellists, where slightly more panellists wanted to see a more ambitious target and referred water interruptions affecting customer service and value for money, as customers expect a continuous supply of water due to it being a necessity. Across the remaining panels, reasons for this included how they felt the current commitments would be achievable based on the expertise of those in the business to guide the level of the current commitment. Whilst achieving more than this paints the company in a positive light, it was thought that falling short of achieving this target could result in negative publicity.

When considering **'eliminating internal sewer flooding'**, most panellists across all panels wanted to see a more ambitious target, totalling 61% across all panels. The Suffolk panel, however, had an even split between those who wanted to see a target in line with current commitments, and those who wanted to see a more ambitious target. Reasons across the panels included the expectation of damaging the experience of sewer flooding in the home would be, subsequent health and safety concerns, negative impacts on customer experience, as well as high costs to the company to make amends through repairs. Suggestions from panellists also included discussing how this target can be



helped from the side of the customer, and the educational support which the company could offer to encourage this.

Whilst these three targets outlined above provided clear results with views shared across most panellists, the remaining targets concerning the elimination of pollution incidents and the improvements to water environments, respectively, had a more even split between a target 'in line with current commitments' and a 'more ambitious' target. Whilst the differences weren't split across the regions themselves, most panellists in the Young and Suffolk panel both wanted to see targets in line with current commitments, whereas most panellists in the Northumbrian and Essex panels wanted to see more ambitious targets.

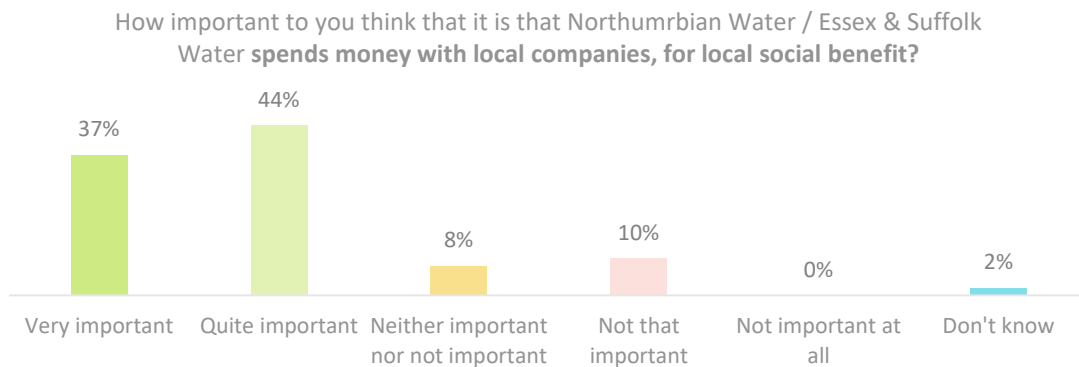
Across the five panels, half of the panellists (50%) wanted to see a more ambitious target for **'eliminating pollution incidents caused by their assets and operations'**, while 44% of panellists wanted to see a target in line with current commitments. This fairly even split can be seen across all panels, though there was a slightly stronger favour of a more ambitious target in the Northumbrian and Essex panels. When considering reasons for this, panellists emphasised the recent societal and political focus on environmental responsibility, and costs that would be saved in the long run by investing in a more ambitious target. This target is of generally high importance to panellists, however, those who voted to see a target in line with current commitments highlighted that it would be more important for the organisation to take their time, research, and gain experience before rushing into investment on this. This is further emphasised by the low rate wanting to see a reduced target (2%) or who 'didn't know' (4%).

The most ambiguous results were gathered regarding the **'improvements to their water environments'** aim, with 39% of panellists wanting to see a more ambitious target, which was most apparent in the Northumbrian panel, followed by the Essex panel. Reasons included the importance of the environment, general welfare of communities, and perception of this being easier to achieve comparative to other targets. This differed to those in the Suffolk and Young panel, who generally favoured a target in line with current commitments, which made up 37% of the overall view of panellists. Notably, this measure also included the overall highest rate of panellists wanting to see a reduced target (16%) in addition to the highest rate of panellists who voted that they 'didn't know' (8%). Some panellists explained their view of this target as having less of a direct impact on the environment and customer, therefore wanting a reduced target despite caring for the environment.

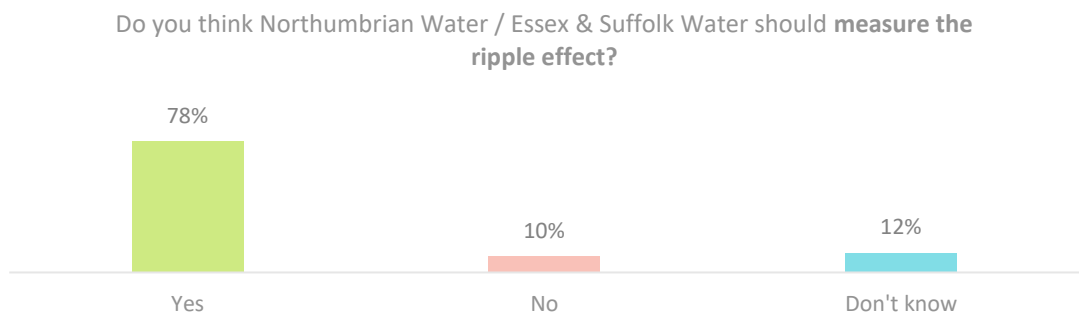
Overall, across all aims considered, very few panellists across the five panels wanted to see reduced targets on any of the aims and most panellists wanted to see either a target in line with current commitments, or a more ambitious target.



## Social value



When considering the importance of **spending money with local companies for social benefit**, there was a fairly even split between those who thought it would be 'quite important' (44%) followed by those who thought it would be 'very important' (37%). There were more panellists of the Essex and Young panel, in particular, who viewed this as 'quite important'.



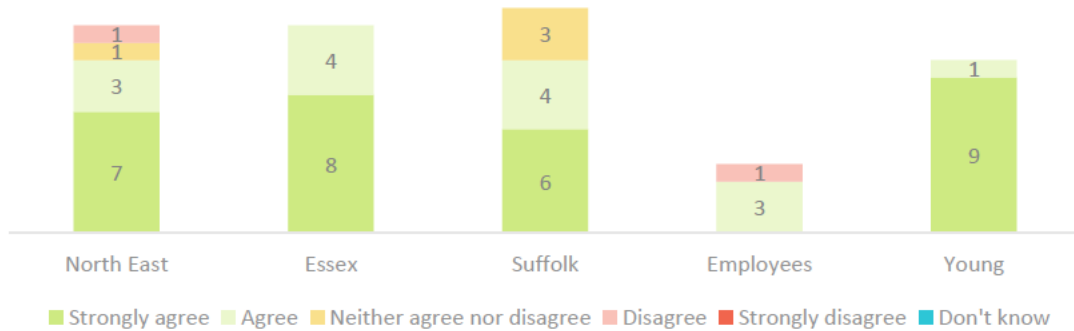
Across all panels, there was a strong majority of panellists (78%) who thought the company should measure the ripple effect, which was particularly apparent in the Employees, Essex, and Young panel. 10% of panellists did not think that the company should **measure the ripple effect**, and 8% of these were Northumbrian panellists. The primary reason for this was due to feeling as though other measures such as the environment were more important, and money should be prioritised for environmental related measures. The general reasons provided highlighted the importance of giving back to communities, but the need to balance costs alongside this to ensure that customers don't see an impact of increased water bill payments.



## #4A: Event feedback

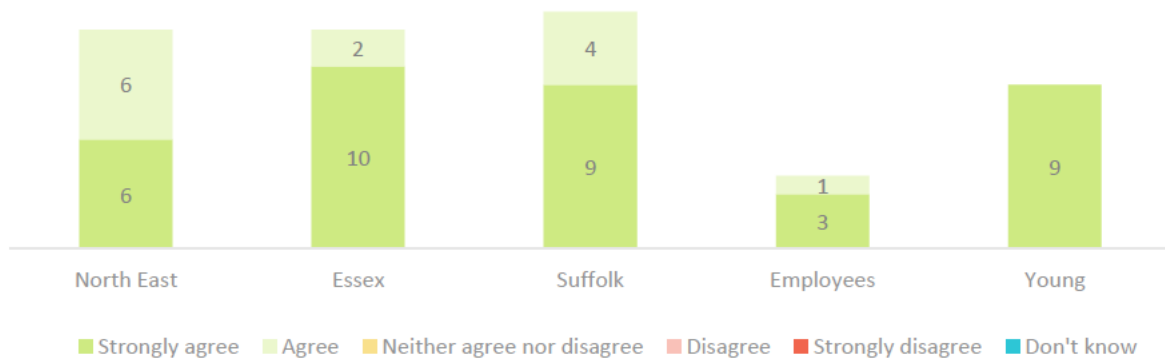
All panellists voted on a poll containing four questions, at the end of the session. Panellists were asked to use a rating of 1 'strongly agree' to 5 'strongly disagree' to show how they felt about each statement. The results are as follows and generally demonstrate a positive experience for attendees.

The information provided throughout was clear and easy to understand



In the previous third round of PP#3, where panellists were introduced to the measures and asked to rank these by importance using various polls, 96% of panellists agreed or strongly agreed that the information provided was clear and easy to understand. Comparatively, in this fourth round PP#4A, when six of the measures were being discussed in more detail and having their target determined, there was a slightly lower overall percentage of 88% who either agreed or strongly agreed with this statement.

I understood the purpose of the session

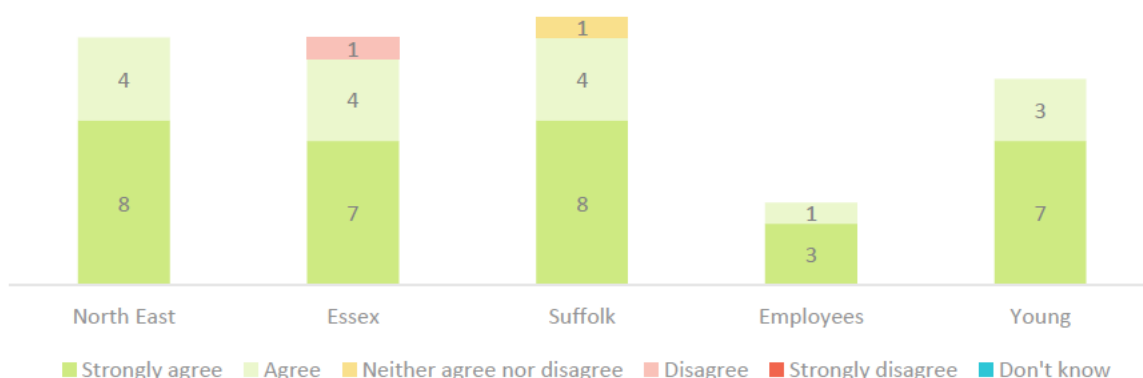


74% of participants strongly agreed that they understood the purpose of this fourth session, whilst the remaining 26% agreed with this statement. This 100% understanding of the purpose is an increase on the previous PP#3 third round, where 96% of attendees understood the purpose of the session.



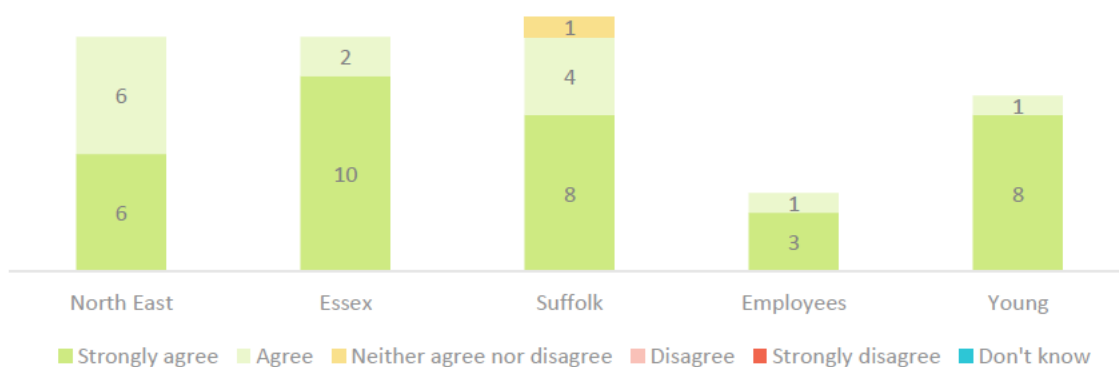


### The discussion was interesting



Most panellists strongly agreed (65%) that the discussion was interesting in this round, and a further 31% agreed with this statement. This 96% agreement reveals a 6% increase compared to the previous third round of PP#3.

### Overall, I was satisfied with the session I participated in



In the third session, PP #3 which outlined the measures and aims, 65% strongly agreed and 31% agreed that overall, they were satisfied with the session they participated in; a total of 96% satisfaction. In this fourth round, 70% of attendees strongly agreed and 28% agreed that they were satisfied overall; revealing a slight increased level of satisfaction by 2%.



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# **NORTHUMBRIAN WATER** *living water*

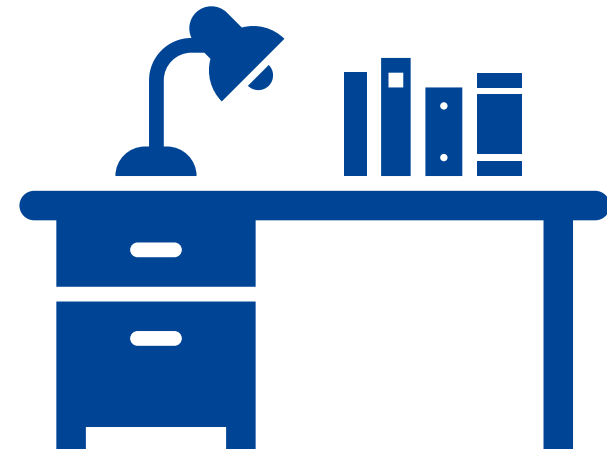
Northumbrian People  
Panel Slides

## PRE-WORK

### BEFORE YOU COME TO THE SESSION

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



# LONG TERM STRATEGY

## 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.

## 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
- Consider a number of the aims and measures we looked at in the last session
- Northumbrian Water will set targets for each of these measures and we want to understand how ambitious you think they should be
- In the next session, we'll think about the ones we don't cover today

# INTRODUCTION

## REMEMBER THESE ARE THE 15 AIMS AND MEASURES

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### **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.

## INTRODUCTION

### WHICH MEASURES ARE WE GOING TO DISCUSS TODAY AND NEXT TIME?

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- There are some measures we aren't going to talk about in these sessions, because of one of the following reasons:

It's **technical** and therefore we don't think it's relevant or fair to ask what you think of it

The target is **comparative** to other water companies, so NW can try their best in that area but ultimately don't have full control on whether or not it's reached as it depends on the performance of others

It's a target NW is required to aim for – they have to do it to be **compliant** with rules set for them

## INTRODUCTION

### MEASURES THAT WE AREN'T GOING TO DISCUSS

---

- There are some measures we aren't going to talk about in these two sessions:

#### Delivering world class customer service

Measured through customer satisfaction surveys

The 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.

NW 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 NW 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.

NW will engage with operational workforce on this

Compliance

- For the remainder, we will go through each one to understand how ambitious you think Northumbrian Water should be



# LET'S PAUSE FOR QUESTIONS



## THE MEASURES

### LEVELS OF AMBITION

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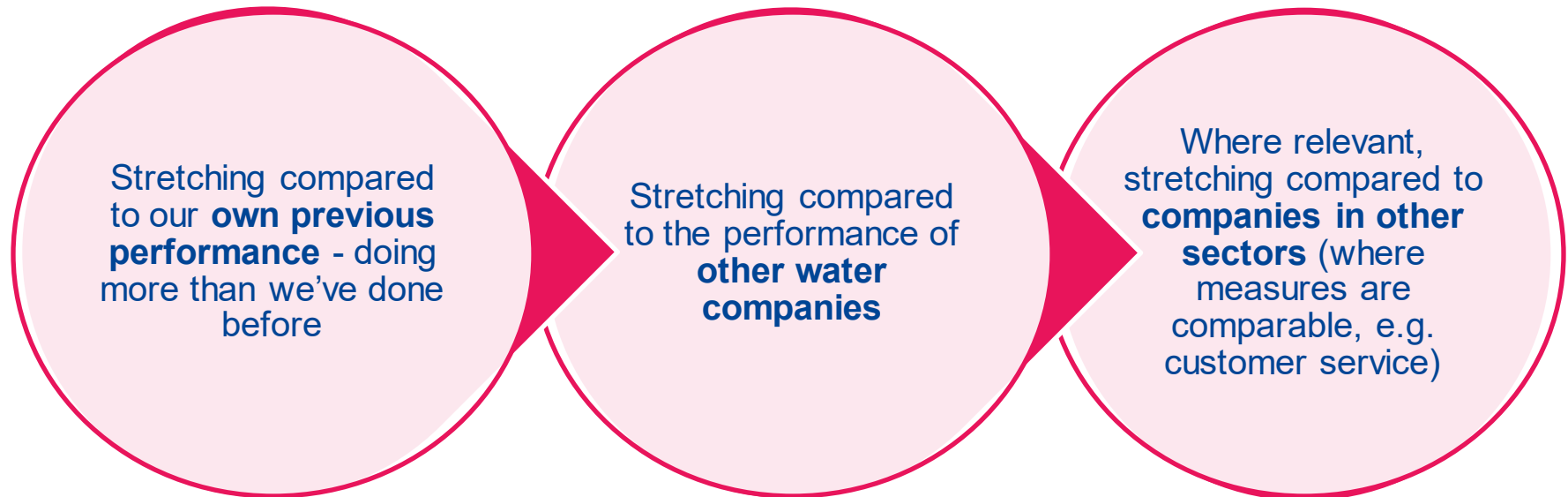
- We are now going to go through all of the remaining measures
- We will provide you with some more context for each one
- We will show you three target performance levels:
  - Reduced target
  - Target in line with our current commitment
  - An enhanced target
- You will then vote on how ambitious you 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 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 GET INTO THE AIMS AND MEASURES...

How ambitious would you like Northumbrian Water to be?

# THE MEASURES

## NET PROMOTER SCORE

Deliver world class customer service

- NPS is used in customer satisfaction surveys across the world to measure how satisfied customers are
- We can use NPS to determine whether we are delivering 'world class customer service to our customers'
- Customers are asked how likely they would be to recommend a company on a scale of 0 to 10 and a score is calculated from this
- The higher the score achieved, the happier customers are likely to be and the more likely they will be to talk positively about Northumbrian Water to friends and family members
- We want to set a target on the net promoter score we achieve from our customers

Amazon =  
44

Apple = 47

First Direct  
= 63

Netflix = 49

NFU Mutual  
= 70

70 = world  
class

# THE MEASURES

## NET PROMOTER SCORE

---

Deliver world class  
customer service

- Our current net promoter score is 50 – this is considered very good
- We have an ambition to be world class
- Our performance in this score has changed over time...

In 2019 = 42

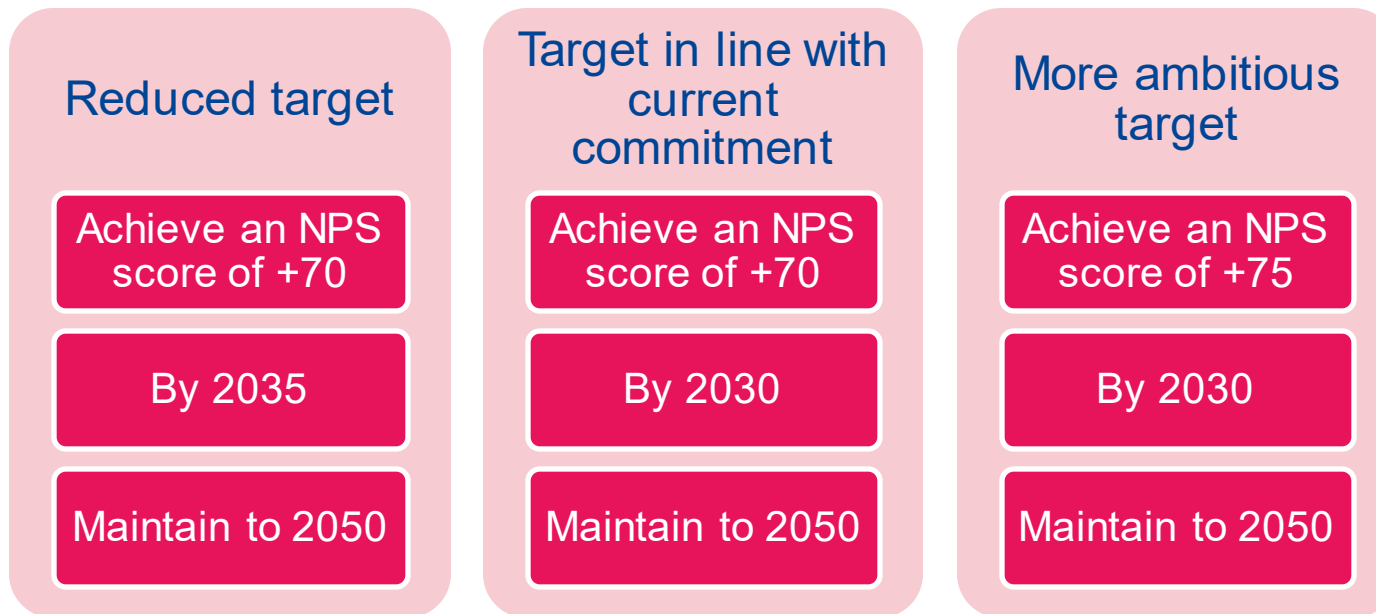
Now = 50

# THE MEASURES

## NET PROMOTER SCORE

Deliver world class customer service

- We want you to help us decide how ambitious we should be with our target for our net promoter score, which tells us how satisfied our customers are with aspects such as our customer service and involvement we have in their communities



# LET'S PAUSE FOR QUESTIONS





# POLL VOTE

How ambitious would you like Northumbrian Water to be in their measure of 'delivering world class customer service'?

## Reduced target

Achieve an NPS  
score of +70

By 2035

Maintain to 2050

## Target in line with current commitment

Achieve an NPS  
score of +70

By 2030

Maintain to 2050

## More ambitious target

Achieve an NPS  
score of +75

By 2030

Maintain to 2050

## THE MEASURES INTERRUPTIONS

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

- This measure is about those occasions where water supply is interrupted
- Ofwat ask us to measure this based on water supply interruptions that are 3 hours long or more
- We measure it by adding together the total number of minutes properties are off supply (which meet the 3+ hour criteria) and dividing this by the total number of properties
- This tells us the average number of minutes off supply greater than three hours per property

Currently our customers' properties are off supply for an average of:  
**4 minutes each**

The best performing water company has an average of:  
**2 minutes 50 seconds**

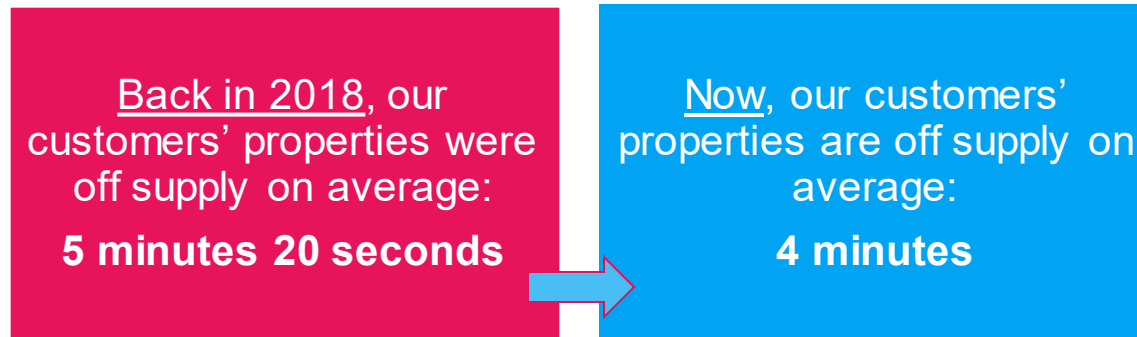
The worst performing water company has an average of:  
**1 hour 8 minutes**

## THE MEASURES INTERRUPTIONS

---

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

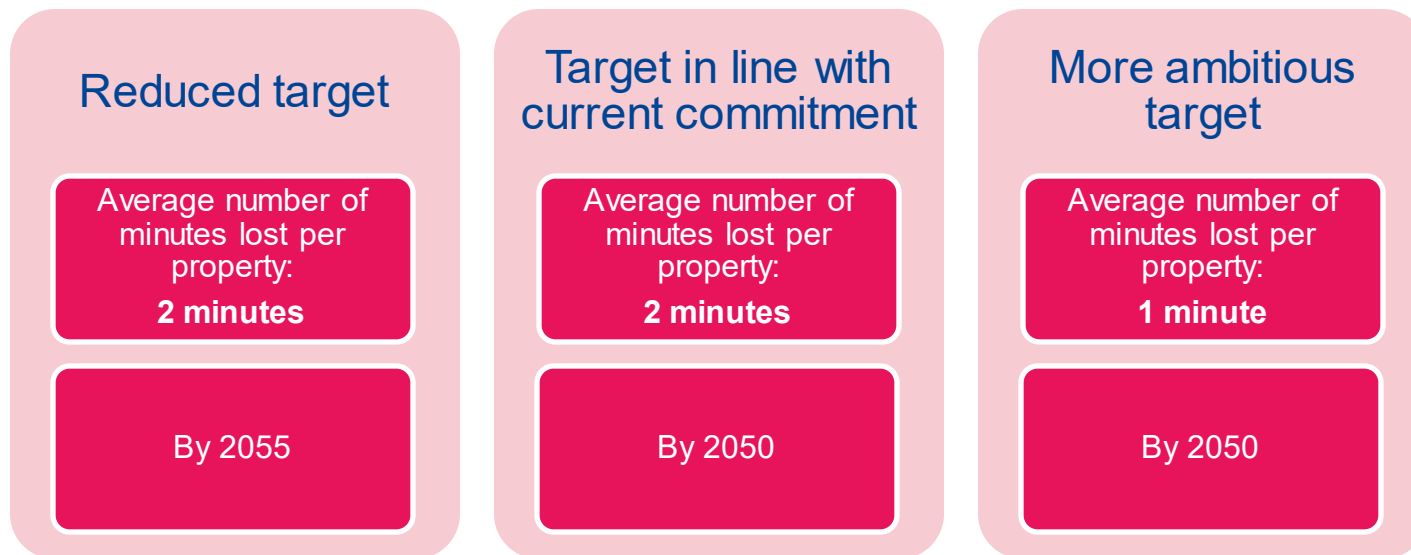
- Our performance has changed over time...



# THE MEASURES INTERRUPTIONS

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

- We want to know how ambitious you would like us to be in reducing water interruptions that last longer than three hours
- The more ambitious we are, the more resilient our water network will need to be



# LET'S PAUSE FOR QUESTIONS



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

# POLL VOTE

How ambitious would you like Northumbrian Water to be in reducing water interruptions that last three hours or more?

## Reduced target

Average number of minutes lost per property:  
**2 minutes**

By 2055

## Target in line with current commitment

Average number of minutes lost per property:  
**2 minutes**

By 2050

## More ambitious target

Average number of minutes lost per property:  
**1 minute**

By 2050

## THE MEASURES

### INTERNAL SEWER FLOODING

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

- Internal sewer flooding is where water containing sewage enters a customer's home
- Internal sewer flooding can happen in severe weather, if our sewers are not able to cope with heavy rainfall and become overloaded
- Ofwat compares water company performance in terms of the number of internal sewer flooding incidents there are per 10,000 customers that the water company looks after

We currently have  
**1.89 incidents per  
10,000 customers**

The best performing  
water company has  
**1.33 incidents per  
10,000 customers**

The worst performing  
water company has  
**4.47 incidents per  
10,000 customers**

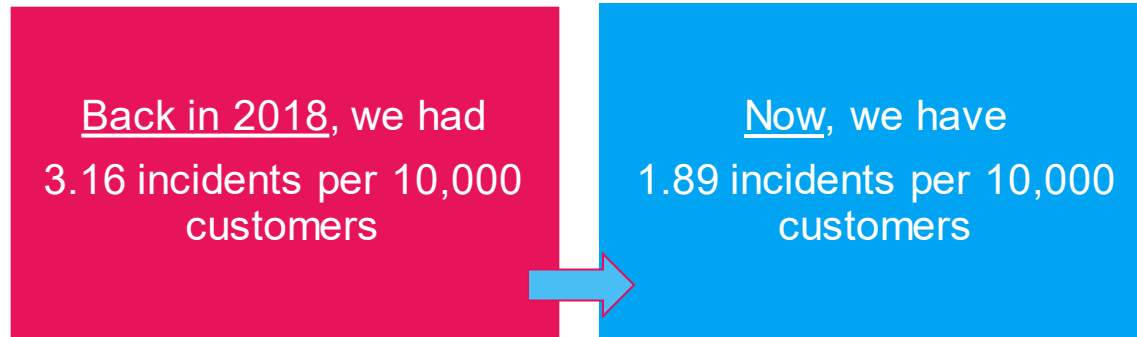
## THE MEASURES

### INTERNAL SEWER FLOODING

---

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

- Our performance has changed over time...





# THE MEASURES

## INTERNAL SEWER FLOODING

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

- We want to eradicate internal sewer flooding for our customers and we have heard from customers and Ofwat how important this is
- We therefore want to have zero incidents in the long term
- We can be more or less ambitious depending on how quickly we achieve this target
- The more ambitious we are, the more we will need to do to make sure our sewerage system can deal with severe weather going forward

Reduced target

0 flooding  
incidents in  
home

By 2050

Target in line with  
current commitment

0 flooding  
incidents in  
home

By 2040 and  
maintain to  
2050

More ambitious  
target

0 flooding  
incidents in  
home

By 2035 and  
maintain to  
2050

# LET'S PAUSE FOR QUESTIONS



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

# POLL VOTE

How ambitious would you like Northumbrian Water to be in eliminating internal sewer flooding?

Reduced target

0 flooding incidents in home

By 2050

Target in line with current commitment

0 flooding incidents in home

By 2040 and maintain to 2050

More ambitious target

0 flooding incidents in home

By 2035 and maintain to 2050

## THE MEASURES

### POLLUTION INCIDENTS

---

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

- Pollution incidents can occur as a result of our operations, for example:
  - Sewer blockages or collapses causing wastewater to go into a river
  - Things going wrong at a wastewater treatment works
- We are the best performing water company in this area already, however we recognise that this is an important area for our customers and stakeholders
- We therefore want to eliminate pollution incidents going forward

We currently have  
**15 pollutions incidents per year** (per 1,000km of sewer)  
**We're the best performing in this area!**

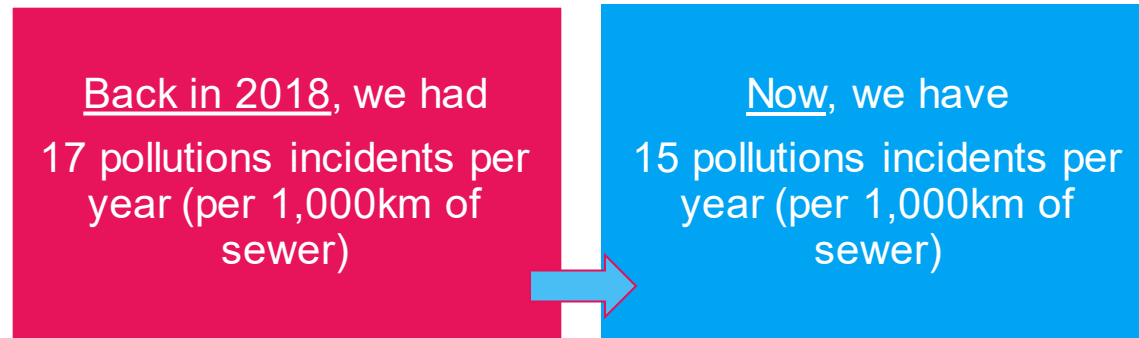
The worst performing water company has  
**144 pollutions incidents per year** (per 1,000km of sewer)

## THE MEASURES POLLUTION INCIDENTS

---

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

Our performance has changed over time...



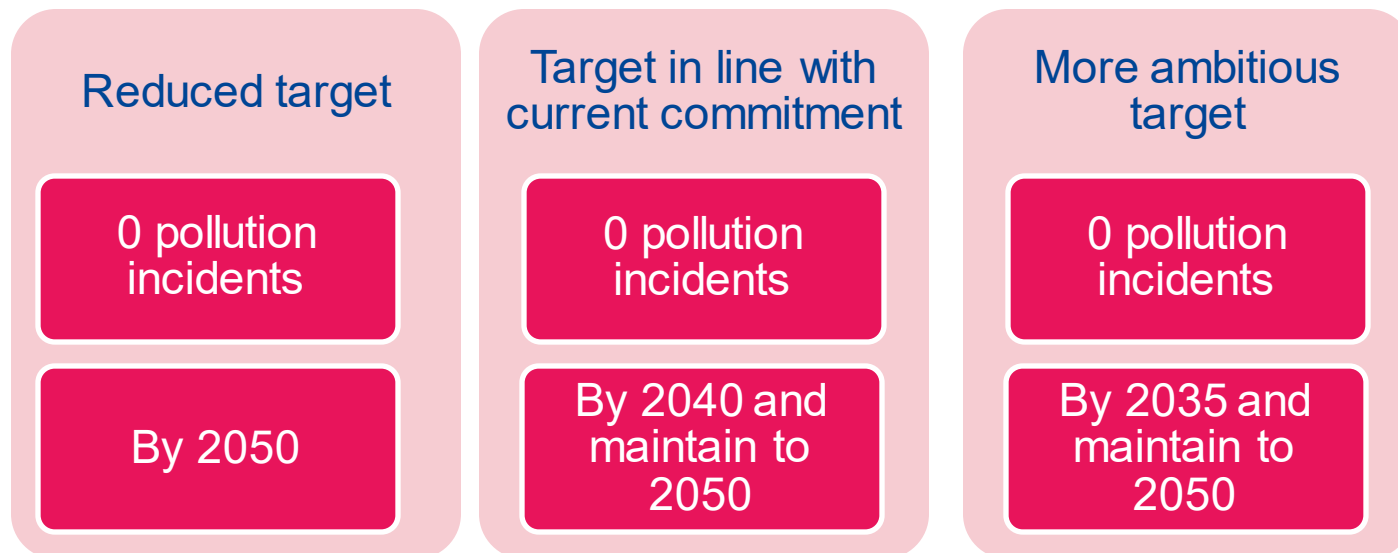
**Remember!** Northumbrian Water has 30,106 km of sewers

# THE MEASURES

## POLLUTION INCIDENTS

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

- We want to eliminate pollution incidents caused by our assets and operations to protect and preserve the environment
- However, we can be more or less ambitious dependent how quickly we achieve this
- The more ambitious we are, the more investment we will need to make sooner on things like monitoring and detecting possible issues sooner to rectify them before there is a spillage to the environment, as well as replacing or refurbishing equipment not doing what they should do



# LET'S PAUSE FOR QUESTIONS



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

# POLL VOTE

How ambitious would you like Northumbrian Water to be in eliminating pollution incidents caused by their assets and operations?

Reduced target

0 pollution incidents

By 2050

Target in line with current commitment

0 pollution incidents

By 2035 and maintain to 2050

More ambitious target

-

-



# INTRODUCTION

## NET GAIN IN NATURAL CAPITAL

---

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

- “Natural capital” is about natural resources like water, earth and living things like flora and fauna
- We want to leave the environment in our areas better than we found it
- We work to make improvements in and around water courses (like rivers) in our regions – we call this “blue space”
- This is a new measure in the water sector and different companies measure it in different ways – this means we can't compare how we're doing to others



## INTRODUCTION

# NET GAIN IN NATURAL CAPITAL

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

Examples of how we do this include planting trees or wildflowers around river banks, and promoting wildlife and habitats for them to live

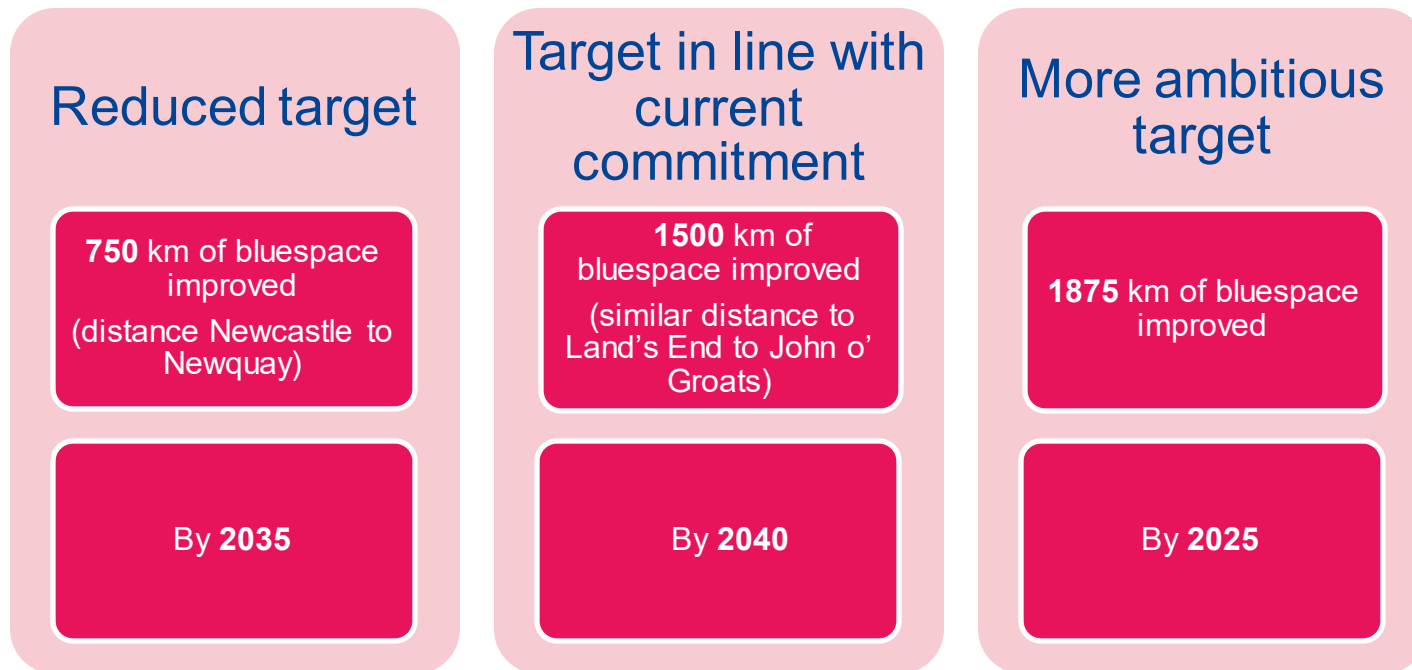


# INTRODUCTION

## NET GAIN IN NATURAL CAPITAL

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

- We measure this in the number of kilometres improved
- We can also be more or less ambitious in how quickly we achieve the improvements
- The more ambitious we are, the more we will have to invest in making improvements but the greater the net gain will be to local environments



# LET'S PAUSE FOR QUESTIONS



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

# POLL VOTE

How ambitious would you like Northumbrian Water to be in their delivery of improvements to their water environments?



## THE MEASURES

### ENHANCING SOCIAL BENEFIT

---

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.

- This measure is part of the ‘caring for the long-term essential needs of communities’ theme
- It’s about how we can have a positive impact on our communities
- “Social benefit” = the total benefit to society from doing something
- We will measure the social benefit we create by measuring the amount of money that is spent with local suppliers, e.g. if we need to buy parts for a piece of equipment we will look to buy it from a local company
- This keeps money in the region, with local companies and people
- **We want to spend 60p in every £1 with local companies.**

How important do you think it is that Northumbrian Water spends money with local companies?

**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.

# POLL VOTE

How important do you think it is that Northumbrian Water spends money with local companies, for local social benefit?

- Not at all important
- Not that important
- Neither important nor not important
- Quite important
- Very important
- Don't know

## THE MEASURES

### ENHANCING SOCIAL BENEFIT

---

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.

- **We want to spend 60p in every £1 with local companies.**
- This measures the direct impact to local companies, i.e. the money they make from contracts with Northumbrian Water
- But this money also creates a “ripple effect” – wider benefits beyond this
- For example:
  - Those companies have more income so they may then go on to spend more with other local companies
  - They can employ more local people
  - Those local people then have more money to spend in local shops and cafes, which means an increase in income for these businesses
  - Ultimately, the wider local economy benefits, and quality of life of local people improves

Do you think Northumbrian Water should measure the ripple effect?



**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.

# POLL VOTE

Do you think Northumbrian Water should measure the ripple effect of their spending with local suppliers?

- Yes
- No
- Don't know



**NORTHUMBRIAN  
WATER** *living water*

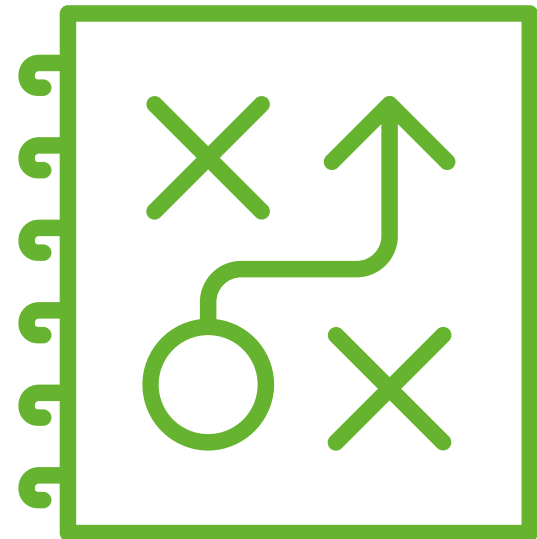
**WHAT'S NEXT?**

## WHAT'S NEXT?

### HOW AMBITIOUS SHOULD NORTHUMBRIAN WATER BE?

---

- Thank you for your feedback!
- We have only covered half of the aims/measures this evening, so we'll be coming back together in a few weeks' time to cover the rest.
- Continue to think about which aims and measures you want Northumbrian Water to perform highly in.



---

# **THANK YOU**

**See you for our next session on Tuesday 17 May**

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

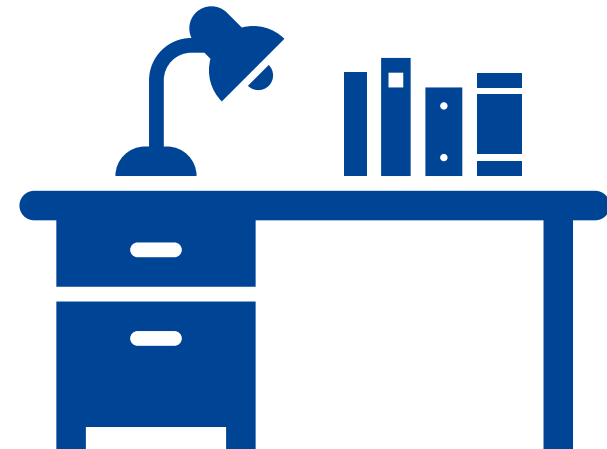
Essex People Panel Slides

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Measured in our greenhouse gas emissions.

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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.

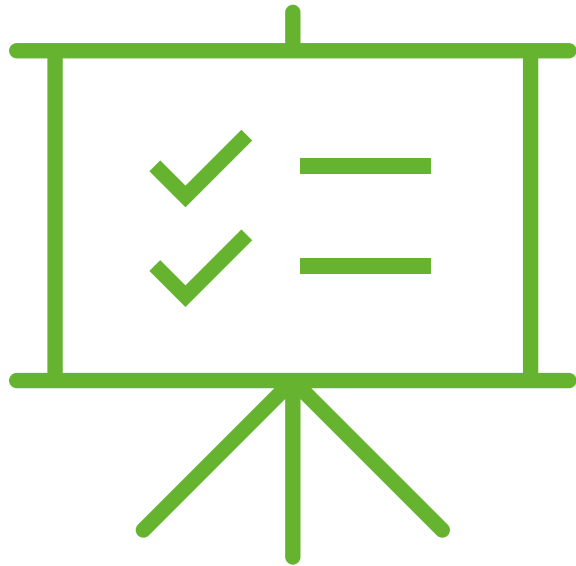
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## SESSION SUM UP

### 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
- Consider a number of the aims and measures we looked at in the last session
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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.

## INTRODUCTION

### WHICH MEASURES ARE WE GOING TO DISCUSS TODAY AND NEXT TIME?

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- There are some measures we aren't going to talk about in these sessions, because of one of the following reasons:

It's **technical** and therefore we don't think it's relevant or fair to ask what you think of it

The target is **comparative** to other water companies, so ESW can try their best in that area but ultimately don't have full control on whether or not it's reached as it depends on the performance of others

It's a target ESW is required to aim for – they have to do it to be **compliant** with rules set for them

## INTRODUCTION

### MEASURES THAT WE AREN'T GOING TO DISCUSS

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- There are some measures we aren't going to talk about in these two sessions:

#### Delivering world class customer service

Measured through customer satisfaction surveys

The 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.

ESW 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 ESW 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.

ESW will engage with operational workforce on this

Compliance

- For the remainder, we will go through each one to understand how ambitious you think Essex & Suffolk Water should be

# LET'S PAUSE FOR QUESTIONS



## THE MEASURES

### LEVELS OF AMBITION

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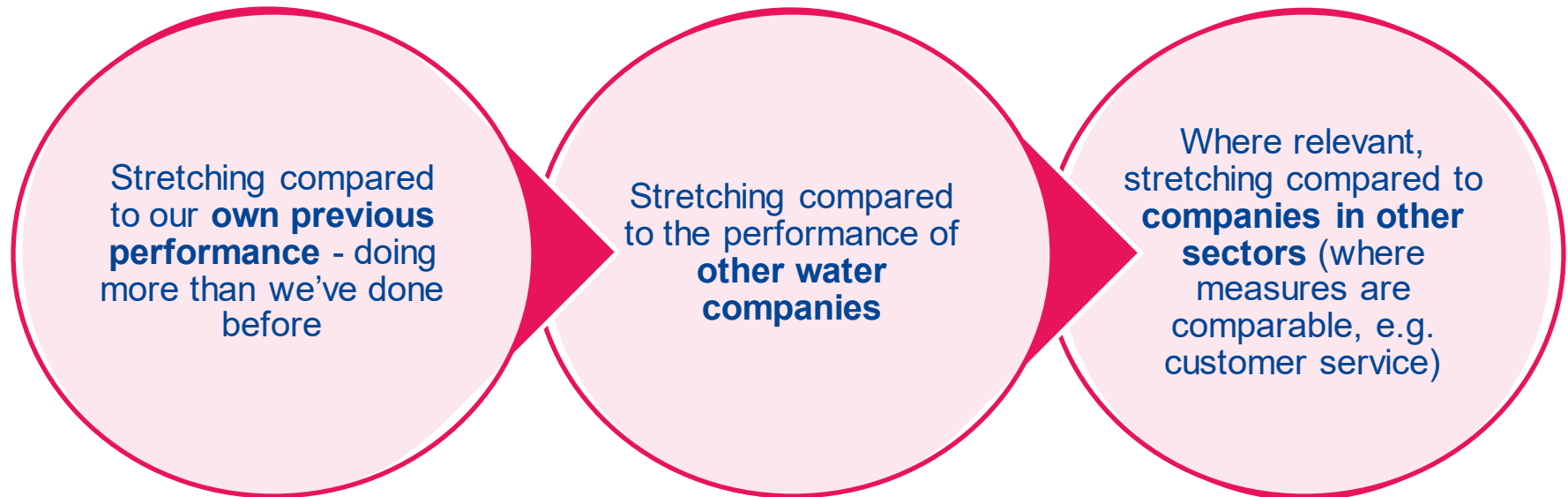
- We are now going to go through all of the remaining measures
- We will provide you with some more context for each one
- We will show you three target performance levels:
  - Reduced target
  - Target in line with our current commitment
  - An enhanced target
- You will then vote on how ambitious you 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 DEFINING AMBITION

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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 GET INTO THE AIMS AND MEASURES...

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

# THE MEASURES

## NET PROMOTER SCORE

Deliver world class customer service

- NPS is used in customer satisfaction surveys across the world to measure how satisfied customers are
- We can use NPS to determine whether we are delivering 'world class customer service to our customers'
- Customers are asked how likely they would be to recommend a company on a scale of 0 to 10 and a score is calculated from this
- The higher the score achieved, the happier customers are likely to be and the more likely they will be to talk positively about Essex & Suffolk Water to friends and family members
- We want to set a target on the net promoter score we achieve from our customers

Amazon =  
44

Apple = 47

First Direct  
= 63

Netflix = 49

NFU Mutual  
= 70

70 = world  
class



# THE MEASURES

## NET PROMOTER SCORE

---

Deliver world class  
customer service

- Our current net promoter score is 50 – this is considered very good
- We have an ambition to be world class
- Our performance in this score has changed over time...

In 2019 = 42

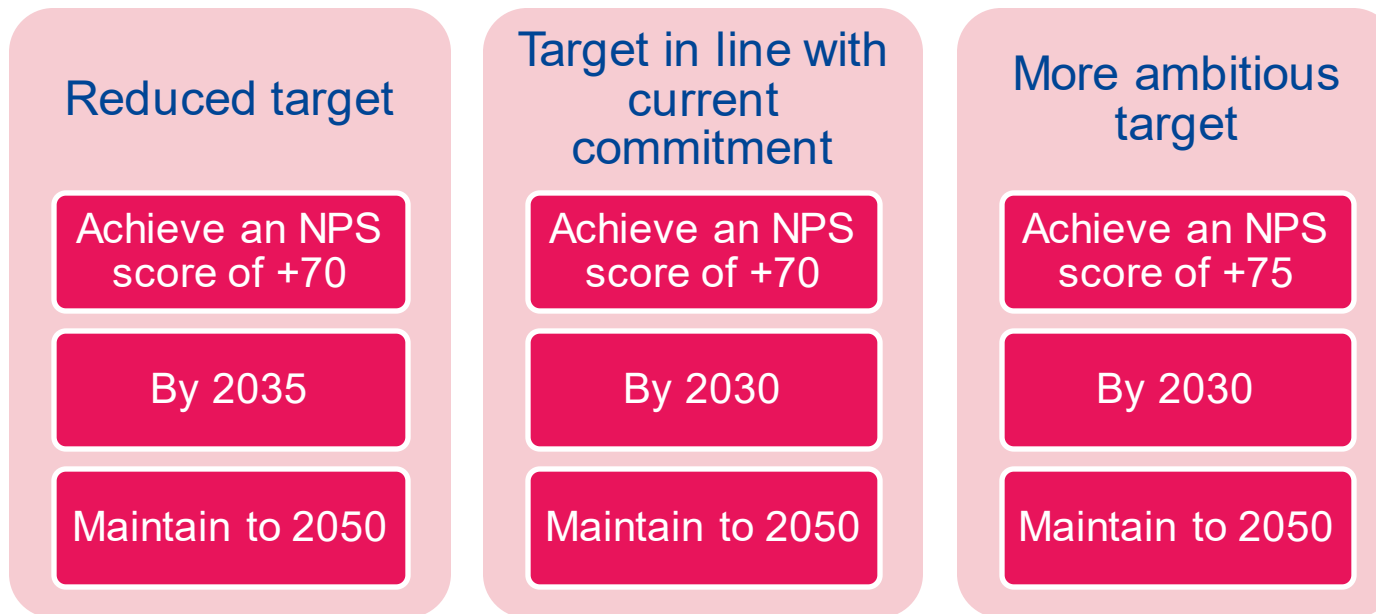
Now = 50

# THE MEASURES

## NET PROMOTER SCORE

Deliver world class customer service

- We want you to help us decide how ambitious we should be with our target for our net promoter score, which tells us how satisfied our customers are with aspects such as our customer service and involvement we have in their communities



# LET'S PAUSE FOR QUESTIONS



# POLL VOTE

How ambitious would you like Essex & Suffolk Water to be in their measure of 'delivering world class customer service'?

## Reduced target

Achieve an NPS score of +70

By 2035

Maintain to 2050

## Target in line with current commitment

Achieve an NPS score of +70

By 2030

Maintain to 2050

## More ambitious target

Achieve an NPS score of +75

By 2030

Maintain to 2050

## THE MEASURES INTERRUPTIONS

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

- This measure is about those occasions where water supply is interrupted
- Ofwat ask us to measure this based on water supply interruptions that are 3 hours long or more
- We measure it by adding together the total number of minutes properties are off supply (which meet the 3+ hour criteria) and dividing this by the total number of properties
- This tells us the average number of minutes off supply greater than three hours per property

Currently our customers' properties are off supply for an average of:  
**4 minutes each**

The best performing water company has an average of:  
**2 minutes 50 seconds**

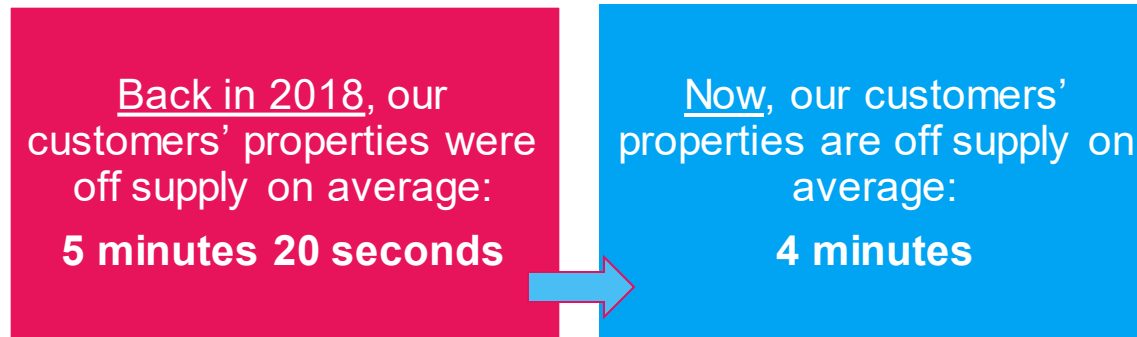
The worst performing water company has an average of:  
**1 hour 8 minutes**

## THE MEASURES INTERRUPTIONS

---

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

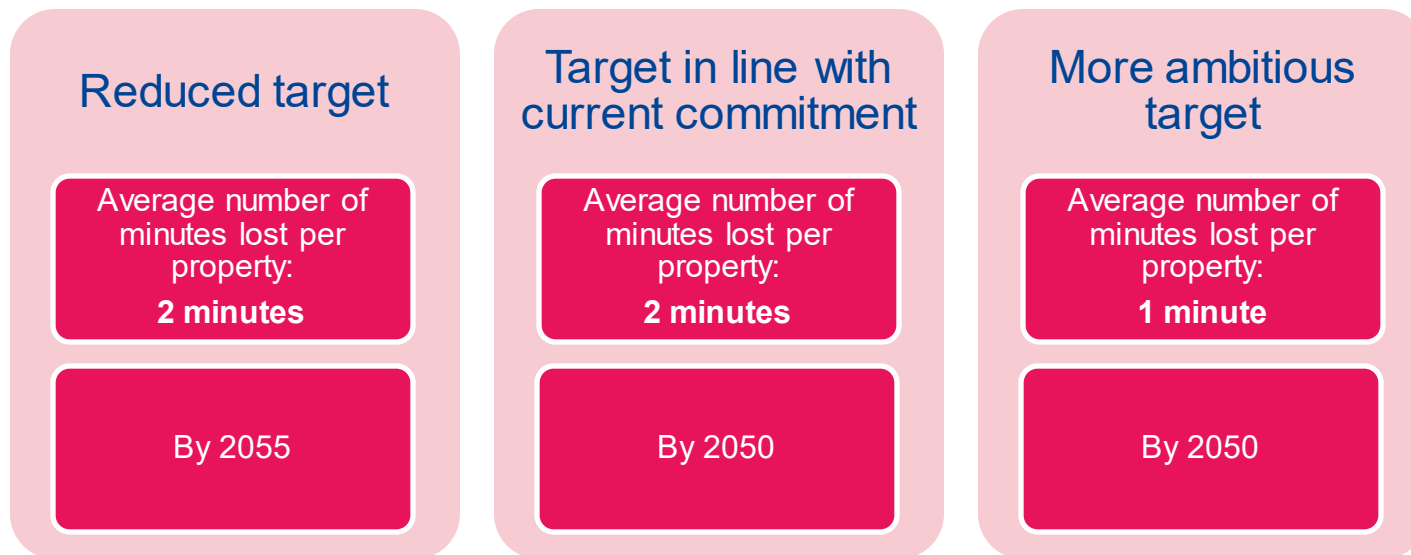
- Our performance has changed over time...



# THE MEASURES INTERRUPTIONS

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

- We want to know how ambitious you would like us to be in reducing water interruptions that last longer than three hours
- The more ambitious we are, the more resilient our water network will need to be



# LET'S PAUSE FOR QUESTIONS





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

# POLL VOTE

How ambitious would you like Essex & Suffolk Water to be in reducing water interruptions that last three hours or more?

## Reduced target

Average number of minutes lost per property:  
**2 minutes**

By 2055

## Target in line with current commitment

Average number of minutes lost per property:  
**2 minutes**

By 2050

## More ambitious target

Average number of minutes lost per property:  
**1 minute**

By 2050

## THE MEASURES

### INTERNAL SEWER FLOODING

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

- Internal sewer flooding is where water containing sewage enters a customer's home
- Internal sewer flooding can happen in severe weather, if our sewers are not able to cope with heavy rainfall and become overloaded
- Ofwat compares water company performance in terms of the number of internal sewer flooding incidents there are per 10,000 customers that the water company looks after

We currently have  
**1.89 incidents per  
10,000 customers**

The best performing  
water company has  
**1.33 incidents per  
10,000 customers**

The worst performing  
water company has  
**4.47 incidents per  
10,000 customers**

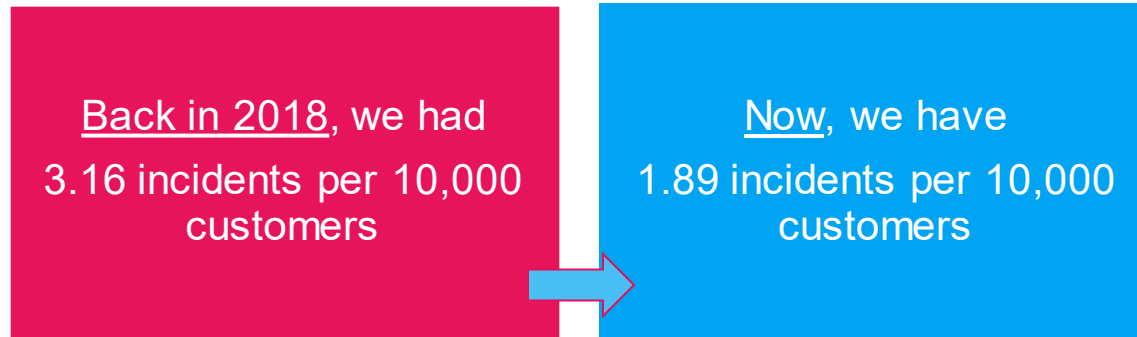
## THE MEASURES

### INTERNAL SEWER FLOODING

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

- Our performance has changed over time...



# THE MEASURES

## INTERNAL SEWER FLOODING

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

- We want to eradicate internal sewer flooding for our customers and we have heard from customers and Ofwat how important this is
- We therefore want to have zero incidents in the long term
- We can be more or less ambitious depending on how quickly we achieve this target
- The more ambitious we are, the more we will need to do to make sure our sewerage system can deal with severe weather going forward

Reduced target

0 flooding  
incidents in  
home

By 2050

Target in line with  
current commitment

0 flooding  
incidents in  
home

By 2040 and  
maintain to  
2050

More ambitious  
target

0 flooding  
incidents in  
home

By 2035 and  
maintain to  
2050

# LET'S PAUSE FOR QUESTIONS



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

# POLL VOTE

How ambitious would you like Essex & Suffolk Water to be in eliminating internal sewer flooding?

Reduced target

0 flooding incidents in home

By 2050

Target in line with current commitment

0 flooding incidents in home

By 2040 and maintain to 2050

More ambitious target

0 flooding incidents in home

By 2035 and maintain to 2050

## THE MEASURES

### POLLUTION INCIDENTS

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

- Pollution incidents can occur as a result of our operations, for example:
  - Sewer blockages or collapses causing wastewater to go into a river
  - Things going wrong at a wastewater treatment works
- We are the best performing water company in this area already, however we recognise that this is an important area for our customers and stakeholders
- We therefore want to eliminate pollution incidents going forward

We currently have  
**15 pollutions incidents per year** (per 1,000km of sewer)  
**We're the best performing in this area!**

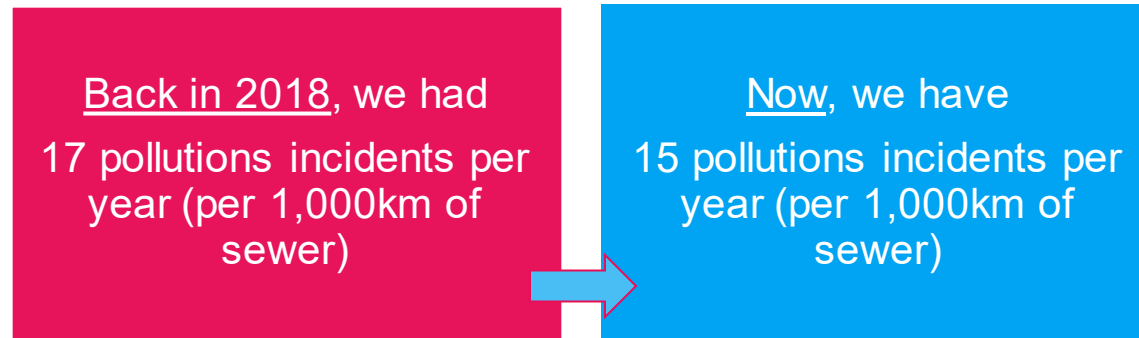
The worst performing water company has  
**144 pollutions incidents per year** (per 1,000km of sewer)

## THE MEASURES POLLUTION INCIDENTS

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

Our performance has changed over time...



**Remember!** We have 30,106 km of sewers

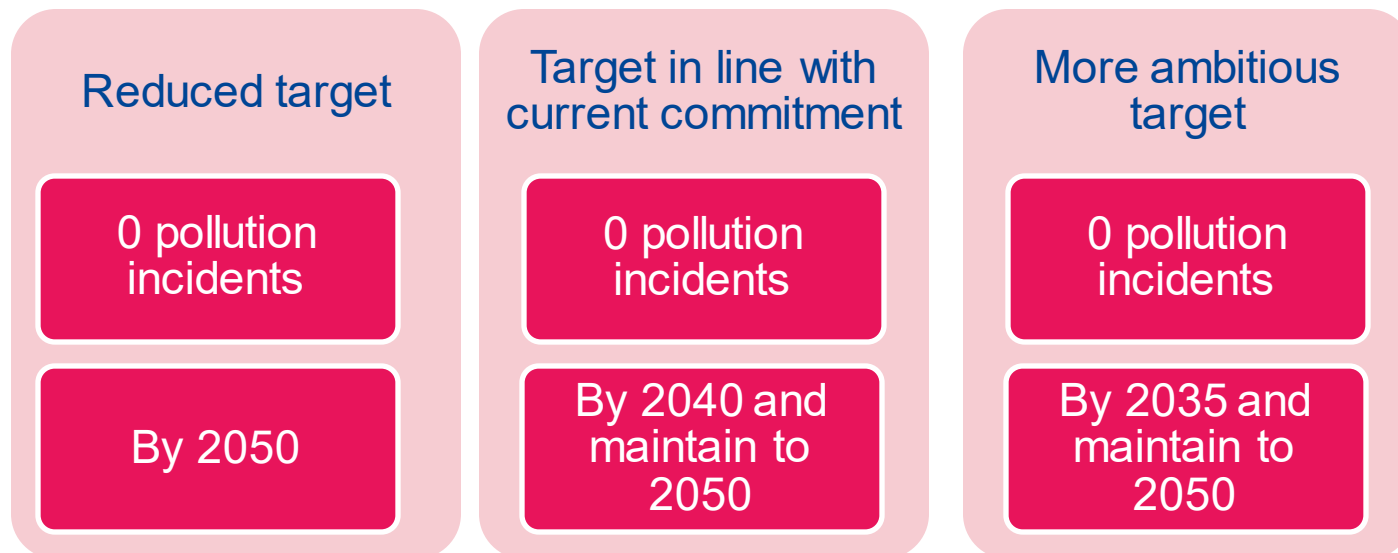


# THE MEASURES

## POLLUTION INCIDENTS

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

- We want to eliminate pollution incidents caused by our assets and operations to protect and preserve the environment
- However, we can be more or less ambitious dependent how quickly we achieve this
- The more ambitious we are, the more investment we will need to make sooner on things like monitoring and detecting possible issues sooner to rectify them before there is a spillage to the environment, as well as replacing or refurbishing equipment not doing what they should do



# LET'S PAUSE FOR QUESTIONS



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

# POLL VOTE

How ambitious would you like Northumbrian Water to be in eliminating pollution incidents caused by their assets and operations?

Reduced target

0 pollution incidents

By 2050

Target in line with current commitment

0 pollution incidents

By 2035 and maintain to 2050

More ambitious target

-

-

# INTRODUCTION

## NET GAIN IN NATURAL CAPITAL

---

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

- “Natural capital” is about natural resources like water, earth and living things like flora and fauna
- We want to leave the environment in our areas better than we found it
- We work to make improvements in and around water courses (like rivers) in our regions – we call this “blue space”
- This is a new measure in the water sector and different companies measure it in different ways – this means we can't compare how we're doing to others



## INTRODUCTION

# NET GAIN IN NATURAL CAPITAL

---

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

Examples of how we do this include planting trees or wildflowers around river banks, and promoting wildlife and habitats for them to live

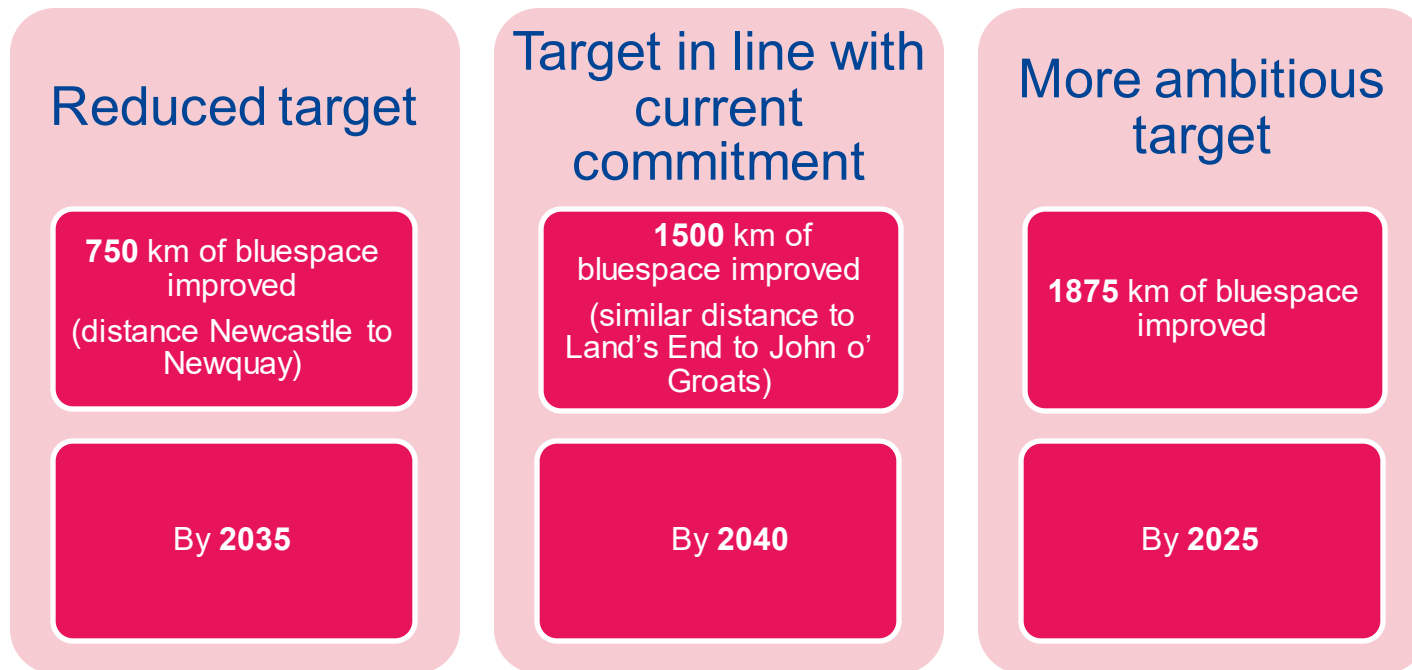


# INTRODUCTION

## NET GAIN IN NATURAL CAPITAL

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

- We measure this in the number of kilometres improved
- We can also be more or less ambitious in how quickly we achieve the improvements
- The more ambitious we are, the more we will have to invest in making improvements but the greater the net gain will be to local environments



# LET'S PAUSE FOR QUESTIONS



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

# POLL VOTE

How ambitious would you like Essex & Suffolk Water to be in their delivery of improvements to their water environments?





## THE MEASURES

### ENHANCING SOCIAL BENEFIT

---

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.

- This measure is part of the ‘caring for the long-term essential needs of communities’ theme
- It’s about how we can have a positive impact on our communities
- “Social benefit” = the total benefit to society from doing something
- We will measure the social benefit we create by measuring the amount of money that is spent with local suppliers, e.g. if we need to buy parts for a piece of equipment we will look to buy it from a local company
- This keeps money in the region, with local companies and people
- **We want to spend 60p in every £1 with local companies.**

How important do you think it is that Essex & Suffolk Water spends money with local companies?

**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.

# POLL VOTE

How important do you think it is that Essex & Suffolk Water spends money with local companies, for local social benefit?

- Not at all important
- Not that important
- Neither important nor not important
- Quite important
- Very important
- Don't know

## THE MEASURES

### ENHANCING SOCIAL BENEFIT

---

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.

- **We want to spend 60p in every £1 with local companies.**
- This measures the direct impact to local companies, i.e. the money they make from contracts with Essex & Suffolk Water
- But this money also creates a “ripple effect” – wider benefits beyond this
- For example:
  - Those companies have more income so they may then go on to spend more with other local companies
  - They can employ more local people
  - Those local people then have more money to spend in local shops and cafes, which means an increase in income for these businesses
  - Ultimately, the wider local economy benefits, and quality of life of local people improves

Do you think Essex & Suffolk Water should measure the ripple effect?

**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.

# POLL VOTE

Do you think Essex & Suffolk Water should measure the ripple effect of their spending with local suppliers?

- Yes
- No
- Don't know



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

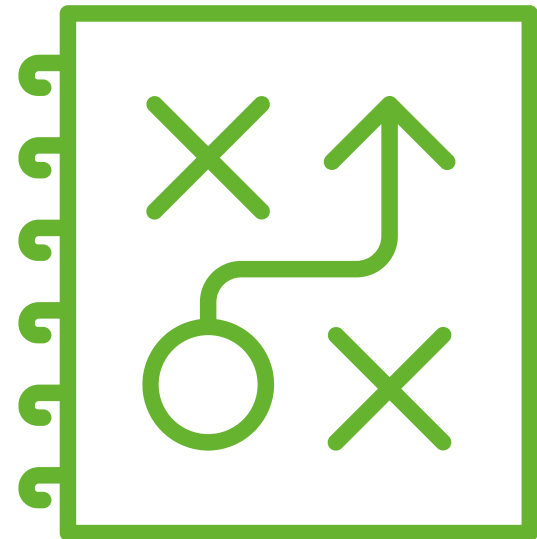
**WHAT'S NEXT?**

## WHAT'S NEXT?

### HOW AMBITIOUS SHOULD ESSEX & SUFFOLK WATER BE?

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- Thank you for your feedback!
- We have only covered half of the aims/measures this evening, so we'll be coming back together in a few weeks' time to cover the rest.
- Continue to think about which aims and measures you want Essex & Suffolk Water to perform highly in.



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# **THANK YOU**

**See you for our next session on  
Wednesday 18 May**