



CCW

The voice for water consumers
Llais defnyddwyr dŵr

**Anglian Water
Accountability Session
transcript**

14TH APRIL 2026

Attendance list

Mark Thurston	CEO of Anglian Water
Don Maher	Director of Customer and Operational Services of Anglian Water
Emma Staples	Director of Corporate Affairs of Anglian Water
Sian Thomas	Director of Strategic Asset Management of Anglian Water
Joe Greenwood	Associate Director of Taylor McKenzie Research (TMcK) – Lead facilitator
Bev Keogh	Independent Board Member for Consumer Council for Water (CCW) - Chair
12 x Participants	Water Voice Community Members under Anglian Water

CCW Chair: I'm an independent Non-Executive Director. I'm the Deputy Chair of the Consumer Council for Water. The purpose of the Consumer Council for Water is to act as the independent voice for water and sewage customers in England and Wales, making sure the customers are treated fairly and have somewhere to go and turn to when things go wrong.

We resolve complaints for households and businesses when issues remain unresolved with water companies. We advocate to government regulators as well on behalf of customers, and we push for things like better service, fairer bills and contribute evidence in research to shape water policy and affordability support.

Simply put, we're the water watchdog. We're running these water industry consumer accountability panels, and the purpose of Water Voice is quite simple but it's very important. It's to give customers a stronger, more direct voice in how their water company performs, communicates and improves.

So, quite frankly, the session tonight is about accountability. It's an important opportunity for customers to question senior leaders from Anglian Water directly about the issues that matter the most to them, about where improvement is needed, and about what will change as a result of this discussion. And it's my absolute privilege to be chairing tonight's session.

But to be clear, this is not a complaints hearing. It's not a technical inquiry. It's a structured, customer-led conversation focused on accountability, learning and agreeing clear but practical actions. The topics that we are going to cover this evening haven't been chosen by the company or by us at the Consumer Council for Water. They've been shaped by customers through ongoing surveys and discussion within the Water Voice panels and the Water Voice panel for Anglian [Water] are here with us tonight.

It's important for everybody to understand that this is their agenda as customers. But before we formally start the session, I just want to set a real clear tone. I expect this to be a respectful but a challenging discussion. Customers should feel able to speak openly and honestly about their experiences and expectations. I will keep us to time, but I will manage time around agreement and giving customers enough time to speak, as well as giving the opportunity for water companies to answer questions fully as well, so both feel fully supported this evening.

And equally we expect some clear and transparent responses from the Anglian Water senior team. The company will have five minutes to respond to each question. There will be three questions posed this evening. We will have a timer on the screen to help us with the time management, so if the company can please limit jargon, stick to providing some clear answers to the questions asked, hopefully that will limit the interruptions from myself if there's a risk that questions are not being answered, if we're not sticking to time.

The session is being fully transcribed and it will be published. A summary report will follow and the company will be expected to publish an action plan responding to commitments made this evening.

Transparency is really key and it's a real key part of what we do to make this process feel quite meaningful. So in terms of ground rules, we're going to take one person at a time. We'll keep contributions focused. We'll concentrate on forward-looking actions, so what will change, by when, and how will customers know.

And now I'd like to briefly introduce those joining us this evening. Firstly, our independent lead facilitator from our research agency partner, Taylor McKenzie, who are working with us at the Consumer Council for Water to facilitate the full end-to-end water programme, so Joe Greenwood's with us tonight, we'll hear from Joe in a second. Joe's going to guide the discussions to ensure that all voices are heard.

And representing Anglian [Water], from their senior team, we have their Chief Executive, Mark; the Director of Customer and Operational Services, Don; Director of Corporate Affairs, Emma Staples; and the Director of Strategic Asset Management, Sian, and it's my pleasure to have you all with us tonight, and thank you for giving over your time.

Now I'm going to hand over to you, Joe, for you to take us through the next part of the discussion. Thank you.

TMcK Facilitator: My pleasure, thank you, Bev. Hello folks, nice to see you all again. Nice to see you folks from Anglian Water as well. I'm going to spend about five minutes or so just introducing the session, and I suppose this is for everyone's benefit, just so that we're all very clear on exactly how the process will work. You will feel reassured about how your data's going to be used and things like that. I think I said in the briefing session that this'll be the most boring part of the session, and it'll 100% be the case again as I go through these, but it's important that we share these aspects of it.

I'm going to go through this and then we'll get you guys to introduce yourselves just before we get into the actual question as well. The first thing for me to cover off is the transcription and recording element of this. You'll have been explained this a few times as we've been speaking to you before you came and joined the process.

The session is recorded. We're recording currently, and the reason that we do that is that obviously there's the element of transparency that Bev was alluding to here, and we want to make sure that everyone has the opportunity to read essentially what happened during these sessions. You've all been asked to join, first name only, and throughout this session we're only going to use our first names if we use them at all. I'll ask you to answer questions and feed into the conversation, and I'll only use your first name to do that.

As we sort of touched on already before the session started, we're going to have these questions answered during the session by the water companies and you guys will have the opportunity to feed back and ask questions and comment on that.

The transcripts that we create off the back of the recordings, we do that within about five days of the session taking place, and you'll have the opportunity to read those transcripts, if you choose to, before they're fully published. If you, for example, say something during the session that – we all do it sometimes, wake up going, “Oh why did I say that?” and you don't want it to be something that is printed, it absolutely doesn't need to be. We'll give you the opportunity to find what you want to remove and tell us to remove it, and we won't ask questions, we'll just do it. So if, for whatever reason, you do want that to happen, please just let us know and we're happy to facilitate that.

The purpose of the transcript is to accurately reflect the discussion and the actions agreed. It's not about singling out individuals in the transcript. You won't be named at all. You'll be called participant or panellist 1, 2, 3, 4, up to I think it's 12 of us, is there 11 of us? That's that part of the process. If you've got any further questions about that at any point, please do just get in touch with us after the session. We're happy to speak to you about that.

I've touched on this already before we joined the call itself. The way that the process is going to work today is the same for three questions. A customer will ask the question. If

you're asking a question, you know you're asking a question, so don't be sitting there worrying about whether or not you have to ask a question or not, okay. Then Anglian Water will have about five minutes to respond, or at least five minutes to respond to the question rather, and then from that point on, me and you guys will have a discussion about the answer, how you felt about the answer that was given, what you liked, what maybe was not very clear or what could be better from your perspective.

And the whole process is about understanding what actions you would want to take or you would want Anglian Water to take as a result of what you think of the answer, etc. That'll be quite discussive and you guys were amazing at the briefing session. I think everyone's hand was going up to say stuff, so please do that again, because it made my job unbelievably easy.

Okay, what we'll then do is, in the background, while we're talking and while Anglian Water are talking about their answers, my colleagues are in the background recording this all onto a PowerPoint deck, and once we've had a discussion about that and the actions and things, we'll share the deck with you, and we'll look at it together and we'll look at the things that Anglian Water say they're currently doing, we'll look at the things that they have said they're working on implementing in the future, and then we'll look at the actions that we as a group or you as a group have come up with, and we'll talk a little bit about them to make sure that they are what you want them to be ultimately.

Once we've got that, it'll take about maybe 15, 20 minutes to get from the start of that process to the end, and once we're happy with that, once you guys are happy with the actions, we'll then hand back to, or Bev will hand back to Anglian Water to respond to the actions that you guys have said, and at that part of the process it's really just about raising red flags where they don't think that something is feasible or they want to clarify something or whatever it might be.

I think we've covered everything. The only other thing to say is that this is a webinar, so there are people who are not in this room who are viewing it, can view the session. We've got some of Bev's colleagues from CCW who are viewing. We've got some people from Ofwat, and we'll have some people from Anglian Water viewing as well. Any questions before we get started with the full session or are we all kind of happy? Yeah, amazing.

Okay, worst part of the night for you guys then, I want to go round the room and just really quickly get you to introduce yourselves to me, if that's okay? I'm looking for almost no information. All I want is I want to know your first name and I want to know where you live. All right, super easy. Community Member 1, you just came off mute so I'm going to go to you first if that's okay.

Community Member 1: Yeah, my name's Community Member 1 and I live in Norwich.

Community Member 2: Good evening, I'm Community Member 2. I'm from [inaudible]Snettisham, Norfolk.

Community Member 3: Good evening, my name's Community Member 3 and I live in Northampton.

Community Member 4: Hi, I'm Community Member 4 and I'm from Kings Lynn.

Community Member 5: Hi, I'm Community Member 5 and I live in Northampton.

Community Member 6: I'm Community Member 6 and I live in Bedford.

Community Member 7: I'm Community Member 7 and I'm from Northampton.

Community Member 8: I'm Community Member 8 and I'm from Irthlingborough.

Community Member 9: I'm Community Member 9 and I'm from Colchester.

Community Member 10: I'm Community Member 10 and I'm living in Northampton.

Community Member 11: Hi, my name's Community Member 11 and I also live in Northampton.

Community Member 12: I'm Community Member 12, I'm from Colchester.

TMcK Facilitator: Bev, I'll hand back to you.

CCW Chair: Thank you. Thank you, Joe. We're going to go to Community Member 7. Community Member 7's going to ask the first question. The first question will be displayed on the screen, and I understand that Mark, you and Don are going to respond to the question, and in responding it would be really helpful, both of you, if you would be as specific as possible, set out maybe what's in place, what's planned, what will change, but I think first and foremost make sure that you answer the question. The timer will go on the screen, on Joe's screen, and hopefully that'll help us keep to times. So, Community Member 7, over to you.

Community Member 7: Thanks, Bev, and thanks for the opportunity to ask a question. Bills have increased with little explanation. It also isn't clear where the increasing amount of money we pay actually goes, as well as how bills are calculated, for example, standing charges and metered and non-metered charges. I would like to understand how decisions are made when it comes to bill increases and how our money is spent and where it goes. What steps will you take to ensure information like this is more proactively shared with us?

Mark Thurston: Okay thanks. Good afternoon, folks. I'm Mark, I'm Chief Exec. Just 30 seconds by way of intro. I've only been in this job just 20 months. I've moved into the region. I'm not originally from here, so excuse me if I don't know all of the [inaudible] of the whole of the East of England, I've got to learn them, but I now have a place, I'm a customer of Anglian Water myself here in [redacted], and my focus since I've been here is to get the organisation set for the next five-year period, and to face question, we're very live to the bill increase and driving our performance in a way that customers feel that they get value for money.

I think I'll just say three things, Community Member 7, to sort of start the answer to your question, and then I'll let Don, who runs our customer system and can bring more colour to that, to the answer. Firstly, we're live to the fact that bill increases aren't welcome. It's clear to me, I'm actually an engineer by trade, and one of my observations since I've been in this role is there's been a chronic underinvestment in our assets for the last 20, 25 years. That has kept bills low and inevitably now we're seeing that bill rise, so we need to make sure we answer your question.

Pleasingly we're seeing where that money's going to go now and we can see a level of investment for this region that will create a level of water resilience and environmental compliance for the next five years and beyond, and certainly we've seen that in the last year of AMP7¹, in the first year with this AMP8, I think we understand the five-yearly AMP cycles, and I think reality is the sort of level of investment we're seeing now into the assets, our water assets here in [the] East of England, that's going to be sustained frankly for

¹ Asset Management Period 7

some time, so I think it's helpful that we get an opportunity to engage with customers like this, so you do understand that bill increase, what it's going on.

That's sort of the backdrop. I'm going to perhaps ask then Don to deal with the specifics as to how it gets calculated and where that money goes. So Don, do you want to pick up from there?

Don Maher: Yeah, thanks Mark. Good evening, everybody. As Mark said, I'm Don, I'm the Customer and Operations Service Director at Anglian [Water]. I've been in post a little over a year. Very fair, legitimate question in terms of quite an increase from the last five years to this five years, so completely understand where you're coming from on that front.

I suppose there's probably a number of different elements here, so I'll try not to use too much jargon, but some of the things, decisions that we make are made for us and where we must invest by our regulators or by stakeholders like Environment Agency in terms of improving river quality, health of rivers as part of that, so some of that is fixed for us in terms of that.

Some of them is where we make trade-offs in terms of some of those things we'll do. In the Anglian region, through climate change we are losing access to some of the resources that we had previously, so we've got to try and use less water. One interesting stat is since privatisation back in the '90s, we put the same amount of water into supply today as we did at privatisation, so we've had to do a whole lot of things to reduce consumption in terms of leakage management.

But one of the things that I think matters most to customers in terms of where your money is being spent and where you get something back directly through your bills is our smart metering programme. We've got great penetration of metering. We think that's the fairest way, our customers think that's the fairest way to charge, but one of the things we're putting, we've got 1.3 million smart meters in the ground and we're working our way through. So that happened in the last five years, we've got five more years to do that.

And what that's trying to do is help to put power in our customers' hands to decide, to understand how they're using their water, where it's going, and trying to save some money off the back of that. So what we're seeing at this moment is each smart meter is a savings of £23 per year through finding leaks that customers – and we know customers, from feedback, is they hate waste. Customers, you guys don't like waste, so people are reacting to those alerts to say, "Actually I'm losing water at two and three o'clock in the morning, nobody's up, everyone's asleep," so that's there.

And also kind of changing how you use water, so simple things like turning off the taps while you're brushing your teeth. That's about £12 saving per year-

CCW Chair: Don, just to interrupt, sorry, just a quick time, you've got 30 seconds left. I'm happy to give another two minutes for you to answer this question, but can you make sure that you tackle the point around what steps you're going to take to ensure information like this is more proactively shared with customers as well, please?

Don Maher: Yes, super, thank you, Bev. The second part of that question is, yeah, we recognise we need to do more on that, so we're always trying to improve that. One of the things that we did this year, for example, is we went to, we've got an online community where we ask questions and we get feedback. We got 200 of our customers, we asked them this very question; actually how do we explain this a bit more, recognising the step change in investment?

And one of the things they said to us, we've previously traditionally talked about the average bill, but across two and a half million customers, I've yet to find the average bill payer in that two and a half million customers. So how do we make this more meaningful as part of that?

One of the things is not to use that approach, so what they came back with to tell us was actually what we should do is explain for every £1 of your money and your bill, where does that go? Simple things like 47p in that bill of that £1 goes to the day-to-day running of the business, so paying staff, energy prices, tax and licences that we've got to pay, but 40p goes into improving services, maintaining the existing services, and also improving the network, so where we invest in. And then 13p of that goes into paying our interest, so we borrow money to be able to fund some of this investment and we've got to pay back that, like a mortgage in the same way that most people in this call would have it in there.

So trying to explain that a little bit better is never done. There's always different ways to communicate. We use different channels, through email, we sent about 50 million emails last year to our customers trying to explain this, trying to contact our customers and give them the information we need. So I'm really interested in the next few minutes in terms of what you've heard, where we can do more about that, what works for you, and what we can take away and how we can continue to improve on that journey, to explain what is a very valid question from the customer panel.

Mark Thurston: And maybe if I can, just by way of sort of big picture, Anglian [Water] customers didn't go off water last summer, and we had a one in one 40-year heatwave, Community Member 7, and that's I think a symptom of investment in our water system that's very resilient and has been for decades, but reality, to Don's point, we need to continue to invest in assets that keep customers on water for the next generation, so a big chunk of that money will go into our water assets for the next 10, 15 years.

CCW Chair: Thank you, Mark. Joe, hand over to you.

TMcK Facilitator: Thank you so much. I suppose the first question that I'll go, and Community Member 7, I'll go to you first since you were the one that asked the question here, I want your feedback on the answer that you got there, if anything stands out to you positively or negatively in terms of the answer and any questions that you've got or any thoughts that you have about what was said.

Community Member 7: Yeah, it was interesting on the breakdown of £1. That was a really good way of explaining it. One of the things my question touched on was the metered versus non-metered charges; the fact that there's still people out there that are not on water meters, and obviously they're loving life, having 10 baths a day, and it's just interesting to know how that works and what the plans are for that in terms of billing.

TMcK Facilitator: Okay, sure, so still some transparency that you want to see in that regard, Community Member 7. I want to open up to the rest of the group in terms of that. Community Member 9, you've got your hand up. I'll let you jump in if you want to speak on this one.

Community Member 9: Yeah, all it is, I heard the £23 per year saving. That's how much is being saved. Is that per person or per household?

TMcK Facilitator: We're not going to treat this as a kind of Q&A at this stage, Community Member 9-

Community Member 9: Sorry.

TMcK Facilitator: No, no, you're absolutely fine. It's important that you do raise questions and it's for us to note these questions down and figure out a way that you can get the answers to these, so no, that's absolutely spot on. Any other comments, questions, thoughts about what we heard from Anglian [Water] there? Was it a good answer? Are we unsure about the answer?

Community Member 11: The bit I found interesting was obviously there's money borrowed against the infrastructure and things like that. Is it possible to know like how large that loan is and like how ... obviously they've spoken about the five-year plan so far, but going forwards to the next five-year plan, would that then always be something that'll be added to the bills, or is there a view to have some sort of resource that there wouldn't have to be, so that our money can basically be used in a more efficient way rather than paying off loans and debts?

TMcK Facilitator: Why is that important to you, Community Member 11?

Community Member 11: Because essentially those costs are being reflected back to us and the value for what we're getting for our money essentially, if there is a view to build up a resource or a pool of money then we obviously know that going forwards, in the future there'll be more efficiency there and our money can then obviously be used more effectively and we obviously can get more in return, rather than obviously paying off interest payments.

TMcK Facilitator: Okay, so you want to understand how that works, essentially, in terms of the structure of that and what it means over that period of time. Any other thoughts, comments, questions, etc, about the answer that Anglian Water gave there? Community Member 6?

Community Member 6: I just wanted to raise the point about standing versus metered charges and how that is calculated and impacts big households versus small households.

TMcK Facilitator: Okay, so explain that to me. What are you wanting to know and what do you want Anglian [Water] to do in terms of answering that?

Community Member 6: It's mainly around what we discussed a few weeks ago that it seems as though a standing charge is fixed per household, irrespective of the size of the household and the usage of water.

TMcK Facilitator: Yeah, okay. Community Member 4?

Community Member 4: My feedback on that would be what's the plans to introduce more smart tariffs, echoing what others here have said, one standing charge for a four-bed house, the same standing charge for a studio flat. Is there going to be any more smart metered, smart tariffs sort of thing?

TMcK Facilitator: We're raising a lot of questions and we raised a lot of questions at the briefing session, and I suppose what I want to understand is what you guys want Anglian Water to fundamentally do off the back of the discussion that we had last week. Tell me a bit about what you guys want, if we can frame it in that way. My colleagues are in the background now writing actions and things, and they want to know what you want Anglian [Water] to do off the back of the discussion that we've had. Community Member 9?

Community Member 9: I mean I feel like I'm stating the obvious, but isn't it just time to completely get rid of non-metered, just get rid of them all now, because it's so unfair at this point that some people, like someone said earlier, they can have eight showers a day

and it makes no difference. Other households have disabled people that need more water but it's too expensive, so they're having to shower less. I'm disabled myself and it takes me a while to shower, so I use a lot of water.

I know that also, off the back of that, Anglian Water were doing a scheme where you could go through like a set of questions and potentially get put on a cheaper tariff, and I wondered if that would ever be coming back because that was actually really helpful. But it ran out for me six months ago and I'm struggling again now. I don't know if that's any good as a question. I'm just-

TMcK Facilitator: 100%, yeah, nothing off the table just yet, Community Member 9. Thank you so much. I'm sure that Anglian [Water] will be able to answer that point on the smart meter rollout and things when they've got a couple of minutes after this. Community Member 7?

Community Member 7: One action for Anglian Water, maybe it's a bit out there, is there any way of doing away with the standing charge and increasing the unit cost, because then that would give customers more of an incentive to save money and save water?

TMcK Facilitator: Yeah, absolutely, we can take a note of that. Okay, what else? We're moving now, I think. What else do we want Anglian [Water] to do? You guys came up with the question that we've asked or questions that we've combined here. Is there anything missing from their answer, anything that you want them to do?

Community Member 9: Personally yeah, I know we've gone into the £1, how much of it goes where, but I think something clearer would be good. I know that sounds like it's clear, but it isn't really. It would be good to have, yeah, you've got the £1 and this is what's for that, and then maybe something that just explains a little more about each thing and what's actually being done with that money on a separate page, just so that it's there if someone wants more detail.

TMcK Facilitator: And when you say that it makes it clearer for you, Community Member 9, what do you mean by that? How would that – what does clear mean to you, I suppose is the question?

Community Member 9: Okay, so like a, you know, at the moment it would show the £1 and it'll show a percentage going towards, I don't know, sewerage, and then maybe on the following page there could be a bit more detail about exactly what improvements have been made or what has changed recently or something that's relevant to that. And the same with all the other percentages, like just a bit more of an in-depth, "yes this is what we're doing, this is what we've been", you know, almost like a recent update kind of thing, and a "moving forward, this is what's going on". I feel like I'm making it sound complicated, it could probably be simpler, but for those of us that want to read into detail, it would be very helpful.

TMcK Facilitator: Community Member 5, I'm going to go to you and then I'm going to go to Community Member 6.

Community Member 5: Yeah, just a quick note on that one, do we have, because I can't find it, I've got my Anglian [Water] app open at the moment, I can't find it; is there a visual representation of that, sort of like a pie chart, something like that that you can look, because I'm not an in-depth person. I'd rather see a visual, what have they spent the money on, what's it about.

TMcK Facilitator: What does that look like in your head, Community Member 5?

Community Member 5: A pie chart basically with the different portions of it telling you what they've spent what on.

TMcK Facilitator: And where would you want that to be?

Community Member 5: Somewhere on their website because that's where I would go to for information.

TMcK Facilitator: Community Member 6, on you go.

Community Member 6: Yeah, just a quick point on the metering. I heard what the gentlemen from Anglian [Water] are saying about the rollout of smart meters, and I fully understand that it will take time to fully roll that out, but I'd like to understand, what is the priority for the future rollout of properties without meters? Would it be, for instance, those already on analogue meters versus those who are non-metered at the moment or would it be prioritising urban settings or perhaps rural hard-to-reach settings where there might be a weak Wi-Fi signal to transmit the data from a smart meter?

TMcK Facilitator: Okay, so understanding how things are prioritised and how the plan works. Where would you expect to see that information, Community Member 6? Where would you access that?

Community Member 6: I mean for me, I would focus on those who are non-metered at the moment versus those who are on an old analogue meter, and it has to be an equal priority with urban versus rural for me. But that's just my view.

TMcK Facilitator: In terms of getting that information to – I guess we're in a privileged position because we're on this call, right, but if we're thinking about the average customer, where would you expect that information to live so that, you know – for example, they've got this plan of how it works and you want to see that. Where would you expect to find it or where would it live?

Community Member 6: I think, you know, not everyone's interested in this sort of information, but it needs to be accessible and perhaps advertised on the company website.

TMcK Facilitator: Community Member 1, on you go.

Community Member 1: Thank you. Just going back to where they said a certain amount of money is reinvested, a certain percentage of the £1 is reinvested, I'd like to see where that money's been spent in the local area, like what money's been spent on what, what has been reinvested in the local area, what the upgrades have been with that amount of money, just to see where they're spending that percentage.

TMcK Facilitator: Where would you expect to access that information?

Community Member 1: I think even on the bill that you get, like if they're doing a breakdown of this amount per £1 goes to reinvestment, just to see what they've spent the money on. They could say like, "This amount of money's gone to," like what it's actually gone on. I know it gets reinvested, but on what?

TMcK Facilitator: Okay, brilliant. Anybody else got any further comments or thoughts on this particular question? If you want to look at the question again, I've shared it in the chat, so you'll be able to see it on the right-hand side if you do have any further comments. What I'm going to do next is I'm going to share my screen with you, so I've given my colleagues a couple of minutes to combine – Community Member 3 I can see you've got your hand up.

Community Member 3: Just coming back to the question where one of the answers from the Anglian [Water] representatives, I'm very sorry, I can't remember which one it was, but you talked about losing access to water. Well, those sort of things for me are quite important and I think if we're looking at where you have to invest then it would be, you know, "This is one of the things we have to invest in because." If we're losing water, that's a very concrete thing to the customer to know and it also flags up your point of how people can save water, because it is more difficult now for you to find the water that we need. So tying those into the information on the bill I think is one way of letting people know what you're investing in and why.

TMcK Facilitator: And why is that important to you, Community Member 3?

Community Member 3: I think it comes back to if water is less available, then we need to be more careful in how we use it as the customer, because otherwise this cost is going to go up. So we are in fact tied into the amount of money that's, you know, if they're going to have to invest hugely because water is being wasted, because they have less access to it, therefore they need us to be more careful, water is going to cost more in that sort of circle.

TMcK Facilitator: So you can see both sides of that almost in a way as well.

Community Member 3: Yes. I think people need to know what sort of investment and why.

TMcK Facilitator: Any other thoughts on this before we move on to the next part? Okay. Apologies, my PowerPoint keeps crashing, so I've got it on the right page and I'm really hopeful that I'll be able to share it and nothing's going to go wrong. I have restarted it. What I'm going to do is we're going to talk through a list of what we see as being kind of the ideal response. As you've been talking, we've been noting down what you've been saying, and if you just bear with me, I'm going to make sure that it all works perfectly and I can share my screen.

What we'll do here, I'll read through the ideal response that we've discussed and we've put together. I need you guys to feed back and tell me whether or not we've got it correct, whether anything needs changed based on what you've been saying, etc, etc. Hopefully you guys can see my screen okay.

CCW Chair: I can see it.

TMcK Facilitator: I'm going to zoom into – there's loads and loads of text in here, we're only really interested in this part, so I'm going to zoom in and I'm going to hope it doesn't crash because that's going to be really annoying. We'll run through this, I'll go through the whole list and then I'm going to hand over to you guys and you can tell me what you think about the points here, if we've captured everything correctly. Please bear in mind, they've been capturing these points as we've been saying them, you can see that they're still writing them, but if we have to make any changes, they won't be offended if something isn't captured perfectly.

The first point we've got is clarify company borrowing (size and scale), what happens after the five-year plan is over²?

Clearly communicate how you calculate standing meter charges and the impact on small versus large households.³ Proposal to remove metering, remove - it was standing charges I think – entirely rather than meter charges, if you can make that change for me.

² Action point 1

³ Action point 2

Potentially increase unit cost and lose standing charges, yeah, I think that's covered then, and tariffs for vulnerable customers reintroduced was another point.

Clearly explain the smart meter tariff scheme,⁴ so I think that was your point that you raised, Community Member 6, around about how that rollout works overall, point 3.

Number 4, create a clear, accessible, "Where does your £1 go" document,⁵ so a couple of comments around about this, from you, Community Member 9, talking about sharing quite detailed information or having access to quite detailed information where it was needed, and Community Member 5, I think it was yourself that said that actually just a pie chart with a fairly clear breakdown of where money went would be helpful, so the use of visuals, etc.

Explaining future priorities for smart meter programmes⁶ and how that rolls out. That potentially feeds into point number 3 as well.

Community Member 6: That's non-metered versus analogue, by the way, for the priority for future. Should it be non-metered or analogue which takes the priority?

TMcK Facilitator: Okay perfect, we'll capture that. And clarify future company actions,⁷ customer communications was a point there, but I think we're going to talk about that more tonight. I'll give you a second to have a quick read through the points here, and this is your opportunity to feed back and make sure we're capturing everything that we want to capture by way of an action. You can add new actions if you want to add anything new based on the question, but I will give you a second to have a quick read and then, yeah, please do jump in.

Community Member 11: Can I just ask a question? I don't know whether it's clear on there or not, but basically is there somewhere where we can get a timeline to show where customers will see the benefits from the current investment? I don't know if that's possible to add or if that's already been covered, but I'm trying to read that-

TMcK Facilitator: No, let's add that. Where does that live on our page do you think?

Community Member 11: It'll be somewhere under investment, wouldn't it? Because it'll be good to know the timeline for that. And then there's a couple of other bits. Where we're talking about, you know the five-year plan and for the financial side of it, it'll be interesting to also know the company borrowing, like size and scale. I don't know if that can be added in there at all, or if that's something they'd be able to share.

TMcK Facilitator: We can add that in. Anything else you want to add to our list of actions? Are we happy with them? Is there anything that we want to change, anything you don't understand here, because I suppose what's important from our perspective is we get these right so that they then go on to form the basis of an action plan essentially. That's quite important. Community Member 9?

Community Member 9: I just thought I'd expand on what I meant earlier about going into more detail, but at the same time feed it into the idea of the pie chart, because basically what I think should be is that there's both available, so that you can just look at it as a pie chart and then understand it quickly, but if you want more detail, you click on a link or something, or if it's a paper bill, on the back page or something, just a slight, yeah.

⁴ Action point 3

⁵ Action point 4

⁶ Action point 5

⁷ Action point 6

TMcK Facilitator: So the opportunity to choose how much information you want to engage with, Community Member 9.

Community Member 9: Yeah exactly, so you've got a simplified option and a more in-depth option as well so that everyone can access it if they want to, or just use the pie chart.

TMcK Facilitator: Great, okay. We've got a few comments in, people are happy with what we've got so far. Any final comments on this that you want to make? You can see it's still moving around and being written on, which is the way this thing-

Community Member 11: I've got a really cheeky one. It kind of goes on to what I was saying earlier on about the borrowing and all of that, and it might help give you a bit of clarity when positioning the question, but if there's a plan to reduce borrowing, like we spoke about in the plan after the five years, but if there's a way of showing what reducing borrowing would be, if there's an intention to do that and that how that'll translate into customer benefit and lower increases, and provide like how that would also work with more investment or even both.

TMcK Facilitator: Yeah, I understand. I think that kind of level of detail's probably quite important when it comes to these kinds of things; you can actually see what it looks like. On the right-hand side, you can't quite see this yet, but we've got a timeframe question, and I think it's really hard for us to figure out what would an acceptable timeframe be for these different actions, but we're going to give it a quick go, even if it's just short term, medium term, long term.

And we don't have to do them all, but I'd love to get your – you can see we're crashing again already, so that'll come back in a second – but in terms of these actions, how short, medium or long term do we see them being? Does anybody have an idea in their head of when they would want to see some of these implemented, or are we unsure? And it's okay if we are.

CCW Chair: Quick time check, Joe, if we can do this as quickly as possible then that would be great.

TMcK Facilitator: Yeah, no worries. Community Member 1, on you go.

Community Member 1: Just on point 4 where it says, "a clear, accessible 'Where does your £1 go' document", I think that should be short term because they should know where all the money goes already, so it's just putting a document together for customers. I don't feel like that needs to be medium or long, because they should have that already.

Mark Thurston: We agree. We agree, Community Member 1.

TMcK Facilitator: Right okay, for the sake of time, let's pause with the timeframe there and we'll keep going.

CCW Chair: Yeah and I think we can come back to timescales and, you know, and propose those to the company, but Mark and Don, I think it's really important that we give you the opportunity to, before the actions themselves are finalised, to highlight if there is anything here that you think is simply not feasible and, if so, why. So if I just hand over to you, Mark and Don, for some comments. Mark, maybe you first.

Mark Thurston: Yeah, thanks, Bev. I think these are all really good actions. Much of this information's available and if it's a bit impenetrable on our website then, there is a pie chart on our website, for example, maybe it's not that easy to find, we certainly, to Community Member 1's point, know what, to the question around – sorry, I lost my thread

there – to Community Member 1's point just now around where the money goes, we know where the money goes by area, so we can break it down by county in terms of [inaudible] there's a lot of folks from Northampton on this call.

There's a whole programme, detailed programme on metering. There's quite a lot of questions around metering. We can deal with those as well. Some of that is available. Some of it's less so.

I think some of the more tricky ones, to make sure we've got the right questions, Bev, are around the way – I mean we're funded basically from three ways, right. We get money from customer bills. We borrow money from the markets, like as Don said, our mortgage, or our owners put money in. And we're going to have to borrow – and bills go up, so that gives us more money from customers, but for the size of the programme, we're going to have to go and borrow money, and we're governed by Ofwat about how much money we can borrow and what our debt ratios are.

To be really clear, folks, if we borrow less, there's only one place that money can come from, it's customers, and that will only put customer bills up, which we don't want to do, and Ofwat frankly regulate that, so there's a limit to what we can do there.

I think, to Community Member 11's questions about how we're managing our debt and equity, we need to think about how we answer that in a way that's sort of meaningful and helpful, but most of the rest, Don, I think is all stuff that we could deal with, and I think to Community Member 1's point, a lot of this is either there or thereabouts. So in terms of the next bill cycle, we can find a way of getting this to customers so it brings to life what your bill is and where it's going, both over time, by area, and then to I think a couple of questions, where it's going. Is it going on our water system? Is it going on our wastewater system?

I think it was Community Member 9 had a question around losing water. What that means is the way we protect the environment is keep the water in it, so the- when Don says about we're losing water, it means we're not allowed to extract water from rivers. That means we've all got to be much more sensitive to "loving every drop", right. That's the whole point of the strapline of the business. It's because we're the most water-starved part of the country.

So I think there's a little bit of understanding of context and background to this, Bev, that we can help as well, as a backdrop to some of the decisions we're making and why, because we have had and continue to want to give customers a very resilient water system, and we need to explain why we're spending money on reservoirs and pipelines and re-laying lots of mains and stuff like that in the next five years, and that's all got to be paid for, and customer bills go some way to that, but we have to raise the money in other places.

I'm just going to stop there. I think that gives you a flavour, there's nothing there that jarred with me. Don, you're very close to a lot of the metering issues. Quite a lot of detailed questions from the likes of Community Member 6 and others. Are you okay for us to – we can come back on many of those, can we not?

Don Maher: I think what would be useful is a – I appreciate it's not a question and answer, but I think we can answer some of those questions very well. I think what was really interesting, there's probably two bits for me, is saying a lot of this stuff is already there, how do we make this more accessible? And maybe it's the how do we bring this and maybe that's where we get the group's viewpoint to say, "That's not where I need to see it, where does it make sense to do it," because it does sit there.

And then I think we're starting to talk about the future, talking about where does smart tariff lead us into this, and almost what does this group see, if anyone's Octopus Energy, the night-time tariffs, that's enabled by smart meters. So the water sector's catching up in that quickly, whereas kind of actually, where does the future go maybe is a conversation that this group would like to have to be able to inform policy and tariff trials and where we go on this. So yeah, really interesting conversation, very legitimate questions. I think we can do better about how do we share some of this and make it more easy to do, and some of this stuff that comes off the back of the session, we'll be able to provide that very quickly.

CCW Chair: I agree, Don, and also regionalisation's come up a couple of times as well, so maybe there's an opportunity there, so I'm really pleased. Thank you both for your responses. Just for me, back to the panel, so customers, it sounds like as if, you know, from listening to the water company that the actions are agreed, and there are some additional things that they're thinking about, thanks to your comments of providing as well.

For the record, I think that we can now agree the actions under this particular question and then move on, Joe.

TMcK Facilitator: Thank you so much everyone.

CCW Chair: We lose Don now, I think, and we gain Emma, yes? Is that right? Thank you, Don.

Don Maher: Thank you. Thanks everybody.

CCW Chair: Okay, we go on to our second question. Community Member 8, our panellist is going to ask this question, so thank you, Community Member 8, and the question will be answered by Mark and Emma. I don't know which order, but Mark I'll come to you first and if that's okay, you can decide then. Again, Emma, same as question one, if you could be as specific as possible in your responses and answer the question, that would be really helpful, and it would give you more time in your response as well. Joe's going to put the question on the screen, and Community Member 8, I'm going to hand over to you.

Community Member 8: Awesome, thank you. My question is; we assume that some of the money we pay is invested in network improvements locally. However, we are largely unaware of what these improvements are and where they're happening. Your Facebook page has loads of great information, but with only 39,000 followers out of the seven million you have, we think more needs to be done to communicate with all the customers. What steps will you take to ensure that communication about local investment reaches all customers more effectively, so we know what's going on where we live?

CCW Chair: Mark, I'll come to you first. There'll be a timer on Joe's screen again.

Mark Thurston: Thanks, Bev. Thanks, Community Member 8, good question, because part of why I came to Anglian [Water] was my background's really in infrastructure projects. We're spending more money on capital projects in the next five years than we've ever spent. In fact, this year that's just started beginning of April is our biggest by some distance.

So I think just a backdrop to your question, Community Member 8, for me is a lot of the work we've done historically investing in our assets has almost been behind our fences. You don't see it. It's inside our water treatment works or it's inside our water recycling centres, and all of a sudden we've become much more visible, a lot more traffic management out on the streets. We've got something like 1,100 kilometres of mains to re-lay in the next five years. Depending on what part of our patch you're on, you'll have

seen our big blue pipeline, which is the SPA⁸, the big strategic pipeline that's an alliance of contractors, bringing water from the north of our patch to the south, and then we've got an east west section to build as well.

So this issue around us getting much more sophisticated at engaging with local communities and customers that understand what we're doing, when we're doing it, so it's a bit more predictable, particularly on where it's going to affect things like roads and traffic, and I think the sort of philosophical point is we need to make sure that – to be fair, this is a great level of investment for the region, right, there's lots of interesting things going on in the East of England with Sizewell, East West Rail, we've got Universal, there's a huge amount of development around Cambridge.

So I think the prize for the region in terms of engagement, schools, creating jobs for people, growing opportunities for small businesses is significant, but to your question, we've got to find a way of engaging with communities so they understand what we're doing and when; it feels like we're doing it with you rather than we're doing it to you, because I think we all know how that feels, and there's a whole series of things we're doing that's requiring us, frankly, to up our game on this, and in the three minutes we've got left, I'll get perhaps Emma to talk about some of the specifics, but I thought it was useful just to frame, you know, we're sensitive to that very issue because of the volume of investment that frankly your bills are making a significant contribution to. So, Emma, do you want to just expand please?

Emma Staples: Yeah, thanks Mark and thanks Community Member 8 for that question. Just to say as well, I've been at Anglian [Water] for about 13 years and I was born in the region, I was born in Cambridgeshire, and I've lived in the region most of my life, so very much an Anglian Water customer as well as an employee.

And what I would say, just on the specifics that you were mentioning there, Community Member 8, is please don't be disillusioned when you see that we've got 39,000 followers. I think as one of you mentioned, Community Member 6 mentioned, like not everyone is that interested and we so struggle to get actual followers to our Facebook page. But we put some money behind that and do paid-for advertising through social media, which is really cost effective. You're talking pennies to reach hundreds of people.

And so just to give you some numbers around the types of reach that we've had over the last year on social media, for example, our autumn campaign last year, which is about not putting wipes down the toilet and helping us to just bin it so we can reduce those blockages, minimise the amount we have to spend on clearing blockages and pollutions, that was seen 23.3 million times.

Our water-saving campaign just this spring has been seen 15.7 million times. We send around 26 million emails a year to customers. Obviously there's seven million of you, you are getting a lot over the course of the year if you are either on our app or have put your email into our system, and we get really good open rates on those as well, so about 50% open rates on all of our emails, which is well above the marketing industry standards.

But, as you say, we've got a great story to tell about all of this local investment that's going on in your area, so I love the points on the last question, and we have lots in the plans to do loads more of that, so how we can bring that local information through on your bills that come out annually, really show, as Mark said earlier, at a county level where are those improvements going. That is all part of the plan.

⁸ Strategic Pipeline Alliance

And getting out in communities and talking to you about it as well, because we're not, I suppose we're not immune, we appreciate that doing £1.6 billion's worth of work in this region in the next year is also going to be disruptive, so we need to talk about the improvements, but also hear from communities about how we improve the way we go about doing those roadworks, the way we go about delivering that capsule improvement.

And that's where my stakeholder team that Mark was talking about just then come in. We've got a lot more people talking to our local planning authorities, to make sure that we plan the work in the best way and also going out to communities to really get their views, so we'll be out on things like the Lincolnshire Show, outside supermarkets in the summer, doing coastal roadshows. We've got a couple of community vans which we'll be taking out around the patch, and really we're targeting that where we've got the most work across the years.

So this year there's a lot of starting in Kings Lynn, there's a lot starting in Wisbech, there's some in Norfolk, and as the years progress, we'll move around those hotspots because we've got the volume of work in different places. So yeah, just to sort of put your mind at rest that we are definitely reaching more than what's showing on Facebook and LinkedIn there.

We've also kicked off a new campaign this year called Building for Better. That is a real, I suppose it tries to encapsulate really what we are trying to do with this investment programme. It is about bringing improvements to the assets that you use. That might be more storm tanks to reduce storm overflow spills, upgraded pipes so there are fewer leaks and fewer interruptions to supply, building on the point you were saying, Community Member 3, keeping water in the pipes when it's so precious—

CCW Chair: Sorry, that's a quick time check, Emma, sorry, from me, because you're 50 seconds over, so if you can conclude that would be great.

Emma Staples: Yeah, all I was going to say is that campaign's been seen 43 million times already this year since January, so we will keep pushing on those paid for channels, trying to get it in front of people as much as we can, but while doing that effectively, because ultimately the money that we use to reach people is also coming from customers' bills, so we need to be efficient with how we do that. That's why we tend to use social media. But anyway, I'll leave it there and let people come back in. Thank you.

CCW Chair: Thank you Emma and Mark, lots of good information there. I'm just going to go back now to the panel, back to the customers. Joe, can you guide this part of the discussion to draw out what the panel thought of the responses and some specific actions they'd like to see, please?

TMcK Facilitator: Yeah sure, thanks so much, Bev. Thanks for that answer, folks. Community Member 8, I'll go back to you if that's okay, obviously you asked the question and I want to just know what you think of the answer, what you thought was positive, where you thought there was maybe some gaps and things that we can talk about.

Community Member 8: Thank you both for your answer to the question. There was lots of really good bits in there and some things that I found quite interesting. One thing I'd love to talk, well bring up a little bit more about is the social media presence. I appreciate that that's the direction the world is going in. We've all got mobile phones these days, lots of us have got access to the internet, and it is an effective way of reaching people.

There were some numbers thrown out there about how many times posts have been seen on social media and I come from a background where I have a fairly good understanding. What would be good to understand is, there's a big difference between

impressions and engagements, so it would be good to – like say, for instance, one of the stats was it's been seen 23 million times. The amount of times I've seen something and I've just scrolled straight past it is countless.

So it's good to know who's actually engaging with it. I know there's ways that you can see through analytics who is engaging, how are they engaging with it, are they clicking further through, going onto the website? That's really important to know. I guess it kind of links in with the transparency aspect of it. If a portion of essentially the money that we pay as customers goes towards marketing, I think it's important to know what kind of marketing is going on, how effective that marketing is being in terms of impressions, in terms of engagements, because it's fine with it being seen, but it needs to be consumed, and it needs to be read and engaged with.

I've made some notes and stuff on here. It's great to see that there's lots of engagement on the emails, with 50% being opened. That's really good. That was a nice point to know. But getting the word out there on social media is important because when people understand what's going on in their local area, and there are going to be disruptions to roads, like closures, or there might be like a lot of work going on in the area, lots of trucks coming through, it reduces the conflict when people actually understand, okay, it's something that I've actually indirectly paid for and it's certainly going to benefit me in the long term. So that side, you know, the point about the advertising is so important about reaching those customers.

One thing that I've personally experienced in Irthlingborough since I've moved here is there's a 15, I think there's a £15 million infrastructure update going to the water treatment locally. There is nothing actually locally in terms of what you can see about this change that's going on. It's a massive investment, it's going to benefit the people around where I live and you can't go for a drive or go for a walk anywhere in the local area and find out anything about this. So it's just interesting to know where exactly those things are being spoke about.

TMcK Facilitator: What would fix that, Community Member 8? Talk about that from a local investment – do you have an idea in your head of what you want?

Community Member 8: It would be great to see a portion of the advertising just going to like a local billboard or on a roundabout, you know. There's so much traffic that goes through. You could have foot traffic going through in local towns, there's ways of advertising in there, but also on the roads as well.

You always see things on roundabouts like, "Advertise here" for example, and there's no harm in looking into that and going, "Okay, well if we're going to be doing this work for five years and we go and stick a little bit actually on a roundabout physically where people are going to commute past," you know, commuters are workers and those are the people that are paying the bills that are going towards the water, so seeing those kind of changes, something that you can physically see in person. I just don't engage with things on my phone a lot of the time. I try and actually get away from my phone sometimes. But you can't get away from the roundabout on the commute.

TMcK Facilitator: Community Member 8, thank you so much. Community Member 1, you've got your hand up.

Community Member 1: I completely agree with what Community Member 8 is saying. Instead of like a massive, like advertising a massive spring campaign, absolutely fine, but maybe some marketing into what they're doing in the local areas rather than to everybody. Like Community Member 8 said, like if there's going to be delays in the area, you want to know why there are going to be delays and what the delays are going to

improve for you, so maybe some local marketing rather than like massive campaigns for everyone, because not everyone's going to benefit from one campaign.

TMcK Facilitator: I remember when we were having this conversation in our briefing session, when you came up with this question, and a big part of it was, I think Community Member 7, it was you that said that information on the Facebook pages was actually really good once you went through it.

Community Member 7: Yeah.

TMcK Facilitator: We went on social media, I seem to remember, and I think we talked a little bit about the needs of non-social media users. I don't know if anyone wants to put their hand up and tell us about their experience of not using social media and accessing this kind of thing. Community Member 9 you can jump in, please do.

Community Member 9: Yeah, you were talking about using ... oh god, it's gone. Literally what you were just talking about there. I don't use social networking. I have Facebook but I don't use it really, and I don't have X, I don't have any of the others. I have Reddit and I have Facebook and that's it. But my preference is the O2 app, which I think is a really good app, and it's a where a lot of the stuff could be displayed, such as the pie chart and the extra information.

TMcK Facilitator: So sort of more localised like app-based information?

Community Member 9: Yeah, exactly. That's what I tend to use, is I'll use the app as opposed to – I wouldn't go digging around on Facebook because I'd be there all day. I feel like it's much more targeted when it's in an app. You know, the phrase is "an app for everything" you know, I mean it's true and it works.

TMcK Facilitator: Brilliant Community Member 9, thank you so much. Community Member 5, over to you.

Community Member 5: I'm just thinking about the fact, I have a lot of friends and associates that don't go anywhere near the internet if they can help it and certainly don't know how to use their phones properly or access Facebook, don't do it, don't even think about it. People in my age group tend not to. I just wondered if there's a better way to reach those people.

TMcK Facilitator: What do you think?

Community Member 5: They would say billboards, as somebody mentioned before. That would catch them. I think putting things on the bill isn't terribly effective, because people look at it and say, "The bill, I've got to pay that," but don't necessarily see it as a form of information about what Anglian [Water] are doing. So maybe more a letter every so often, you know, a physical letter. I mean I'm for reducing paper, I would obviously use the internet to pay bills and things, but I do have a lot of friends that don't touch it, that are frightened of their phones and don't have – I spent the day with some today actually, struggling to work their phones. So I think there's a better way to communicate with those people. Not everything should be online.

TMcK Facilitator: Community Member 3, I'll go to you and then I'll go to you again, Community Member 8.

Community Member 3: Thank you. Yeah, I absolutely agree with Community Member 8 about the billboards and the fact that if you see something multiple times because you're going along the same road, let's say to work, you're likely to take more note of it. We're

talking about social media, I don't use it at all, and with apps, I always find that my apps are being put into deep sleep because I'm not using them. So for me that's totally useless and I know a lot of other people feel the same.

So it is about multiple ways of getting in contact with people, and why the billboards are so useful, if it's in the area, is that people are told what it's about and where their investment is going, so it's just sort of three or four bullet points on the billboard. This is what we're doing, this is why, and isn't it marvellous for you as paying customers in the area, let's say. That's it. But at least it's noticeable and people feel they're included in what's going on and why they're being inconvenienced as well.

TMcK Facilitator: Community Member 3, thank you so much for that. Community Member 8, I'll go to you.

Community Member 8: This kind of goes off the back of Community Member 9's point about the apps and stuff. I agree that using the app, a lot of us do have it and some of us don't, but also a lot of us get emails coming through as well. Having something in the app but also in emails, kind of like a "what's in your postcode area" would be really good. Then it's a generalised thing, because it's not a specific household thing, but more of a, you know, you look in the postcodes, within the vicinity you would know that the improvements are being, like they're affecting.

To have something like that in your emails and your bills, for example, just to say, "FYI, did you know that in the area, this is happening over the next two years," and it's just something that you – because you're going to look at your bill come through, because everyone has a little look at their bill and goes, "Oh, water's a bit higher this month," or "Oh, actually I've done really good this month," so it's somewhere, you know, you've already said that 50% of emails are opened, so it's clearly a good way of getting through to people, especially on things like their bills.

But also making it accessible in the app, so you can go onto the app, you can check your water usage, but also it has a little popup saying, "This is what's going on, did you know this," you can either read it if you want to or not, but it might really pique some people's interest. It's still utilising the apps and the emails that you've already got but just implementing a little bit of extra steps into it.

TMcK Facilitator: That kind of onboarding process almost, like a little bit different in a way, yeah. I'm going to come to you next, Community Member 11, but I just, obviously we've got a big group of us today, I know that a couple of us haven't spoken up yet, please do put your hand up if you do have a point to raise about anything that we are talking about as we go. Community Member 11?

Community Member 11: I agree with what everyone's saying and to kind of take it to another level essentially, without sounding rude, we don't get to choose who our water supplier is like we do our energy and things like that.

So what would be really good, from what everybody's saying about the updates and all of that, and I don't know if this is possible, if it's even an outcome that's achievable, but the word "marketing" has obviously been used; when people use the word "marketing" it's kind of like you're selling, and is there a way to change this communication that everybody's on about for customers to actually feel more valued, involved, not just informed, but where we're getting these updates and things like that that we're asking for, they're clear, they're meaningful, they actually show impact to our contribution, and that we feel connected?

So when we're saying, "We've got like x amount of open rates or engagement," and things like that, if someone actually feels connected and as though they're invested within the communication, rather than, you're a customer and we're selling to you, because it's essentially more than that. It just makes the customer feel like more valued, not just notified.

TMcK Facilitator: How would you think they'd go about doing that, because that's obviously – the end point of that's brilliant – but getting there is obviously a thing that needs to happen. How do you think that plays out? What do they need to do to do that?

Community Member 11: I think the direction, the way the comms and things like that go out, actually maybe some of the language that's used initially, and to kind of start to make, I think the initial thing is where we used the word "onboarding" earlier, is to onboard people to make them feel like there is this partnership and it's not a case of like we're your supplier, we're your customer. Maybe some of the terminology and the language and that could just be like some key phrases that are used in initial comms, which would be really simple but like again, a panel group similar to this, just to kind of use some of those buzzwords, start to change the way things are communicated.

Because then even where people value money, and where we're saying every drop matters and whatever the straplines are or whatever, people are going to value water more, so that wastage in itself, there's more benefits to it if the language starts to change.

TMcK Facilitator: Brilliant, okay, love it. For the sake of time, I'm going to move on to the next part and get you to have a little look at the points that we've written, you have written as a group. Hopefully my colleagues are ready but either way it's getting shared.

I think three bigger points this time round, really useful discussion there. I think first point, Community Member 8, that you made was how we interpret success of social media and its impact overall, you know, that point around about what's engagement versus what's being seen fundamentally.⁹

Point number 2 is around about the more kind of localised advertising, advertise local investments in the community through multiple communication streams,¹⁰ and it sounded like some more traditional comms really, a bit less focus on the online social side of things and a bit more on the physical billboards. App as well. I think ultimately it was about it feeling like there was a lot of options that you could choose, how you engaged with what was going on in your local area, and how you found out about these things, but yeah, a more physical approach alongside the current online or social media-focused approach.

And then that final point around about making communication feel quite personalised,¹¹ and it's almost like, Community Member 11, you're wanting the opportunity to almost take ownership of it and feel like it was something more than just a utility that you were the customer of ultimately. Do we have anything else to add to this, any points you want to change, anything that we have not captured correctly? Now is your opportunity to change that. Community Member 9?

Community Member 9: This might be going a bit too far into it, but is there any way we can do like, or Anglian Water can do maybe like a yearly kind of fete-type fair thing where people can learn more about saving water and come and actually see the devices that you can use for that, and get kids involved, because I mean kids actually are a good thing to get involved because they will nag their parents for us. And so if you include them in it,

⁹ Action point 1: Improve social media analytic techniques, especially when this is funded by customer bills

¹⁰ Action point 2: Advertise local investments within the community through multiple communication streams

¹¹ Action point 3: Provide personalised customer communication

that I think would be helpful, but you know like a yearly event I feel like could be pretty fun and also engage with the customers on a very personal level.

TMcK Facilitator: We'll note it down and we'll see what the thoughts are on that, definitely. Anybody else want to jump in here? You've all had a chance to read through these. Anything that's missing, anything that we want to change, anything we want to add? You've got two minutes to do that. No? Are we happy? Cool, okay. Bev?

CCW Chair: Okay, great. Mark and Emma, over to you. Is there anything that is here that isn't feasible or can you share your thoughts on some of the actions?

Mark Thurston: Yeah, thanks, Bev. Thanks folks. Great insight and just so you know, to give you some sort of reassurance, we have a customer board, and in fact I think Craig Bennett's the Chair of the Independent Challenge Group, so we've engaged with customers on some of these issues.

Some of these issues are not new issues for us and I think we're live to the points that some of you made around different folks, different strokes. It isn't all social media geeks and depending on where you are in terms of location, what the demographic is in a particular area, we need to tailor our response, so we need to find a way of appealing to a broad church in terms of letting you know what's going on.

We're very sensitive to how much money we spend on this, because frankly we'd rather spend the money on our assets. The point is we are in a monopoly, I think it's important you know what we're doing and where that money's going, but what we don't want to become is some big, slick campaign that sucks a lot of money away from investing in our assets.

We are about to launch a Building for Better campaign, which is actually, there's a national campaign recognising the volume of investment in the water sector more broadly, and we clearly have a regionalised version of that, and to the point around the annual fete, how we get customers involved, kids and stuff, I mean I think Emma's point around taking, you know, Anglian [Water] going into a community, I think to do it as, we'd have to do it at a local level I think, Community Member 9, but nevertheless we've got facilities to do that and engage customers, and where we've been out in our vans and done that, it's proved quite successful. But I'll let Emma come back in as well, because this is her professional area of expertise, and to build on my broader response.

Emma Staples: Thanks, Mark. I'd be very happy to add this group of people to our community that review our comms, because we do refresh that regularly, and as Mark said, not all of it's new, but it's really interesting, just the slight nuances from your perspectives, so if you're interested in that, we'd be very happy to share the details with Bev.

Cost effectiveness is absolutely key and front of mind for me, and again, just to bring a bit of numeracy, we're talking about less than a penny per customer per year spent on communications, and we don't actually use the term marketing internally, because that's not how we see ourselves at all. We are there, we are customers. All the 12,000 people that work for us live, generally speaking, live in the region, so they see themselves as employees and customers. But as I say, it is very front of mind, given that we are a monopoly.

We are going out into communities. We've obviously got our reservoirs, so we do use those as sort of central locations, but we've got about 4,000 parish councils that we cover. Now, clearly we can't do something in every single one of those, it wouldn't be feasible, so we do have to chunk it up a little bit. But I hear what you're saying about a blend of

communications channels, and just to reassure you, I focused on digital obviously in the answer, but about 50% of our communication is digital, particularly around the capital programme where we're explaining what's going on locally in your area.

And again, on smart metering, just again to give you a little bit of colour, about 700,000 customers that were notified about their smart meter with a leak, where we thought they might have a leak, so we were proactively letting them know, they engaged with us, about 700,000, so helping them save money and getting really good engagement raised in some of those areas.

Hopefully that just gives you a little bit of reassurance, building on my first answer, that we are considering all of those things, but I don't think there's anything in the action plan that we aren't considering or wouldn't consider, albeit needing to do it in a proportionate way, given the vast, we cover a quarter of the UK, so we need to be able to spread that budget effectively across the region.

CCW Chair: Thanks for that, and I think to your point about budgets and not wanting to be overly marketing campaign-focused while there's investment to do, there's a theme here across these two questions, which is proactive, effective local communications, so it's something worth thinking about, there's some great work on the way, how do you communicate that out, so thank you for that. And as there are no pushbacks or nothing feasible that's going to stop you from delivering, then for the record we will now agree the actions under this question.

And Emma, thank you for joining us, and we lose Emma and we're going to be joined by Sian Thomas who's Director of Strategic Asset Management, and Mark, you will stay?

Mark Thurston: Yeah.

CCW Chair: Great.

TMcK Facilitator: Thank you so much, Emma. I'm just going to move you into the other room, okay.

CCW Chair: Hi Sian, nice to see you. Thank you for joining us. We're going to go to Community Member 4, our panellist, to ask our third question, and Mark and Sian will respond, and Sian, we'll do it in the same way with the other two questions, really focus on the question wording and nice specific actions, clear actions with reduced jargon if possible. Community Member 4, I'm going to hand over to you.

Community Member 4: Thank you. So increasing population growth, new housing developments and more frequent drought risk are putting growing pressure on both water supply and sewage infrastructure in an area described as one of the most water stressed in the country. What are you doing to ensure that the network can cope with the increased load placed on it? What future steps will you commit to, beyond what is already planned, to ensure current customers are not adversely impacted by increasing demand?

CCW Chair: Thank you, Community Member 4. Mark, I'll come to you first. The timer again for five minutes will be showing on the screen. Over to you.

Mark Thurston: Thanks Community Member 4 and yeah, I'll just spend a minute like the other questions, and then just hand to Sian. I mean I think one of the things, sort of an education for me coming into this job, is just how much demand there is for water infrastructure, and clearly we've all got attuned to the sort of political message around growing and growth in the economy, and I think we are right in the sweet spot of that area in the East of England with Cambridge, Milton Keynes, places like Colchester,

Peterborough, so some big growth towns. We've got Universal Studios just round the corner from Bedford.

So this is a real issue for us in the region, candidly, and we've got a lot of commercial development and industrial demand for water as well, and in our interactions with a lot of the local authorities, Community Member 4, we're seeing a lot of pressure on housing growth, and we are sort of standing our ground in some areas, and we don't actually get, we're not a statutory consultee, which is interesting, on developments. We do get a voice, we don't get a vote, and we have stood our ground to make sure that customers are not impacted in some areas, but of course there is a lot of political pressure to do that.

We are working with developers to put sustainable drainage in places and find other ways of taking the burden off of our system, because frankly you're just putting more sewage into the system that really is, you know, most of it's a 1950s and 1960s system frankly, it's been underinvested in since privatisation. So we're staring at a sort of backlog of investment that we need to catch up on, and that plays into some of the earlier questions.

But of course we've got some big plans. We've already got the pipeline I've talked about. We've got plans for a new reservoir in the Fens, another one in Lincolnshire, so the whole sort of focus on our water resources plan is to think about the long term resilience of water in this region, where thus far we've been pretty well served, but to some of the things we've already touched on, we can't be complacent, and with the sort of growth that you, to your question, we need to do more, and there's a sort of whole regime of activity in Sian's area that I'll just ask her to bring to life that does exactly that, makes sure that we don't impact current services, but actually we're getting funded to build capacity for new as the region continues to grow. So Sian, do you just want to expand on that for us?

Sian Thomas: Yeah sure. One of the things that Anglian [Water] and the water industry have been really good at over the years is a 25-year planning cycle, so looking at what the demand for water will be over the next 25 years and trying to make decisions about what might be needed. Earlier on we talked lots about smart metering, so for Anglian Water there's a big push on managing demand, so making sure that customers are well informed to make good choices about how they use water, and we've learnt a bit about how we could do that better earlier.

And then we've also looked at how we move water around our regions. We've talked about our SPA pipeline which is moving water from a less water-stressed area to where it's needed, and as Mark has already said, we've got plans around new reservoirs which are in the early stage of development, again in a couple of places in our region, and looking at different ways in which we can get water from the environment and serve it to customers.

One of the other things we're looking at, and we've been quite active in, is looking at something we've been calling water smart communities. Are there opportunities, when there are new developments, for those new developments to start using water in different ways, so reusing rainwater to flush toilets, for example, rather than really great quality drinking water that is treated and used for all kinds of reasons and ways in our homes? Can we influence developers to make better choices when they're building homes and what have you?

And I guess to some degree, similar to, you know, if you see new developments these days, you quite often see solar panels built on the roofs in those, so can we think of different ways in which those developers can bring things for water?

Our investments that we've made over the last 10, 15 years served us well last summer in terms of mitigating the impact from drought when other water companies had to put

hosepipe bans on and what have you, so we're really proud of what we've done in that water space, and have more to do and lots that we're looking forward to.

From a water recycling perspective, the big challenge for us is around being able to plan forward, so really understanding what the local plans are and what local authority plans are so that we can make choices around the investment that we make into the future and make sure that we're charging developers for the new developments that they're building and for those connections that they're making to our network.

And so in that space we're working really closely with lots of our local authorities so that we're helping them understand our constraints and what we need them to do in order to be ready to for us to take on those new developments and new connections, and we're also really active with government around trying to help them change policy so that some of those decisions that the developers need, and what the rules of the game are from a building regulations perspective are in that space.

I've just clocked the time, so I'm happy to pause for a moment in case there's any clarification or what have you.

CCW Chair: Sian, I'm happy to give you an extra minute if there's anything specific you'd like to add of value.

Sian Thomas: I think the key thing around the region that Mark's already referenced is we're a super-fast-growing region. Lots of you live in places where there is significant development, and we're working really hard and really closely with those local authorities and with government for those specific big developments, so the likes of Universal, the likes of the proposed new towns, to make sure that we're on the front foot of making choices for those so that we're proactive rather than things happening to us in the background, so something we take really seriously and are very active in.

Mark Thurston: I think Bev, just to finish, I think the only other thing I'd say, I think there's an opportunity for existing customers, because there is going to require more investment in our infrastructure and modernising it. I talked about our main [inaudible] programme, spending more money on our water recycling centres and improving the resilience of our water supply.

So Community Member 4, to your question, yes as an existing customer we want to make sure that all this investment doesn't impact your service. I think in the long run, I think there's a lot to play for here that will improve the service and give us a much more resilient system for customers right across the East of England.

CCW Chair: Thank you both. Thank you. I think the extra time was useful there, Community Member 4, wasn't it, for you to get a fuller picture. Okay, just going to go back to you all on the panel now probably and Community Member 4, I suspect Joe will come to you first. Joe, can you guide this part of the discussion please around what the thoughts are on the company's response?

TMcK Facilitator: Of course. I've become predictable in how I run it. Community Member 4, I am going to go to you. I want to know what your take on, because I remember when we were discussing this, this was a big question for you around about that kind of resilience piece. I'd love to know your thoughts on the answer you got, whether you felt there was anything missing from your perspective in terms of what you wanted to see discussed tonight.

Community Member 4: Yeah, I didn't really hear much about what they're going to do to keep the water taps flowing. All I heard was yes there's a big development, Universal,

they're building the SPA pipe in, and the new towns, but it's not, it was like yes, we've got all these developments coming up, but I didn't really hear anything about how they're going to make sure that – yeah, apart from the SPA pipe, that's it – oh, and a new reservoir in the Fens.

That's it. I didn't hear anything more about resilience, and I mean there is – I know that I touched on it at the last meeting that a local development round near where I am, Anglian Water did push back on that one, but now they've, now on that one they gave way to it, so it's now going ahead.

So that's kind of confused me in the meantime to say, well one minute it was no, you can't connect to our network, and now yes, you can connect, and I'm just thinking what's changed in the last whatever? But yeah, that's my feeling on that one, is it's like, yeah, how are you going to keep the water taps flowing, because I'm sure one SPA pipe isn't going to solve all?

TMcK Facilitator: And does that ultimately come down to information? I assume that Sian has probably got an understanding of what that does look like and what that does mean, but obviously you haven't got that or seen that anywhere, so tell me about that. How does that get to you? How do you want to engage with that?

Community Member 4: Essentially it just, I don't know, it's like again targeted bills in the sense of this is what we're doing in your area to keep the taps running. This is what we're doing with our 25-year plan to keep your taps running. Obviously in the Universal Studios area, I think the people in Bedford and Luton are probably going to be even more worried, because yeah, Universal's going to drink a lot of water, so they're probably even more worried about saying, "Well hang on, with this massive development coming along, are my taps still going to keep running?" Obviously you could specifically target, bill target them to say, "This is what we're doing to keep the taps running in your area. Even though we've got Universal coming along-

TMcK Facilitator: So this is almost about committing to that.

Community Member 4: Yeah.

TMcK Facilitator: We commit to keep the water running, for want of a much better phrase, Community Member 4-

Community Member 4: Keep the taps running, yeah.

TMcK Facilitator: -is that what you're getting at?

Community Member 4: Yeah.

TMcK Facilitator: Okay. Community Member 4, thank you so much.

Community Member 4: And essentially I didn't know that they were building a reservoir in the Fens. I knew that there was reservoirs being built, Midlands, but I didn't know there was one being built in the Fens, and the Fens is on my doorstep. So again, that probably touches on what someone earlier has said about information provision.

TMcK Facilitator: Yeah, definitely. Community Member 4, thank you so much for that. Community Member 7, I'll go to you next.

Community Member 7: Yeah, it's just an observation really, when Anglian Water said that they have a voice but they don't have a vote, which was quite interesting. I don't think I'd ever really thought of that before. So if the Government decides to build a load of new

houses outside Peterborough, then I assume Anglian Water have no choice other than to provide water to them. But that's also quite scary to think that Anglian Water just have to keep finding all this water. Where does it stop? If Anglian Water can't say no then, yeah, it just – from a customer point of view, I guess when I look at it like that, it seems quite alarming.

TMcK Facilitator: Why is that Community Member 7? Why does that give your alarm bells?

Community Member 7: I think just because Anglian Water have no choice other than to provide the water to those developments in the Anglia region. So if they have to keep saying yes and doing it, then surely, you know, there's only a finite amount of water. I mean I know there's resilience built in, but it just makes me – I've obviously watched too many films like *Armageddon* and *2012* [laughs].

TMcK Facilitator: Is there anything that would reassure you, that they could do to make you feel, I don't know-

Community Member 7: I guess thinking back to what Community Member 4's just said, more information on the resilience other than what we've already heard. Sian went into a great deal of detail on that, which was fantastic, but I think I still might be having a few sleepless nights about this.

TMcK Facilitator: I remember when we were talking about this in the briefing, because it was quite an emotive part of the discussion, wasn't it, when we were speaking about this. Community Member 7, thank you so much. Community Member 3, I'll go to you next please.

Community Member 3: Thank you. Yes, I agree with what Community Member 4 has said, and Community Member 7, about this fear, and I think for me it's just a question of – for example, last year we were told that water was scarce and that the drought conditions had made it the worst for 40 years, but I think looking at the area that I am in, where houses are going up by the thousands all around, and my fear is, you know, where is it going to come from and what about the sewage, what can Anglian Water say for each of these regions, where they have massive housing increase, what is different this year to guarantee the water, than last year when we were told, actually there is just enough or there may not be enough this summer?

Is there anything they can say specifically, "Well this is the difference we have made in order to provide water in the event of a drought"? I think that might help, because to see so many houses being built and that the conditions in actual fact, as to one of the other questions was, "Well we're losing access to water," that is quite worrying when we've then got thousands of houses going up and a drought possibly again this year because of climate change. What is the difference?

TMcK Facilitator: People are nodding there as well. I'd love to give you an answer. I don't know, but maybe something that can be picked up in that when we discuss the points, because it's really interesting, interesting point and I suppose it's trying to figure out – when you and Community Member 7 were talking there, it seems like there's a sort of reassurance thing there, but then when you lay out the facts in your mind about what it looks like, it's what's actually happening to make sure that the scenario that you're – the worst-case scenario is not realised, I suppose. Community Member 3, thank you so much for that. Community Member 8, I'm going to go to you next please.

Community Member 8: Thank you. Just before I go into this, if there's certain things that I might not fully understand in terms of when things are being built and is the

infrastructure being put in outside of water, so some of this might not be feasible or possible or involved, but essentially it's, I'm going to use Universal as an example, but it applies to what I should think would be any kind of big change in terms of buildings, if it's brand new homes being built, if it's a theme park being built.

But essentially, it'll be interesting to know if Anglian Water are actually involved in the planning of something like Universal being put in. I appreciate there's no say in terms of you have to provide the water, but are you involved in the planning of a theme park being put up, and are there conversations being had?

I've not seen a public statement out from Anglian Water stating, "We're involved in the process, we're aware it's going on, and these are the steps we're taking to mitigate this, to make sure that our local residents are," I would say the priority should be the local residents, because they're the ones that are using the facilities and paying for the water as local customers every single day, whereas people coming to visit the park could be from all over the world.

The park's obviously going to use an absolute boatload of water, much more than what a small housing estate would consume on a daily basis, so it's just really good to know, for these kinds of developments, what is in place, what are the conversations being had, and then how is that being communicated out to local residents?

I used to live in Bedford and I've since moved away, but if I was in Bedford right now, I'd be really quite concerned at what this is going to look like, and obviously it's years away, but I assume there'll be some sort of plan to go ahead. I know you've got to deal with the demand, and it's what is the plan to deal with that demand, what conversations are happening and yeah, so that's essentially that.

But also I wanted to understand, in terms of the costs of adding infrastructure for something like Universal Studios, they'd be massive, how's a company like Universal actually, essentially do they pay a daily standing charge the same as the rest of us, as a household, or are business rates slightly different? Is it something that's scaled up for a company as large as Universal with a massive development, and if it is increased, does that go back to the customers and improve the facilities?

Everyone always goes on about how Universal's going to be great for the local area, loads of jobs, and it's going to be a really positive thing, so does it also affect the water in terms of Universal will come in, they'll use a lot more water, it will cost a lot to set it up, but then in terms of the money that's paid back from Universal, will that be reinvested back onto the local people?

TMcK Facilitator: Brilliant. Okay, I think that's quite a lot of questions in relation to this potentially, isn't there, Community Member 8. Brilliant. Thank you so much for that. Community Member 6, I'll go to you next please.

Community Member 6: I could almost have asked that question as well, Community Member 8, there. I'm on the doorstep of Universal. It's five miles down the road from me. An observation here, for Universal and also for this plan for a massive new town, Tempsford, which is also on the horizon longer term, it's going to be huge over there, lots of houses, lots of businesses.

What I see as a local resident is there's a lot of discussion around transport infrastructure. Everyone's talking about the roads. Everyone's talking about the railways. I don't see anything locally about water at Universal. Two points: one, we're going to need a lot more water to be piped into that place obviously, but I think the local sewage plant is woefully short of being able to process what comes out of the theme park.

As Community Member 8 said and other people have said, I would like to see Anglian Water take a much higher profile in the discussions, and get on the front foot and say, "This is what we plan to do and this is how we're involved in negotiations with entity x, y, and z to resolve these matters to the benefit of existing customers.

TMcK Facilitator: You want to see them doing more, Community Member 6, fundamentally, and taking a bit more-

Community Member 6: It's a visibility thing, I think. There's big issues around the transport infrastructure and because I thought it might just be me, I've actually just Googled it and there's also, number two on the list is how the environment and the countryside will be impacted, and then we've got an issue about water and sewage resources, so that's fair enough, but I think that Anglian Water needs to get on the front foot here and be a prime negotiator in how they're going to resolve this to the satisfaction of all parties concerned.

TMcK Facilitator: Brilliant Community Member 6, thank you so much for that. I'm going to go Community Member 9 and then I'm going to Community Member 3, and then I'm going to share my screen. Community Member 9, on you go.

Community Member 9: This kind of follows on nicely from what's just been said. Again, to do with if they can get some kind of, if Anglian Water can have some kind of input on how bathrooms and so forth are set up in Universal and in new housing estates, to do with like – I can't remember who mentioned it earlier, but not using fresh clean water through your toilet and that sort of thing, or using shower water and all that, because that can be built in.

If we can get, somehow get – it's kind of the Government and Anglian Water that need to push it, but we should be building these things in so that it's already there, so it's already flushing your toilet with your shower water or whatever, you know, because it seems crazy that these things get built and then afterwards they go, "Oh no, now we have to do this or that," and they're not going to want to change it afterwards, so if we can get it-

TMcK Facilitator: So more proactivity in terms of pushing for these things to happen at design rather than further down the line.

Community Member 9: Yeah exactly, rather than, you know, Jerry-rig it later on, just get it, you know, sort it out in the first place, because there's a lot of ways to reuse brown water as they call it, and like someone said earlier, flushing the toilet with clean, new water seems like such a waste.

TMcK Facilitator: Community Member 9, thank you so much. Community Member 3, we're a wee bit tight on time but I'm going to let you jump in, if that's okay, and I'll share my screen as you make your point.

Community Member 3: Thank you very much. I just wanted to add that as in the area where I live there's the River Nene, which is one of the most polluted rivers in the country, and on that basis, could Anglian [Water] not make a statement about that; that it wouldn't be polluted further because of all the building? Whatever they do with their sewage, it's not going to go into the river systems and water that we have in that county? Those sort of things I think help people to be less averse to housing.

TMcK Facilitator: We're writing your point as we speak, Community Member 3, but let me pop my screen up and then we can talk about some of the actions here. I think, as you probably expect from when we were discussing this, very, very communication focused I think overall. It's really around about I think reassurance, providing clarity on what's

happening, about proactivity here, so we'll go through these. I think there's still some typing happening, so please bear with us.

Point number 1, communicate and reassure customers on how you will create water resilience¹² and continue to, I guess, keep the water flowing was ultimately what we were looking for. Maintaining supply to existing customers while obviously these big new developments are built. And again it was, I think what question two covered quite well in terms of making sure that that's communicated in a way that's actually accessible to those who need to see it, so I won't go into too much detail there.

System upgrade, communication around about system upgrades and how they will provide increased water security.¹³ It was almost like the, I think the so what almost, from Community Member 4's point earlier, around about what will this actually provide to make it so that there is enough provision for me where I live.

I think maybe a more challenging one around about the new development side of things and the input that Anglian [Water] could have when it comes to that. Obviously a lot of questions raised about the amount of involvement that we have. Again it was about transparency really, and communicating, you know, what's the kind of line almost from Anglian [Water] when it comes to this, and Community Member 6, you talked about that really well in terms of wanting them to be a bit more proactive and take a bit more of a stance when it came to how developments and what they were doing, particularly when it came to Universal, right, but I suppose more generally.^{14,15}

Toilet infrastructure and things like that, Community Member 9, that was one of the points that you raised overall here in terms of making sure that these things are being built in or being pushed for at the planning stage¹⁶ and as early as possible, and then pollution, Community Member 3, your final point there around about making a statement and committing to ensuring that there isn't any further pollution as a result of these developments.

I'll give you a second to read through and sorry that was a bit of a rushed overview there but let me know if there's anything that we haven't captured here or anything that you would like us to change, anything you'd like us to add at this point. Community Member 11?

Community Member 11: One thing that I don't feel has been covered is how Anglian Water ensures infrastructure is actually expanding and improving alongside growth. We've talked about growth and things like that, but with just maintaining aging assets to cope with demand, and it would be good to have an outcome where we can get some clear confidence that infrastructure's actually expanding and improving, not just being managed.

TMcK Facilitator: And is that around about the communication piece where it's being written currently? Is that where that sits for you?

Community Member 11: Potentially it might even go under where like the growth, because everybody's talked about capacity and growth and things like that, but one thing that – I can't remember who it was from Anglian Water mentioned that we're still using infrastructure that's quite old, but how is that being improved, and whilst they're maintaining capacity, and in capacity's obviously in demand, are we relying on that old

¹² Action point 1: Clearly communicate and reassure customers on how you will create water resilience and security in the system

¹³ Action point 2: Clearly communicate system upgrades which will provide increased water security (and explain the 'so what' impact)

¹⁴ Action point 3: Clear communication across level of involvement and influence over new developments

¹⁵ Action point 4: Have greater visibility in new development works

¹⁶ Action point 5: Proactivity with sorting out toilet infrastructure before building developments start

infrastructure or is that actually being expanded and improved? And it'll be good to also know like where the priorities lie around that, and also what level of investment's actually being put into that as well.

TMcK Facilitator: Okay, that's no problem. We'll make sure we're capturing that. If it doesn't immediately go up on this, don't worry, it is in the transcript, and when we write the final report off the back of this, it will be captured in that. Any other comments, thoughts, etc. on any of this before we hand back to Bev and then let Anglian Water have a bit of input?

CCW Chair: Thank you, Joe. Mark and Sian, quite an emotive discussion actually, so keen to hear your thoughts. Is there anything here you think isn't feasible?

Mark Thurston: Well, there's quite a lot of detail here, Bev, so we need to think about how we best respond to it. I mean just to sort of reassure customers on a couple of things here. We are involved in all the developments that go on in the regions, so a number of comments around how active or passive we are, we are right in the thick of all this. We have a dedicated team just working on household and in fact non-household demands. I think the point that Community Member 7 made, we're not a statutory consultee, but rest assured, we exercise our voice around this, and that's creating tension with the local authorities and developers, but we are in the thick of it for the reasons you'd expect.

Second point I'd make is Community Member 4's concern. We have a statutory obligation to keep all customers on supply, so the fact that there's all this growth coming towards us, that should not and will not compromise our obligation to supply customers both in clean water, every day, 1.2 billion litres we put into supply, and take care of your waste, okay, and that is a, again, core role of the company and the growth sits on top of that in terms of where we need to expand our assets to cope with more scheme.

Third point I'd make is we sort of know where those growth hotspots are and we could keep customers abreast of that, so we could be a bit more active and I guess vocal. Candidly whether you should expect us as your water supplier to do that on your behalf as customers, but if there's some comms around that that would be helpful to reassure customers, we can certainly do that if you think that's relevant and we should probably pick that up, Bev, with the other question around comms and engagement more broadly.

Penultimate point I'd make is where we can influence developers and it's a little about more housing policy rather than water policy in the way in which we use grey water and brown water and whatever it might – the terms being used. Really grey water is a term we use. There's a lot of ways we can use water runoff. New developments all have separate sewage systems between all the stuff that runs off the streets and your roofs, from the pipes that all the sewage goes into. Milton Keynes doesn't have a problem with sewage capacity. It was built with a modern system in place. It doesn't have a combined sewer system.

So we're working with developers and Government to influence the way in which new developments are designed and then built so it doesn't create the sort of risks that we've talked about on this call and particularly this question.

And then the final point, and we could go down a rabbit hole and I don't [inaudible], there is a lot of activity going on around Universal. It's a bit of a one-off case for all sorts of reasons. We don't build theme parks in this country very often. They need quite a lot of water to serve all of their grounds, they need clearly water for their water flumes, and then they're working, to their credit, and sort of thinking about how they make a much more sustainable water supply for that site, so we don't use more water than necessary.

And again, Sian has got a dedicated team working with the Universal team and their appointed reps to make sure that they get what they need, recognising there's a lot of sort of political momentum and support for that scheme, but at the same time it doesn't unduly affect customers day-to-day, and Ofwat, the regulator, are right in the middle of making sure that customers are not unduly charged for stuff that frankly Universal should pay for.

I don't propose to get into any more detail there, because there's a whole chapter of detail that frankly is a bit sensitive, but hopefully to reassure you that we are live to it, we're very close to it, and I think it was Community Member 4 raised the point, we are very active in amongst that with the team directly. So there's maybe five points to come back on. I don't know, Sian, if there's anything else you want to say on there. We'll certainly think about how we can best respond to the questions, Joe and Bev, in a way that's helpful for this group of customers but almost customers more broadly.

CCW Chair: Sian, anything from you?

Sian Thomas: No, just the reflection around some of this is about making it visible to customers and making it obvious that these things are going on, and just, yeah, like Mark says, just reassure that we're on it, and yeah, it's a focus on what we can share later.

CCW Chair: Absolutely, emotive subject. Trust with the industry is at an all-time low, but some great messages that you've shared this evening, given lots of reassurance. Challenge again, how do you get that, how do you use this community voice, this voice, community that we've created in the Consumer Council for Water to help you to do that, so great opportunities here. Thank you both for agreeing to the actions, so for the record we can now mark these actions as agreed under this question. And there will be some more formatting to do, which you will see as well, Mark and the team.

Mark Thurston: Yeah I think, Bev, we just need – when we see the detail of those actions, we just need to make sure we've got the right – first couple were fine, I think the next two we just need to, with your team, look at those offline and find a sensible response to them, because we're getting into some territory that is a bit difficult to respond to. It's not we're going to be opaque. We need to be careful what we can and can't do as your water company.

CCW Chair: And we'll do that first with the customer panel and then we will come back and we'll absolutely do it with you.

Mark Thurston: Perfect, thank you, Bev.

CCW Chair: Thank you everybody for that. Shall we mark that for the record that those actions are agreed, yeah?

TMcK Facilitator: Okay.

CCW Chair: All that's left for me to say this evening is a big thank you from me. We have covered a number of really important themes. There's a lot of passion in this panel for water and for service, and we've agreed some actually really clear set of actions, I think, when we take a look at these in response to those issues that were raised. As you can see, those actions have been captured live in this session, and they will form the basis of the formal response from the company, so we will follow these through.

In terms of the next steps, a full transcript of this session will be published on the Consumer Council for Water's website within five working days. Before publication we'll do an early draft with everyone, as I said, so with the customer panel and with the

company so you can review it and raise any concerns or refinements that you'd like to see. We will publish a plain English summary within 10 working days, and Anglian Water then will be required to publish its action plan within 28 [working] days, setting out how it will deliver the commitments that we have agreed tonight, this evening.

Customers will then be asked whether that action plan accurately reflects what was agreed, and we will monitor progress, because it's important that we're able to see these actions through to conclusion, and we will report publicly on the delivery of those actions.

As we said at the outset, this process is designed to ensure transparency and follow-through, and not just discussions. So finally, I want to thank you all for the time, so a huge thank you to the customer panel, and to you Mark and all the team from Anglian [Water] for your time, your thought, and the honesty that you've all brought to this session this evening. Customers, your input is what gives this process credibility and purpose, and the way that you receive the challenges, to Mark and the team, is what will make this a success, so thank you for your engagement this evening. And I now formally draw the session to a close.

[CLOSE]

CCW

The voice for water consumers
Llais defnyddwyr dŵr

23 Stephenson Street,
Birmingham, B2 4BH

Ccw.org.uk
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