Summary report

Autumn Accountability Session with Anglian Water

As part of CCW's Water Voice programme, Accountability Sessions allow community members to challenge water company performance, question senior representatives and agree actions to enhance customer experiences and drive meaningful improvements.

Accountability Session | Monday 2nd November 2026
Report published: Wednesday 11th November

Community members questioned how Anglian Water would **protect supplies and reduce leakage** before next summer. They also challenged **serious pollution performance** and whether executive rewards reflect environmental outcomes.

Two Performance Review questions examined these issues in detail. Members questioned the gap between leaks detected and repaired, how environmental risks are prioritised and what measurable improvements the company would deliver.

The Q&A explored **access to water saving devices**, **how customer feedback leads to action and whether profits could help reduce bills**. The company outlined existing services and support, while questions remained about future bills and customers outside support schemes. The following pages set out the discussions, responses and requests.

Performance Review Q1: Drought and Leakage

Members wanted improvements before next summer, questioning why customers must save water while leaks remain unresolved.

Anglian Water committed to replacing 180km of mains and increasing leakage resources. Members requested measurable progress, clearer repair timescales and an explanation of how lessons from the summer would help the company prepare for future droughts.

Performance Review Q2: Serious pollution targets

Members challenged continuing serious pollution and the payment of executive rewards when environmental performance falls short.

Anglian Water described improvements to risk identification and incident response. Members wanted clearer reduction targets, accessible performance information and stronger links between pollution performance and rewards.

Q&A Q3: Water saving devices

Members wanted free water saving devices to reach more households, with self-installation available where appropriate.

Anglian Water agreed to review how customers can access water saving devices and reaffirmed existing work on matching devices to households. Members also wanted Drop 20 promoted through bills.

Q&A Q4: Listening to customers

Members wanted evidence that customer feedback changes business priorities and reaches beyond the panel.

Anglian Water committed to making the connection between feedback and action more visible. Members also asked for clearer public communication about the company's own water saving efforts.

Q&A Q5: Bill increases

Members questioned whether profits could help reduce bills.

Anglian Water outlined investment and existing support, but questions remained about future increases and bill reductions for customers outside support schemes.

What is the purpose of this report and what happens next?

This report summarises the key discussions and actions raised by Water Voice community members during the Anglian Water Accountability Session held **on 2nd November 2026**. The actions outlined reflect the improvements community members would like Anglian Water to make. These are community-led requests and do not represent confirmed commitments from the company at this stage. Anglian Water will create a formal action plan by **Thursday 10th December 2026**, setting out its response to each action, what it intends to deliver and the proposed timescales.

CCW will then monitor progress against the company's commitments and provide monthly updates, allowing community members to see what has changed and continue to hold the company to account.

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Q1: Performance Review

Strengthening the company's existing actions

What improvements will you commit to delivering before next summer to protect water supplies now?

Context from the session:

Members wanted **practical improvements** while longer-term supply projects were being developed. Anglian Water described **exceptionally dry conditions**, ground movement and a 47% increase in burst mains compared with average levels. The company reported finding around 900 leaks but repairing around 800 each week. Members welcomed mains replacement and additional resources but wanted to understand the resulting improvement in water availability. They requested **measurable progress** before next summer, **clearer repair timescales** and **evidence that lessons from the drought were shaping preparations**.

Existing activity and planned improvements context:

Anglian Water reported more than **1,000 people working across leakage detection and repair**. It committed to **replacing 180km of mains**, increasing resources and improving detection. The company also described a strategic pipeline due to be commissioned by 2028, but did not clarify what would be operational before next summer.

Actions requested by community members:

1A. Show customers clear evidence of improved water supply resilience

Show how work to protect water supplies is making a practical difference for customers. Members wanted to see reduced reliance on hosepipe bans as one sign of progress.

1B. Explain how lessons from the summer will inform drought preparations

Share what Anglian Water learned from the recent summer and how this will shape preparations for future droughts.

1C. Reduce the deficit between leaks found and leaks repaired

Reduce the shortfall between the number of leaks detected and repaired each week. Set a clear target so customers can see whether the gap is closing.

1D. Clearly communicated leakage improvements and progress

Provide clear information for customers covering:

- **Recruitment and training:** Targets for recruiting and training additional staff, when they will be available and progress against these targets.
- **Detection and prioritisation:** How leaks are identified and prioritised and how pipe condition and soil vulnerability inform mains replacement.
- **Repair timescales:** How long assessment and repairs take, why delays occur and how avoidable delays will be reduced.
- **Progress:** Leaks detected and repaired, alongside weekly and annual water losses against relevant targets or standards.

Actions requested continued overleaf...

Q1: Performance Review

Strengthening the company's existing actions

What improvements will you commit to delivering before next summer to protect water supplies now?

1E. Develop a strategy to challenge new development where water supplies are under pressure

Set out how Anglian Water will push back to developers and planning authorities where new development risks placing further pressure on existing supplies. Clarify what influence the company can exercise within its legal responsibilities and how it will raise concerns about meeting current and future demand.

Company response:

1A. Anglian Water said it could not guarantee reduced reliance on hosepipe bans because restrictions depend on rainfall. It warned that restrictions could go further, potentially including bans on non-essential water use by non-household customers.

1E. Anglian Water explained that it must connect household properties and is not a statutory consultee in planning. It acknowledged that it could raise concerns, but said it lacked a legal basis to object to household connections. It also stated that it can challenge certain non-household developments and already does so.

Q2: Performance Review

Challenging the company's performance and service delivery

What actions will you commit to for a measurable reduction in serious pollution incidents over the next 12 months?

Context from the session:

Members wanted **serious pollution to fall and questioned whether executive rewards reflected environmental failures**. Anglian Water acknowledged that 12 serious incidents in 2025 were unacceptable. It reported a **16% reduction in total pollution**, a 60% reduction in storm overflow spills and a 36% improvement in flooding performance, while recognising that these improvements had not translated into satisfactory serious pollution performance. Members wanted **clearer targets and explanations of incident severity, prevention and response**. They also challenged whether **payments made through the wider group weakened executive accountability**.

Existing activity context:

Anglian Water reported bringing in **12% more technical and specialist staff and bringing forward 33% of its storm overflow reduction programme**. The company described receiving around 500,000 alarms, alerts and customer calls each year, highlighting the challenge of identifying events that could become serious. It identified **earlier risk recognition and faster frontline response** as priorities for the next 12 months, alongside its annually published Pollution Incident Reduction Plan and reviews of individual events.

Actions requested by community members:

2A. Set and publish ambitious pollution reduction targets and show progress

- **Serious pollution:** Review reduction targets annually to ensure they reflect current conditions.
- **Total pollution:** Commit to a greater percentage reduction over the next 12 months than the reported 16% reduction in the previous year.
- **Progress:** Publish clear, customer-facing information showing performance against the targets.

A member suggested 25% or 30% as examples for total pollution. No specific percentage was agreed.

2B. Link executive rewards directly to pollution performance

Commit to effectively linking exec bonuses (at all levels) to pollution targets. Members requested that no bonuses be paid when serious-pollution targets are missed (including bonuses paid by the parent company under the banner of retention payments)

2C. Explain how pollution incidents are prioritised and addressed

Publish an accessible explanation covering:

- **Classification and priorities:** How serious and less serious incidents are distinguished and how environmental impact informs priorities.
- **Response:** What happens to contain pollution and fix the problem.
- **Prevention:** How incidents are reviewed and what is done to prevent them happening again.

Actions requested continued overleaf...

Q2: Performance Review

Challenging the company's performance and service delivery

What actions will you commit to for a measurable reduction in serious pollution incidents over the next 12 months?

2D. Help customers prevent pollution

Provide practical guidance on what more customers can do to help prevent pollution, alongside existing messages about wipes, fats, oils and grease.

Company response:

2A. Anglian Water said it reviews performance annually and supported the ambition for further reductions. However, it did not agree a specific new reduction target, including the suggested 25% or 30%.

2B. Anglian Water explained that bonuses reflect several performance measures and are overseen by a separate committee. It stated that a Category 1 pollution incident would remove CEO and CFO bonuses. The company did not fully explain equivalent payments through the wider group, indicating that a specific response required input from another representative.

2C. Anglian Water explained that much of this information is already included in its Pollution Incident Reduction Plan. It recognised the need to communicate this more clearly so customers can understand how incidents are prioritised, addressed and reviewed to prevent recurrence.

Q&A: Q3

Further questions about the company's services and accountability

Given increasing company profits, what free water saving devices will you provide (or fund) for customers, to help households struggling with their bills?"

Context from the session:

Members wanted **practical help to save water and reduce bills**, without unnecessary barriers. Anglian Water described **Drop 20 visits**, existing devices and work to match support to household needs. Members questioned why confident customers should need a plumber visit for simple items and wanted **devices offered more proactively**. They also **raised awareness of Drop 20** among customers who do not use digital channels. The company explained that previous feedback and trials had found some devices difficult to use or ineffective.

Existing activity context:

Anglian Water reported around **12,500 Drop 20 visits annually** and confirmed that customers could contact customer services for devices or arrange a visit. It also reported **1.4 million smart meters installed** and explained how hourly usage information through **MyAccount helps customers understand their consumption** and identify potential savings. Anglian Water also confirmed that work to identify suitable water saving devices for different household needs was already planned.

Actions requested or developed during the discussion:

3A. Make suitable free devices accessible to more households

- **Proactively offer water saving devices** beyond households receiving a meter visit.
- Provide a **self-installation option** for customers who can use it, while retaining installation help for those who need support.
- **Explain the potential bill-saving benefits** alongside the water savings, without promising a fixed saving for every household.

3B. Promote Drop 20 through bills

Include information about Drop 20 and how to access it within bills, so customers can find out about the service without relying on digital channels.

Q&A: Q4

Further questions about the company's services and accountability

How will you show us that the things that matter to customers – discussed tonight – will be prioritised in the business going forward?

Context from the session:

Members wanted to see **how their feedback would influence decisions** and how the wider public would hear about the resulting changes. Anglian Water described **bringing together evidence from Water Voice, the Customer Board and the Independent Challenge Group**, with customer matters reaching the company board. Members welcomed the discussion but wanted public messages to show what Anglian Water was doing alongside requests for households to save water.

Existing activity context:

AN04* already covers using customer insight to shape communications and sharing progress with CCW. **AN15*** concerns visibility of network upgrades and resilience work. Members' additional concern was the visible connection between their feedback, company decisions and practical action.

Additional actions requested by community members:

4B. Show the company's own contribution to saving water

Ensure water-saving communications explain what Anglian Water is doing to save water, as well as what customers are being asked to do. Make this clear to the wider public through visible, plain-language communications.

*See page 9, "Existing Action Overview", for the full existing action statements.

Q&A: Q5

Further questions about the company's services and accountability

What will you commit to doing with Anglian Water's profits to reduce bills for struggling customers?

Context from the session:

The questioner welcomed support she had previously received but questioned **why profits and bills could rise while performance still required improvement**. Anglian Water described £11 billion of planned investment to 2030, compared with £6.5 billion in the previous five-year period, alongside existing affordability support. Further contributions raised **unresolved concerns about future bill increases, households outside support arrangements** and the proportion of profits committed to helping customers.

The company's explanation of existing activity and constraints:

AN01* covers testing billing documents and explainers to make charges and customer benefits clearer. **AN11* and AN15*** concern communication about local investment and its benefits. These provide relevant communication activity but do not answer whether profits will be used to reduce bills more widely.

Anglian Water described existing social-tariff support for over 300,000 households, potential discounts of 25–50%, a shareholder-funded medical needs discount and wider support through Extra Care.

Additional actions requested by community members:

5A. Explain how increased investment affects customers' bills

Clearly communicate the scale of investment, what improvements customers can expect and whether bills will continue to rise to fund this work.

*See page 9, "Existing Action Overview", for the full existing action statements.

Existing Action Overview

Existing Action	Action Statement
AN01	*Test and review billing documents and explainers through the annual billing cycle to make charges and customer benefits clearer.*
AN04	*Gather insight from the Online Community and Customer Board on customer communication preferences and effective engagement tactics, using findings to shape future communications and share progress with CCW.*
AN11	*Use Building for Better as the consistent campaign for local investment, with common language and regular updates on local works.*
AN15	*Improve visibility of network upgrades and resilience work by clearly communicating project progress, local impacts and customer benefits in high-growth areas..*

Attendance list

Ian Rule	Director of Water Services at Anglian Water
Emily Timmins	Director of Water Recycling at Anglian Water
Lisa Bush	Head of Pollution Strategy at Anglian Water
Fay Nicholson	Billing Collections and Consumption Lead at Anglian Water
Don Maher	Director of Customer and Operational Services at Anglian Water
Darren Rice	Regulation Director at Anglian Water
Bev Keogh	Independent Board Member for the Consumer Council for Water (CCW) – Meeting Chair
Joe Greenwood	Associate Director of Taylor McKenzie Research (TMcK) – Lead Facilitator
12 x community members	Water Voice Community Members under Anglian Water

Session transcript

CCW Chair: Thank you for joining us this evening. My name is Bev Keogh and I'm going to be chairing tonight's discussion. I'm a board member and the deputy chair of the Consumer Council for Water. Tonight's autumn accountability session forms part of our Water Voice Programme and the purpose of Water Voice is quite simple but it's really very important and that is to give customers a stronger, more direct voice in how their water company performs, communicates and improves.

This session tonight is about accountability. It's an opportunity for all community members to question senior leaders from Anglian Water directly, about the issues that matter the most and around what needs to improve and what will change as a result of this discussion.

It's not a complaint hearing and it's not a technical inquiry but it is a structured, customer led conversation focused on accountability, learning and agreeing clear but practical actions to improve.

The topics that we are going to cover have not been chosen by the company, they've been shaped by the panel members who are with us this evening, they've also been shaped by the wider community members, through pre-task, briefing sessions and the wider Water Voice discussions that have happened. So, Panel, this is your agenda tonight.

Before we start, I just want to set a clear tone from the outset. I would like this to be a respectful but challenging discussion, community members should feel able to speak honestly about their experiences and in a respectful way to the company. I expect very clear and transparent responses please from the Anglian Water senior team, the less jargon, the better, just to make it much more transparent and easy to understand. I will have to interrupt if I feel that your responses are unclear, just to ask for clarity.

When we're not speaking, keep our microphones muted, that way we avoid any background noise and playback. The session will be fully transcribed, and all the agreed outcomes will be published, and we will talk more about at the end of the session. Anglian Water will also be expected to publish an Action Plan, responding to the commitments made this evening, which will be added to the existing Action Plan that we created when we did the accountability sessions earlier this year. That transparency is a key part of what makes this process really meaningful.

In terms of some ground rules and Joe will help us with this, we're going to take one person at a time, we're going to keep our contributions quite focused and concentrate on forward looking actions, what will change? By when? And most importantly, how will customers know?

I'd now like to introduce my colleague, Joe Greenwood, who is going to be helping to facilitate the majority of the session with us this evening. Joe is one of our partners from Taylor McKenzie Research. Joe's main job tonight is to make sure that all customer voices are heard.

Representing Anglian Water and it's great to have you with us this evening, team, is Ian, the Director of Water Services, Emily, the Director of Water Recycling, Lisa, the Head of Pollution Response, Fay, Billing and Collection and Consumption Lead, Don, the Director of Customer and Operational Services and Darren, who is the Regulation Director. Thank you all for being here and Joe, I'm going to hand over to you now, for you to explain how the session will run and to do some panel introductions.

TMcK Facilitator: Brilliant, thank you so much, Bev. Anglian Water folks, we're still getting a few of you into the meeting, so we'll work on that when introductions are happening. So, I suppose the main thing I want to cover before we begin and before we start talking and get introductions and things, is just in terms of how the recording etc from the session is going to be used. I want to briefly explain how names are going to be used within the transcript and how we're going to handle the anonymity of particularly you guys, as customers.

Session transcript

We're going to be using first names only tonight, you guys have all come in, we'll do a first name and the fact that you're a community member, which is brilliant. In terms of the customers that we're speaking to tonight, first names only is the main rule.

After the session, within a certain timeframe, this is going to get transcribed, you guys will have the opportunity to review the transcript after the session has taken place. So, if there's something in the transcript that you don't like, that you want to be removed, doesn't matter what it is, you might have said something that in hindsight, you didn't want to say, whatever it might be, just let us know and we'll get that removed for you, no questions asked on that.

The purpose of the transcript is purely to accurately reflect the discussion that we have tonight, to reflect what the guys at Anglian Water say and to reflect the questions and thoughts and comments that you raise on the night. It's not being used for anything other than that.

There's two main points to tonight's session or two sections - we've got two questions that we're going to ask and the larger questions are around performance, I think it's performance challenge questions that were developed as you remember from our first session about four weeks ago, where we talked a lot about the things that you wanted to bring up tonight. You guys that are asking the questions will know what your question is and we will share those on the screen for you guys at Anglian Water and put it into the chat as well once the question's been asked, so you can refer back to it while you're answering.

Then we're going to move into our shorter Q&A session where community members will ask a few additional questions that were prioritised during the briefing session, our hope is tonight if we can get through two of the chunkier questions, followed by three of the Q&A section questions, it's going to depend on how we go timing wise, whether or not we get through all of those.

For each of the two questions we're asking upfront, a community member will ask the agreed question, Anglian Water will have five minutes to respond, if Bev feels that the response is positive, is giving people information and you have a bit more to say, then we're happy for you to speak a little bit longer but that will be at Bev's discretion tonight.

Community members will then react to that response and identify what's clear, what's maybe missing, how they felt about the answer, what do they want added as an action, if anything and then we will record that on some slides that we will then look over towards the second half of that feedback section.

We'll create this live document of the actions and outcomes that will capture everything that's said throughout the session, once we've captured that and the participants, the community members are happy with the responses, Anglian Water will then have a couple of minutes to respond to the actions that have been raised. For me, this is really about you guys just flagging if there's anything that you feel that you're not able to deliver and providing a reason as to why, but it is helpful for you to play back your thoughts on the different actions as well, that's worked really well in previous sessions.

During the Q&A, we'll use a kind of slightly lighter version of this process, the question will be asked, the company will respond, and the question asker and the community have a bit of a chance to follow-up, but a much, much shorter process overall and a bit less, I suppose a bit less formal fundamentally.

Before we get started, I'd really like to go around the room and get community members to introduce themselves. All I want you to do for this one is introduce yourself by your first name and just for the sake of the guys at Anglian Water, if you can let us know approximately where you live. Community Member 1, you're top left for me so we'll get going with you, if that's okay?

Session transcript

Community Member 1: I'm Community Member 1, I'm retired and I live in Peterborough so I'm under Anglian Water.

Community Member 2: I'm Community Member 2 and I live in Wellingborough, Northamptonshire.

Community Member 3: Community Member 3, I'm retired, I live in Dallington, Northampton.

Community Member 4: Hello, I'm Community Member 4 and I live on the outskirts of Wellingborough.

Community Member 5: Community Member 5 and I live in Wisbech.

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

Community Member 7: I'm Community Member 7, live in Northampton and I'm currently working as well.

Community Member 8: I'm Community Member 8, I live in Wootton in Northampton.

Community Member 9: I'm Community Member 9, I live in Irthlingborough in Northamptonshire.

Community Member 10: Hello, I'm Community Member 10, I live in Thrapston in Northamptonshire and I'm retired.

Community Member 11: Hello, I'm Community Member 11, I live in Moulton on the outskirts of Northampton.

Community Member 12: Hi, I'm Community Member 12, I live in Abington in Northampton.

TMcK Facilitator: Brilliant, thank you so much. Bev, over to you.

CCW Chair: Okay, so thank you all for the intros. We're going to move on now to the first question of the evening, this is a new challenge question. It's around a performance issue that the community members chose to challenge Anglian Water on, the topic is drought and leakage and it was prioritised through some of the pre-task work that we did in the briefing session in preparation for this session this evening and it came from a conversation that was had around community members being asked to use less water despite missed leakage target, and wanted action before next summer to protect supplies as drought conditions could easily worsen.

So, I'm now going to ask Community Member 3 to ask the question on behalf of the panel. And then Ian, thank you for joining us this evening, we'll come to you then as the Anglian Water representative to answer the question with Community Member 3. Joe, can we have the question on the screen to help Community Member 3? And then Community Member 3, over to you.

Community Member 3: Thanks very much. Good evening. [1]Most of your customers I hope will be aware by now that Anglian Water is currently progressing plans for the Fen Lands and the Lincolnshire Reservoirs. The problem is of course, it will be 10 years before they come onstream so meanwhile, we're being asked to meet leakage targets and what have you, where you have consistently missed your own targets in the last few years and we as customers are being asked to reduce the amount of water we're using, as drought conditions continue and the hosepipe bans remain, with no sign of being removed.

1 What was said here is different to what was shown on screen. The written question was, "We are aware that Anglian Water is currently "progressing plans" for two new reservoirs that may be built in the future. However, leakage targets have been consistently missed and we as customers are being asked to reduce the amount of water we are using as drought conditions become increasingly worse in our area. What improvements will you commit to delivering before next summer to protect water supplies now?"

So, things are not getting good in our area, so what we'd like to ask you really is what improvements will you commit to delivering before next summer to protect our water supplies?

That's really it but we are interested in terms of identifying set milestones and accountability, so thank you.

CCW Chair: Thank you, Community Member 3. In responding, Ian, it would be helpful if you could be quite specific, to answer the question. Joe's going to pop a five-minute timer up on the screen just so that we keep to time. As I said earlier, if you could try and keep it as jargon free as possible, I know that can be a challenge and to the community members, just a reminder, listen carefully and make a note of anything that may sound or feel unclear, incomplete or perhaps not strong enough because Joe will come to you for a facilitated session, just to talk through what you've heard from Ian.

Joe, timer on the screen, please and Ian, over to you.

Ian Rule: Thank you and thank you, Joe, for the question. So perhaps if I start with probably a bit of context in terms of where we've been from a drought perspective, certainly over the last year or the last six months. So, the last six months, as people may be aware, was the driest period we've had on record and that has led to many challenges, one of them being the current level of water resources so our level of reservoir stocks at the moment are collectively at their lowest level since 1997.

One of the other issues that particularly the dry weather causes is the extreme drying out of the ground. So, when the ground dries, it shrinks and cracks and depending on where, the nature of the ground, the nature of the infrastructure we have under that ground, that can cause significant pressure on pipes. What we're seeing is a significant increase in burst mains and leakage.

To give you some context and some numbers around that, we're seeing roughly 50%, I think the actual number is 47% higher level of burst mains predominantly due to that ground movement, than average.

So, what are we doing about it which is the important part of the question that you raised. So, we have over 1,000 people working on leakage as we speak, that goes from detecting leaks, understanding where those leaks are, to finding them, to fixing them, so on average, we are fixing around about 800 leaks a week but unfortunately, what is coming through are we are finding 900 leaks a week, so the number of leaks is growing and that is specifically happening over the summer period. So, we're bringing more people in to fix that, but it is an extremely challenging back situation for us.

To give you some other stats and ideas of where we are, we project to fix around 40,000 leaks this year and just compare that to where we were 20 years ago, we fixed only then around 15,000 leaks, so more than doubled over that time.

The other really important thing we are doing is renewing mains. We renewed last year, over 145 kilometres of mains. We are doing more this year - 180 kilometres of mains and that's our biggest mains renewal programme in around about 20 years.

CCW Chair: Ian, I think that's really good context that you've shared with the community, can I ask you now because I'm conscious of time, just to focus on the core question now which is, given that traction of improvement, what improvements will you commit to delivering before next summer to protect those water supplies in that area?

Ian Rule: The commitments are around mains renewal; the commitments are around increased teams on the ground to repair leaks.

Session transcript

To give you context on leakage, our leakage is some of the lowest in the industry, we are around half the level of leakage per kilometre of main than the industry average. Our commitment is around that whole leakage end to end process, it will be about mains renewal and about having the right number, more teams on the ground to detect and find those leaks.

What I can't control, unfortunately, is the condition of the ground, so understanding or predict exactly how many leaks will occur is not a commitment I can make but what I can commit to is having more people on the ground to fix those and also renewing the mains as well, so putting new mains in the ground.

CCW Chair: Thanks, Ian. So, Joe, I'll hand over to you, I guess my question for the community members is you're asking for specifics around improvements, will the company commit to delivering before next summer to protect the water supplies, have you heard enough and if not, what more information do you want and then what format?

TMcK Facilitator: Thank you, Bev, we lost you for a second there, but we got what you meant, you're absolutely fine. Community Member 3, I want to go back to you as the question asker here and from your perspective, tell me how you felt about the answer. What was positive? What was missing? What would you have liked to have heard in that answer that you maybe didn't?

Community Member 3: Well one of them is it's all very well to hear about projected improvements which we very much welcome but what is not clear is for example, what those projected rates will deliver in terms of improved water usage or water availability to we as the customer, that's the first question.

TMcK Facilitator: Tell me a bit more about that, what do you mean in terms of you being able to realise the improvement? What would that look like to you?

Community Member 3: To me as a customer, reduced reliance on hosepipe bans to make good the water is one. I have a strong interest in this given that I'm a gardener or my wife is anyway, and I put in an irrigation system, drip-fed, at great expense, to cope with the hosepipe ban and the drought. Our question around the panel was worked around what resilience are we going to see? What demonstrable resilience against some of these climate changes?

TMcK Facilitator: In terms of you then seeing that, is that about wanting a commitment to the reduction in specific hosepipe bans, for example? Would that be a stated thing that you'd want?

Community Member 3: It's looking at a verifiable metrics that you can deliver against, it's difficult to say because the only metric that we have is availability of water and the only context there is the hosepipe ban.

TMcK Facilitator: Let's bring some more people into the discussion, does anybody else want to come in on that?

Community Member 1: It wasn't mentioned if they were recruiting loads more people to cope with all the …

Community Member 3: It was.

Community Member 1: The problems on the ground, he didn't mention how many more people they're going to recruit and train up, which they're going to probably need to cover all the leaks, if they're going to increase in the future.

TMcK Facilitator: Okay, so what would you want them to …(overtalking)?

Community Member 1: I don't know if they've got any figures of people, how many, they've obviously got their engineers who are on the ground but are they recruiting more and training

them up? Because they're obviously going to need them, aren't they?

TMcK Facilitator: In terms of the importance of that to you, what is it that you'd want to get from that? Is it just the information, you'd want that to be clearer to you?

Community Member 1: Yeah, just the information that will be helpful for the future.

TMcK Facilitator: I've got a line of hands, Community Member 2, I'll let you go first.

Community Member 2: I made some notes, that first bit that he went on about the number of leaks due to the ground is 47% drier and he said it, there's like, they're fixing 800 leaks a week, I picked up on that but he said they're finding 900, so there's a 100 leaks a week shortfall. So perhaps some sort of metric about if they know, on average, they're finding 100 shortfalls, can we look to halve that shortfall so fix 850 a week, say? Or even get up to they're fixing as many as they're finding? Somewhere between the two or all the way up to the top because there'll always be historical ones, they'll always be behind but some sort of catching up a bit?

TMcK Facilitator: Reducing that gap almost, ultimately?

Community Member 2: Yeah, because it's like okay, you know you're 100 behind a week and you're recruiting more people but perhaps get some figures on board about what the target is. "We want to by this time next year, be fixing the 900 a week that we know we're going to find." Or you know, and then we're not backsliding and then we can begin the year after perhaps or the year after that, to eat into it.

TMcK Facilitator: That's a great point, thank you. Community Member 11?

Community Member 11: I think a lot of what's been discussed has been retroactive actions rather than planning for the future. I'm curious to know were there any lessons learned after this year with the five heatwaves? Does that change their short-term plans in the future? Will that affect how they're going to plan for the next 12 months? Because what I'm worried about is that we're probably going to have another series of heatwaves next year and have the same struggles as we do now.

TMcK Facilitator: That's maybe something Ian can come back to when he has a chance to respond, I think that's a really good point, what has happened as a result of this year being a bit crazy, right? Community Member 9, over to you.

Community Member 9: I like the information about obviously replacing pipes and updating those, but what I'm really interested in because I think that's part of it, part of the key really to improve moving forward but what is the strategy around that? Is it that you're replacing pipes that are a certain age? And those pipes that you're replacing, or is it certain areas that are affected by the ground shifting? And is there a guarantee that those pipes are going to withstand changes in the ground in the future?

TMcK Facilitator: So, it's almost like just understanding what is now happening as a result of what has happened or what is maybe going to continue happening, is that fair?

Community Member 9: Yeah, that's right because there's the phrase about prevention being the best cure, you know? Thank you.

TMcK Facilitator: Community Member 5, on you go.

Community Member 5: I want to know, it's all very well like we say the 900 leaks that you're finding and only the 800 that you're fixing, is there a timescale on fixing each leak? So that each team can then maybe move quicker, and I know that involves a lot of red tape, getting roads closed or things like that but is there a way to make things work faster?

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TMcK Facilitator: Why is that important, Community Member 5?

Community Member 5: Obviously, the longer the leak goes on, the more water that's wasted. And while it might be leaking and solving the dry earth problem around the leak, it's not actually productive for customers because they're not getting the use of the water. So, is there a timeframe that they have to stick to, to fix each leak and could it be quicker if it was just red tape that was stopping them?

TMcK Facilitator: It's interesting, maybe we spoke about this during our briefing session when we were saying two days feels like ages for a leak to get fixed, given the context of stuff, it feels like an emergency at the moment. And then everyone that understood industry more felt like two days would actually be seen as being really quick but to customers, it doesn't feel like that at all does it? It feels like given the state of play currently and the drought and things, two days feels like a huge amount of water being lost. So yeah, totally, I think that's a really good point. Community Member 4, I'll go to you and then Community Member 7, I'll come to you.

Community Member 4: My point was and it's something that somebody picked up earlier is that they're saying they've got 800 leaks at the moment and they're fixing 800 leaks, but they have 900, so that's 100 short each week. Over the year, that would be 5200 leaks, that's six and a half weeks' worth of leaks, if they cleared 800, they'd be behind. And I know they say they're going to put in; they're trying to put in more people to fix these, how many? What are they doing to do that and how quickly?

TMcK Facilitator: So, if we could have that written down, we could ultimately revisit at another session later on to say, "How far along are you with this?" then that would be a positive.

Community Member 4: What's the progress on it? And also, it just seemed like a wishy-washy answer, in my view.

TMcK Facilitator: Brilliant, thank you so much, let's keep going, Community Member 7 I'll go to you?

Community Member 7: I just would like to know what strategy is used to identify the leaks and how long does it take before you've lost a lot of water, before Anglian Water gets notified? Who does it?

TMcK Facilitator: Ian, you can maybe spend a couple of seconds to chat about that when he comes back on the responses. Community Member 10 and then I'll come to you, Community Member 8.

Community Member 10: I'd like to ask a question regarding the growth in the area as well because obviously, we're trying to sort out the leaks but also, we've been told that we're a rapid growth area so there's going to be more constriction on actual water usages because people are moving into the area and there's more and more need for more water. So, this is becoming a major issue as well versus the leak situation because of the growth in that area.

TMcK Facilitator: So, if they could commit to something tonight on that, what would you want them to say?

Community Member 10: They've got to tell the housing people that are growing these new housing estates across this region, that we have a situation that we can't meet the needs we've got already, especially with the leaks that we're having as well and telling people to cut back on their water usage, that we can't always meet more needs and more demands in building new housing estates.

TMcK Facilitator: So just having those discussions ultimately and pushing for the side of the

current customers, is what you're arguing for.

Community Member 10: Yes, because obviously, our needs are going to need to be met and then you're going to take on more people's needs as well, which can you do that in the current situation that you have with the drought coming on and maybe next year as well?

TMcK Facilitator: Brilliant point, thank you so much. Community Member 8?

Community Member 8: My point was around, I agree with most of what we're talking around about shortfall of covering of the leaks, but my view is around do we have a service level that you'd expect? Because, at no point, have we discussed what the expected volume of water is that's lost, so of these 900 leaks or 800 leaks, do we have an idea of what the most serious one is, what is the expectation to get those serious ones fixed? Do they get done immediately within a day?

Just a bit more clarification and what the expecting shortfall of the teams because you've got more leaks than people, what volume of water are we looking at that is being lost as a result of that on a weekly/annual basis?

TMcK Facilitator: That's a really good point, there's a couple of things that you've said that I think we talked about quite a lot during the briefing session, in terms of covering that off and I think you've articulated it really well there. One of the things was around, I think the core point was around the specific improvements that customers would see before next summer, what would be operational and this is a comment to the group and Community Member 3, you alluded to the fact that ultimately, fewer/no hosepipe bans would be a signal that stuff was moving in the right direction.

I'm wondering if there's anything else that you guys feel that we could use, as almost like a metric, that would show positive improvement in that regard? From my perspective, they can publish loads of data on their website that says, "We've fixed this many things" but the scale of it, it loses a lot of meaning from my perspective, I don't know if anyone has any opinions on this?

Community Member 2: It sort of goes back to we know or we're told by Ian that there's 100 a week shortfall, which is 5,000 a year and it's sort of eating into that or eradicating it to start off with, and having some sort of reducing number in the amount of litres or whatever metric you want to use to put, the amount of litres or gallons or metres cubed.

Community Member 3: Just picking up on metric, looking to this year and next year and you've mentioned Ian already that with the ground issue, drying out, cracking etc., it's causing pipe problems. How good now is the prediction capabilities within Anglian Water to know the type of land, the type of soil, the areas of land where you might expect more leaks and therefore potentially be focused more on these areas for repair or replacement? And that would be a metric against which you could measure progress, that you have better prediction software.

TMcK Facilitator: Does anyone else want to say anything? I'm going to pop some things up on the screen that we can talk through really quicky to make sure that we're aligned on the things you all just talked about there, before we give Ian a chance to respond?

So, a few things that we talked about, we're going to focus in on this column, apologies if it's a little bit small, I'll do my best to zoom in so you can see it. First point, Community Member 3 talked about this, around a commitment [A] to reduce the reliance on hosepipe bans or I suppose ultimately, the number of hosepipe bans that you guys are experiencing and using that as a metric for success almost, we're not having as many hosepipe bans or we're not having all those hosepipe bans, that would be a really positive demonstration.

[B] Providing clear figures on how much staff they're recruiting and training, again another metric that I think we could use here that we could, if we can get a commitment in terms of the numbers

that you're projected to do and then we can revisit that, then that would be great as well.

[C] Reducing the leak fixing deficit was a point, I think Community Member 2, this was one of yours, around about there's ultimately a gap between what's being found and what's being fixed and the timeframe that that's happening in.

[D] Sharing lessons learned from the summer just passed, what is the plan ultimately if this weather pattern is to continue? How are we going to react to it and what changes are we going to be making? I think having a bit of a customer facing plan there sounded like it would be a really positive thing.

[E] Leak prioritisation, a bit of information about how that works, maybe that ties into our point D here, overall.

[F] Publishing clear timeframes for fixing and identifying what it is that's causing delays and committing to explore how timescales can be reduced overall and I suppose that ultimately, it is in everyone's interest for that to be the case.

[G] Explaining a bit more about detection strategy for leaks, again I think we can probably encompass this into a more information required on what the plan is and how it's going to work.

[H] Engaging with developers, planning authorities in the region to discuss what the area can withstand in terms of water needs. I think it almost sounds like they want some pushback here, the community do and we hear this quite a lot in areas where we are seeing water shortages or at least drought and a general concern about the amount of water available. It's not so much about engaging, it's about actually having a strategy for pushing back on these things where it doesn't feel feasible. Community Member 10, you're nodding, so I hope I'm getting that right from your perspective.

[I] And then again, these metrics that measure success, publish the volume of water lost to leaks weekly, annually and confirm whether this is within agreed service levels and I suppose ultimately, we want to be seeing that going down, the amount of water lost.

Does this capture it, folks, community members, before we hand over to Ian to respond? Is there anything that you feel is missing here? Anything you want to add at this point? Or are we in the right direction with this?

TMcK Facilitator: Okay, great. Perfect, we'll hand back, Bev.

CCW Chair: Ian, clearly, you have a community that want commitments, specific improvements, data around what you've shared with us today. I just want to give you the opportunity to spend the next five minutes looking at these actions. First and foremost, what we're interested in here, is there any action here that you think are not feasible? And if that is the case, whether that be operational, legal, financial, regulatory, I'd like you to explain why it wouldn't be feasible.

If you're happy with what the community have asked then it might be an opportunity for you to spend some time sharing a bit of context, but we will have no more than five minutes for this section on the questions around what lessons have you learned from this summer and how are you notified about leaks? Another great question from a customer to ask a company. And this bit about prediction of leaks, where are the most likely areas, what work are you doing around there?

So, opportunity first and foremost, is there anything you see on here that you think is absolutely not feasible?

Ian Rule: Yeah, the devil is somewhat in the detail. I think A, committing to reducing reliance on hosepipe bans is not a controllable outcome, it is very much dependent upon rainfall.

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One of the scenarios we could have is going further than hosepipe bans, having non-essential use bans. So, our last hosepipe ban was 14 years ago, we are investing to increase our resilience, I'll come to that, so that is one.

The pushing back to developers, we have an obligation to connect household properties, we're not a statutory consultee so that one is difficult as well.

TMcK Facilitator: Is that not something that you could push back on? I think it's something that I've heard multiple times during these sessions, and I do understand the formality of it, that you're not a consultee but it doesn't mean that it can't be something that's being pushed for potentially?

Ian Rule: It can be pushed back on, yes but the legal basis for objection isn't there. For certain non-households, so industrial users, we are able to and we do do that.

CCW Chair: This is an opportunity, Ian, for you to take this action and share with the community what you already do in terms of the remit. So, you will be having this engagement, how do you let your customers know, is probably what sits behind that question and that action.

Ian Rule: Yeah, okay.

CCW Chair: What about the lessons learned from the summer? That was a good question.

Ian Rule: Can I pick up some of those other ones? Our wider investment is to enable growth in this region, we talked about the reservoirs, we're commissioning the largest pipeline in Europe at this moment between Grimsby, which links into the North of Northamptonshire right the way to the South East of our region. That increases our drought resilience to a 1 in 200-year frequency, which means that customers would not expect emergency measures – and when I say about emergency measures – that is restrict, it's severe rota cuts, restrictions on use.

So that is about providing greater resilience and greater sustainability of supply, so this is about a long term process of changing the way that our water is wired in relation to climate change because what we know from last summer, what we know from the summer before, what we know from 2022 as well, is we are starting to live through a new normal here where once resilient supplies are no longer resilient. Now that pipeline will be commissioned by 2028, so you know, there is a long-term plan here.

Just in terms of leakage, we have driven leakage down over the last 35 years, we have some of the lowest leakage within the country. Our average leakage is 15%, now you may say that's very high but if you compare that with the average across Europe, the average across Europe is something like 23% leakage. We absolutely aren't, we don't rest on our laurels here.

The question around how are we targeting our mains renewal? We have maps of every single main that we have, the material and we overlay that -

CCW Chair: Ian, I'm going to have to jump in here because this is really interesting background information for the panel to hear but I guess in terms of tonight, tonight's about what are you going to do forward, right? Is there anything on here – and we will of course do work with you after this session to refine these points as well, as we did previously, the CC Water team are comfortable to do that. Is there anything on here that's absolutely not feasible at all? Because a lot of what you're saying now is answering some of this, but this community want some commitments, right?

Ian Rule: So, our commitment is the long-term investment, our commitment is to continue to improve our leak detection, to continue to increase our resources, our people on the ground, our commitment is to deal with the spike of leakage we've had over the summer and drive that down, so our customers aren't seeking leaks on the streets.

We are never going to get ourselves to a point where there is zero leakage or customers aren't experiencing leaks, but we continue to pride ourselves on some of the lowest level leakage within the country and we will continue to push the boundaries of what we can do on there.

We've got some of the best and the most comprehensive detection systems out there, sensors on our mains, understanding where leakage is, so we jump on it and we repair those leaks as they happen. Our mains renewal, which is targeted, which is the question I was asked, is targeted at the most vulnerable mains in the most vulnerable soil so we're getting there before those leaks break out. We are targeting 180 kilometres of main which I'm very happy to commit to, that we will replace.

CCW Chair: So, this sounds like as if you already have, we know you already will have these commitments in place, you will be working to target, this is about how you articulate those targets and those commitments to respond to these actions so those can be shared with the customer, with the community of customers that you've got, Ian?

Ian Rule: Yes, sure.

CCW Chair: Thank you, Ian. We're going to move onto the second challenge question of the evening, and Community Member 11 is asking this question. Do we have Emily and Lisa with us?

TMcK Facilitator: Yes, we're set.

CCW Chair: Welcome, Emily and Lisa. Community Member 11 is going to ask the question on the topic of serious pollution targets, this was prioritised through the work that we did in the briefing session and because the community members wanted measurable pollution reductions and actually, senior leaders held accountable for missed environmental targets, Community Member 11 I'm going to hand over to you to ask the question, Joe will put the question on the screen.

Community Member 11: Hi everyone. [2]So, we are concerned about Anglian Water's pollution performance and I suppose it's a bit more prescient because today, I saw an article saying that Anglian Water has been told it requires improvement for the fifth year in a row and with pollution incidents being about more than double what the required level is to have a green rating for it.

We want to know also why senior executives can still receive substantial bonuses or however it's termed, when environmental targets are missed. We want meaningful reductions in pollution, backed by personal accountability for those leading the company.

The question is what actions will you commit to for a measurable reduction in serious pollution incidents over the next 12 months?

CCW Chair: Before you answer, Emily and Lisa, I just want to set some context. I'd love you to be really quite specific in terms of the question, background context is helpful, but you have five minutes so just bear that in mind when you're giving your response, if you would. And community members again, listen really carefully, Joe's going to add the timer to the screen for you but if you can keep it as clear and simple language with the least jargon as possible, Emily and Lisa, that would be amazing. I'll hand over to you now and Joe will put the timer on the screen.

Emily Timmins: Thank you, and thank you everybody, I'm really looking forward to having a conversation tonight with such an informed group, with some really interesting questions.

2 What was said here is different to what was shown on screen. The question asked was, "We are concerned about Anglian Water's pollution performance and question why senior executives can still receive substantial bonus (by another name payments) when environmental targets are missed. We want meaningful reductions in pollution, backed by personal accountability for those leading the company. What actions will you commit to for a measurable reduction in serious pollution incidents over the next 12 months?"

Session transcript

Community Member 11, on your question around serious pollutions, you're absolutely right, it is not good enough. We had 12 incidents across our assets in 2025 and quite frankly, I'm not pleased with that, and neither should anybody be. Our ambition is absolutely zero; we're targeted year on year reductions towards the end of the five-year period.

What I want to talk about very briefly is what's going on underneath that to give you some confidence in terms of the actions and activities that we've taken today. So, there is absolutely substantial improvement in the underlying performance that hasn't yet translated into the serious pollution performance. All of the prevention strategies that we've deployed that, if you'd like to, the Pollution Incident Reduction Plan that we've published points to, is showing that we have made an important and step change year on year improvement but they're still not translating to "serious".

In my mind, my job is really simple, it's to keep it in the pipe and treat it and what we saw in 2025, with a 16% reduction in total pollution numbers, our spills which are escapes from our storm overflows reduced by 60% and our flooding performance improved by 36%, and you're probably going to go, "Emily, why are you talking about spills and why are you talking about flooding?" Well, actually, all of these things are the start of a pollution that if they are not dealt with, become a serious pollution.

What we're seeing is underlying performance, where we put our effort and our intelligence and our strategies has definitely made a big impact and those areas are particularly around the three main causes of pollutions, which are blockages which are the fats, oils, wipes, greases, that type of thing, our failing assets so where we've deployed predictive analytics to get there super-fast before it becomes a problem and then the final one is too much water. So those three things are what drive predominantly all of those performance metrics and pollutions in totality.

We've invested heavily in monitoring, I think there was a great question earlier, I can't remember who it was from, from a community member in terms of have you invested in more people? So yes, we've brought in 12% more people that are technicians and experts in this field as well. We've accelerated some of our major investment programmes, for example, our storm overflow reduction programme which is about getting water out of the system, we've brought forward 33% of that.

But also, we've worked really hard on our partnerships as well, a lot of this, if you think about too much water which is often about the rainfall that falls on roofs and blockages, which is about fats, oils and greases and wet wipes, a lot of that is about working with the community and in partnership with other people. We've got some brilliant case studies and examples of whereby working together, we've solved some of these problems.

But that's what's working really well, and you want me to talk about what's not working really well and my commitments. So, while the prevent strategies are going super-well, what we're still finding is some of our response strategies are just not as good as they need to be. Every year, we get around about 500,000 alarms, alerts, customer calls and buried deep within that are the 12 events that caused serious pollution and finding those to create the right response, to make sure that we get there super-fast, is the game in town to be honest.

We're working and operating in an interesting geography and geology that makes it, I suppose, even more complicated but that's my problem and not yours. The key things that I focus on, and we've been looking at, is identifying the risk profile earlier like how long could that pollution go on for? Where could it travel to? What action is needed to contain it? Which means that the things that I'm putting in place are around combining all that data, all of those analytics and local knowledge to distil those large numbers of alerts and pieces of information from either our customer or our datapoints, to identify the risk.

And then strengthening our response approaches with frontline teams, training, specialist equipment, things that are supplementary to maybe a power outage, like a generator or boom equipment to contain the material. So those are the key differences between I suppose, like when does a pollution or a flooding then become serious, that we're focusing in on?

But I just want to talk about trust for a second, hopefully I've got time, no I haven't, I've only got a few seconds, I won't, I'll finish there.

CCW Chair: It's fine, Emily and that was really, really helpful information. But the question and you can see the panel want actions, specifics, data, right? And I just want to make sure, I'm happy to give you an extra minute and I'm conscious, I don't know if Lisa's here, if you want to bring Lisa in at all but the question here, the important part of bringing together what you said is what actions will you commit to for a measurable reduction in serious pollution incidents for the next 12 months? I think you've started to bring that together, but what are those actions?

Emily Timmins: Interestingly, for the community, I'm held to account by that, not just the community in front of me today, from a regulatory perspective and I think this comes back to transparency and trust, I'm held to account for delivering a tangible and measurable performance and within the next 12 months, like easily I'm committing – because it is part of our Pollution Incident Reduction Plan, so it's a legally binding entity, we are making big changes in the way that we handle our data and our response teams, we have to get there faster in those small but I suppose equally unsatisfactory situations, where the material has travelled too fast before we got there.

So, the two things that we're doing is around identifying that risk earlier within the big number, that small number that causes us problems and then gets there faster and I am responsible for reporting that to the regulator as well, so they are also holding me to account. I take this incredibly personally, I live down the road from a reservoir and a river myself and I live in our region, so I understand the frustration but I can assure you that the activity that we've put in place is making a measurable difference underneath this, we've just got to go harder on those response elements. I don't know if I've run out of time, I'm looking forward to questions though, they were so good with Ian.

CCW Chair: Thanks, Emily. Joe, I'm going to come back to you and the panel?

TMcK Facilitator: Hands straight up as well. Community Member 11, you asked the question, so I want to go back to you to start us off and then Community Member 9 and Community Member 12, I'll come to you guys.

Community Member 11: I just wanted to swing back about the year-on-year reductions that you mentioned, Emily and thanks for your answer, by the way. Is that on track? Is it a stretching target and it is something that you review on a year-on-year basis, rather than using your data from what, two, three years ago now?

TMcK Facilitator: Community Member 11, I think that's a good point and I think it's something we talked about a little bit in the briefing session as well and one of the things was around publishing customer focused data that says what is actually happening, right? Is that what you're alluding to there?

Community Member 11: Yeah, I think for me it's all well and good making promises but when your promises are based on something that was decided two, three, four or five years ago, things change, so what looks good two or three years ago will not look good in two to three years' time now.

TMcK Facilitator: Community Member 9, on you go.

Session transcript

Community Member 9: In Community Member 11's question, there was a bit about bonus, bonuses in relation to the incidents that are occurring, there wasn't a response to that so I wonder if that could be responded to, please.

TMcK Facilitator: We'll give some time on it, I want to get your take on that if that's okay, if you want to come in on that because we did talk about this and I've got a thing that we agreed or we wrote down after the session about one of the points that was raised, which was around about linking executive rewards directly to pollution performance.

I remember the frustration in the group being that the CEO got paid a retention fee that was, by all our standards, absolutely insane money, while from our perspective, the targets that were important to us on this weren't getting hit, I suppose was the summary. Community Member 9, what were your thoughts on that?

Community Member 9: Yeah, I guess just as a customer, someone who's not involved in all the detail, it feels like a severe failure doesn't it, year on year? So, you know, in many roles, we get rewards for performing well and it doesn't seem to be the case with this, so I look forward to hearing the response.

TMcK Facilitator: What would the ideal action be that Emily could commit to on this tonight when it comes to that? I'm not saying it's in her power to do so but in an ideal world, what would that look like?

Community Member 9: Well, it might just be as simple as no bonuses if there's another year of failure, you know?

TMcK Facilitator: Totally, thank you so much. Community Member 12, on you go.

Community Member 12: Thanks, Emily, you talked a lot about accountability and things in your action, in your response to the question and you were very open about what you know what's not working as well as it could in the response area. So that just put a question in my mind about the clarity and detail, about what happens when there is an incident, serious pollution incident, what actually happens and how do you prevent it from happening again?

TMcK Facilitator: So, is that in terms of there being a plan in place that you want to be able to see and understand the process that they go through?

Community Member 12: Just understand what action is being taken because you can identify the risks area, that's great and I've just made a note what she said about reporting to the regulator, getting there faster. But what do they do to, I don't know, stop it getting worse? Fix the problem? I don't need the technical details, and how do they stop it happening again?

Community Member 5: What I would like to know is data wise, in relation to storm overflows and things like that, is that actually reducing because we've got the drought on one side, there shouldn't be use for the storm overflows anymore surely because any water that does fall is being soaked up or whatever because we're still in drought conditions at the minute.

And also, is there anything, because it's all our business about environmental issues, there's adverts about wipes and things like that going down the loo and not to do it but is there anything more as a customer that we can do, to help prevent other pollution issues? Obviously, be more proactive rather than reactive to things?

TMcK Facilitator: I remember we talked about this, it's almost like two sides to this, a sense of "I'm doing my bit, what are you doing?" was ultimately the thing but I take your point around about there being a need for that side of things. I think with all these questions we're asking, they're all information-based stuff, it's all stuff that you want to ultimately be able to see.

Session transcript

My feeling and Emily will tell you this when she answers the question, is that they probably do write quite a lot of stuff down on their website and things but what I do want to understand is if we're thinking about these tangible actions, not necessarily questions for Emily to answer after this but things that you want them to do that Emily can say yes or no, I suppose, when we review.

So, I'll let you have a think, and I've not spoken to a couple of people yet so I'm going to come to a few people who I've not spoken to as well. Community Member 2, your hand is up so I'm going to go to you first.

Community Member 2: Like I did with Ian, I wrote down some of the metrics that were being mentioned and I picked on that there has been a reduction year on year and I think there was a 16% reduction in the last year, Emily was saying, I don't know whether like that could be, in terms of tonight, what we're asking, whether that could, we could sort of set a figure like for instance, 25% or 30% reduction? That would be open to the floor.

TMcK Facilitator: As in commit to a little bit more basically, is that what you're asking?

Community Member 2: Yes, sort of a bit more than last year, continuous improvement, all of that that we normally do in all our own roles, I'm sure we've all heard these phrases. And also, that they've got 12% more people, well that's great but, 12% of what? And then is there again, sort of a better figure that they could aim for in the next 12 months?

TMcK Facilitator: Cool, okay, being ambitious, that's kind of what you're alluding to isn't it? Anybody else want to come in on any of this? I can shoot through a few of the things we talked about in the briefing session as well, just food for thought. We've touched on it a little bit in terms of agreeing measurable reduction in serious pollution incidents over the next 12 months, setting out the changes that will prevent serious pollution and it sounds as though Emily's kind of, it's all kind of there, it just needs to maybe be a bit more forward facing, I suppose. Publishing quarterly progress against whatever the agreed target is of reduction. Publishing an explanation following each serious pollution incident was another thing that we talked about, it's like these lessons learned thing almost isn't it (which is a horrific phrase, I've been called out for using it by another panel privately) but yeah, so it's that kind of stuff isn't it?

Community Member 3, on you go.

Community Member 3: Emily, you mentioned earlier that the three main areas of pollution or sewage complaints are blockages, failing assets and too much water, which as a company do you focus on most and as a company, is it most likely to improve your Ofwat rating as a consequence?

TMcK Facilitator: Brilliant, I'll let Emily come back to that, I can see she's writing a wee note of that, so that's cool. Before we move on, I don't want to keep pushing on this in terms of actions that you want to see, is there anything else that you want to add? Community Member 6, I've not heard from you yet, I don't know if there's anything you anything to add to what we're talking about here?

Community Member 6: Yeah, I was thinking about the cost, in terms of the environmental prevention strategy, is it going to be, like are we as customers going to see an increase in bills to help cover it all?

TMcK Facilitator: I'll let Emily come back on that. I'm going to really quickly show the things that we spoke a little bit about here. Let me just share this quickly, we'll run through and we've got an opportunity here, if there's anything that you feel is missing, if you get an idea as we're showing you this, please do jump in.

We can all see that, I hope, let me zoom in a bit. So, we've got, I think we put down five things here of varying degrees.

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[A] Reviewing targets – I think it was around about showing what these targets are and being a bit more clear about what's happening here. Ensuring that they reflect current conditions rather than benchmarks set and I suppose, what feels like a long time ago and publishing this as customer facing data showing what's actually happening against those targets.

[B] was a big one which was linking exec bonuses and rewards directly to pollution performance, no bonuses to be paid in pollution targets are missed. I remember when we talked about this during the briefing session, this was a really, really important one for you guys, I think it was a bit of a point of frustration where it seemed as though the bonuses shouldn't have ultimately been paid and so it was paid by, in brackets, I think we had it in the question, by another name. So, I think some comment around about that would be appreciated.

[C] Publish a clear process for what happens when a serious pollution incident occurs. Again, I think this was another bit around informational things, as was the next point [D] around educating customers. I say "educating customers", that sounds a bit patronising, I think it's actually more about helping them help you isn't it probably, that's probably patronising as well! But something to that effect, proactively help them in pollution incidents.

Community Member 2's point [E] around be more ambitious, commit to a higher percentage reduction in total pollution, can we push that further? Can we commit to something more than what we're doing?

I suppose the point that's been missed is around the EPA[3] targets etc itself, where we talked about things, it sounds as though from Emily's perspective, steps are being taken in the right direction but ultimately, the target feels like it isn't being hit as it potentially should be, which I think goes back to Community Member 11's point initially around about what that looked like in terms of pollution incidents and stuff.

Anything else to add here, folks? Is there anything we've missed? Anything else you want to see before we move on?

Community Member 3: It's in a sense reiterating a question that was asked before, it's all very well looking at the numbers of incidents etc., but you could have 2,000 blocked toilets and one serious pollution into a river or a local waterway, that would be far more serious in my view. So, are these prioritised within those criteria, rather than just numbers of individual incidents?

TMcK Facilitator: Sure, so showing a bit about how that actually works, totally. Bev, back to you.

CCW Chair: Okay, so Emily, I'd like to come back to you and give you the opportunity to respond. Again, Joe will work on the five-minute timer but are there any commitments that you are seeing in here that you strongly believe are not feasible? Or are you happy to sort of work and refine these with the CC Water team after this evening? And the second part I guess of your time will be just to give you the opportunity to come back and answer some of the points that have been raised outside of these commitments, in what you've just heard the community talking about. Emily, over to you.

Emily Timmins: My God, they were great questions, did you see me nodding? They were genuinely really awesome questions and I didn't actually have any heartache over any of them because I think the community is very much thinking along the same lines as me, and the reason being is I am a community person, I pay my bills to Anglian Water, I walk the rivers and swim in the seas myself, so a lot of what the community is asking for are the things that I'm demanding of our organisation and my team as well.

3 EPA Environmental Performance Assessment.

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I'm just going to separate out the bonus one for a second and apologies, I didn't cover that off, I didn't mean not to, that was on me, I was a bit fixated on the serious pollution conversation. So, I think just take that aside for a second, all of the things that you've listed here are things that we're doing and things that we challenge ourselves on.

So, we don't just go, "Do you know what, the target three years ago looks OK and guess what, we're doing really well and we're just going to give ourselves an easier ride." We constantly review our performance on an annual basis, and it was 16% last year but this year we're already ahead of where we want to be as well on an underlying basis, so that's really great.

So, the link through to Point E about committing to a higher reduction, I think that was Community Member 2, which was an awesome challenge and yeah, we're there with you. We don't see these things as targets to hit if that makes sense.

Clear process on incidents including the steps taken to respond, that was a brilliant question, there was a really great question around understanding what happens, how we're fixing it, what steps do we take, Community Member 12, I think it was. So, we do an awful lot of, I think Joe, you used the words "lessons learned," horrendous phrase, it's "lessons identified". We go through every event with a fine toothcomb to make sure we've got a strategy in place that's going to fix it, or it's something new and we need to do something differently from a systems point of view.

Just in essence, a lot of what's written here, I would actually say mirrors the things that we're thinking about doing or are already enacted, so I'd be happy to have some commitment around that, if that's okay.

There was a really good question from Community Member 3, I think it was, which I really loved, which was out of the three main types of issues, which one do you focus on the most? I thought that was a really interesting question, it's not quite as simple as that actually, it is we focus on the things that make the biggest difference and have the biggest impact on the environment, so it depends on locality.

For example, if you're in Southend or maybe in inner city Northampton, blockages are rife and that's predominantly because of food service establishments, so we will absolutely fixate on working with our food service establishments to remove fats, oils and greases out of the system. But maybe if you go to Norfolk where it's too much water in the system so therefore, the issue is trying to get water out of the system and put it somewhere safely. So, the answer is not simply a case of we focus on one thing or the other, it's where it is a problem, we focus on that thing, if that was okay, Community Member 3?

CCW Chair: Emily, it sounds as if, am I right in saying that there's nothing that you're seeing here that you feel is not feasible?

Emily Timmins: No, I think it's actually a case of better communicating what we're already doing, Bev, so I'm all in favour of better communication, there is a lovely document called the Pollution Incident Reduction Plan, which is a legally binding document that we have to publish every year. Some of this information is already in there and it's reviewed every year, so please community, if you do get a chance, have a look at it but I think a lot of this is about better communication and articulation.

CCW Chair: And to put that back to you and to the company, it's about how do you take that document and make that something that is meaningful for customers to understand?

Emily Timmins: For sure.

CCW Chair: I guess you've got a small amount of time left, the bonus question?

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Emily Timmins: Our bonuses as a whole are governed by very strict rules and regulations and overseen by a separate committee with a non-exec director sitting over it and she feels incredibly passionate about serious pollutions. Now our bonus arrangements cover, we're not executive members, but cover a whole range of performance commitments, not just serious pollutions and I suppose we're rewarded in the balance, but we are absolutely, I suppose, what's the phrase, docked significantly for this particular measure.

It's slightly different for the CFO and CEO, any serious Cat 1 pollutions, they lose their bonus so I want to give you some comfort and this is all very transparent because we work within the guises of Ofwat requirements, is that we're not paid oodles of cash to do the wrong thing, we are absolutely incentivised to do the right thing for the environment and for the customers as well.

I think that's really important because there is a danger sometimes when you're talking about pollution that you forget at the heart of this and the most important thing is to protect our customers as well, so it is also about protecting the environment but it's also about protecting customers because I think one of the worst things we can do is put sewage in somebody's house, and that is an area we work really, really hard on and we are one of the lowest in the industry. So, I just want to make that point, that it's judged in the round and I'm a minute over, I am so sorry, Bev.

TMcK Facilitator: Can I just come in on that one? So one of the things that was raised during the briefing session that one of the members had diligently looked into, it was the fact that Ofwat asked certain companies not to pay performance based on falling environmental standards and yet one was still paid out with that kind of framework, as you've highlighted, the sort of framework I suppose you just outlined there, Emily, which was the main point of this was a bonus was still paid despite the fact – and to Community Member 9's point that he raised, a bonus was still paid despite the fact that from the customers' perspective and I suppose from Ofwat's perspective to a certain extent, targets weren't being hit on these specific things.

I don't really know if I've got a point or a question on that, I just suppose that's the context that it came out of and it wasn't a case of them not expecting people to get paid bonuses, it was a case of the target was clearly missed, a bonus wasn't meant to be paid and yet a bonus was paid through a sort of different route that meant it didn't look like a bonus, or it wasn't called a bonus I suppose. I'd be happy for you to come back on that if Bev is, because I know it was an important point for the community.

Emily Timmins: I think it's probably best positioned by somebody that can answer that specifically because what I do know is that the executive pay at Anglian Water, no bonuses were paid, in line with the rules set by the government, from the CEO and CFO's perspective. Their roles span both the water company, and also the non-regulated business as well, so I think there are differences, which carry out a range of commercial activities and interventions, not just for the water company, so there's a bigger company and then there's the water company. But in terms of the water company, their bonuses would have been absolutely in line with the requirements of the government in terms of the standard that they set, Joe.

TMcK Facilitator: Cool, thank you.

CCW Chair: That's fine, thank you, Emily.

Emily Timmins: Thank you so much for your time, thank you, community, that was really great.

CCW Chair: Thank you very much for your honesty in answering the questions and of course, the CC Water team will work with you to make these into smart, measurable actions after tonight. But we have now, Joe, have the agreed actions from the challenge questions around performance for the company and just for everyone to know, these actions will be, once they're finalised, they will

be added to the company's Action Plan alongside the commitments that we agreed at the start of the year in our initial accountability session.

We're now going to move into the final part of this evening's questions which is the Q&A what the company and I'm hoping that Joe, we have Fay, Don and Darren with us?

TMcK Facilitator: I think we're looking good, yes, we do.

CCW Chair: So, this bit is a little less time constrained, however I am going to throw a challenge in here, we have three great questions and we've got until about five to the hour, I'd love to be able to get all three questions in but I understand that rather than rush, we'd rather have some clear, transparent responses. But if I could ask the Anglian Water team, Fay, Don and Darren, if you can keep your responses roughly to around three minutes, no more than three minutes, that would really help us and make sure that we can get these three questions in.

I'm not going to take up any more time because I know that Community Member 5 wants to ask a question and Fay is going to respond as I understand it, around water saving devices. Community Member 5, over to you.

Community Member 5: Hi, so a few years ago, when you moved into a new house or whatever, you registered with Anglian Water, they used to send you out devices to put in taps and in your toilet and things to make the pressure a bit more that used less water. [4]So, given that Anglian Water is still making profits and the customers' bills are still going up whilst being asked to save water, have you got any plans to give out any items to customers to help them save water and their bills in the future?

CCW Chair: Over to you, Fay.

Fay Nicholson: Lovely, thank you, it's an excellent question, Community Member 5. So, I think Ian's already covered off scene setting about how we are a very dry region and what we want to do is protect that resource, and this links really nicely to that and I want to talk to you a bit about what we offer today.

There was a section in that question about households that are struggling so whilst we do offer support with customers' bills related to that, water reduction and water being a precious resource isn't limited to just those struggling to pay their bills, it's for all of our customers, so it's making sure that what we do is supply something that's applicable to each household, so understanding that household makeup. It could be that they've got children, it could be that they're caring for somebody with a condition that needs more water and it's about us understanding our customers and what they need from us.

As of today, we currently do something called Drop 20 so it's exactly what you described, when we're fitting meters at properties, we have our plumbers have those conversations with customers, they do around 12,500 visits a year, they offer digital shower timers which look at targeting customers to shorten their showers, safe flush bags which help with the tank cistern on the toilet, reducing the amount of water used there. We can provide shower heads, hose trigger guns and a bath buoy which will displace water for children in the bath, so you don't have to fill it up as high. So, all of these items are designed to help reduce a customer's consumption.

What we've found as a company is we've provided these throughout the years; however, there's a lot more to getting customers to change their behaviour moving forward.

4 What is said here is different to what was on screen. The question was, "Given increasing company profits, what free water saving devices will you provide (or fund0 for customers, to help households struggling with their bills?"

We're still investing all of that money into this and as we move forward and make our plans for the water resource plans in future, we are looking at things like garden kits, water butts and continuing with some of these devices.

However, we need to move beyond just providing them and more into that education space and providing customers with the technology to really understand their consumption. We've got over 50% of our customers registered for My Account and helping them understand usage through that platform, with hourly reads, making sure that they're really clear on how they control that consumption and how that links back to the price of bills as well.

CCW Chair: Thank you, Fay, that was really interesting. Community Member 5, does that answer your question, or have you got a follow-up question for Fay?

Community Member 5: Well, you know, I have a child, I'm actually on the My Account so I can see hourly down to the two litres of water that I use to flush the toilet at 3am. But when you move into somewhere or even just if you've been in your house for a while, you automatically, especially with the drought, you save water to water your plants from potatoes, things like that and if you can do everything but I, without really looking, you used to get the things to put in your taps, now they are tiny, they probably would cost you pennies to buy in bulk and if it was just sent to the houses, people, I'm pretty sure people would use them, especially if you maybe marketed it as more of a saving money than saving the water because people turn their tap on, they leave it running while they brush their teeth, things like that but if you said, "That's actually going to save you .." I don't know, "£2 off your weekly bill every week," people would use the items I think more than just saying, "We've got to save water" because there's lots of people that just think it comes out the tap, it's as easy as that.

CCW Chair: Fay, a quick response from you to Community Member 5's follow-up question about proactively posting out to a wider audience of customers?

Fay Nicholson: One of the things we need to be really careful with some of these devices is we have to remember that some of them are plastic devices and we want to be really conscious and environmentally friendly as a company, whilst I'm thrilled to pieces that Community Member 5's extremely water conscious, not all of our customers are and therefore some of this potentially has gone to waste.

We've tracked whether or not some of these devices have helped with consumption, they absolutely do have purpose in some homes but we almost need to find that group of customers that want to engage in those solutions and maybe the more education and behavioural understanding piece down the other end.

Equally, that's a fantastic point about the link back to the bill with the My Account, it's linking it more to say, "Did you know if you shortened your shower by X many minutes, you would save this much?" so that's what we're building on as well, is how we use that technology to engage with customers and their actual consumption in their house.

CCW Chair: So, is it a commitment there, Fay, are you taking something away from the points that Community Member 5 has just made to look at?

Fay Nicholson: Yes, absolutely, so it's already on our plan within the Water Resource Management Plan, is looking at what devices are more suitable for each individual household so it's about understanding that demographic.

CCW Chair: Joe, there's a commitment there I think is worth capturing and also Fay, this is a great community, right? Is how do you use this community to help you with that?

TMcK Facilitator: Can I just check something, Fay, on your answer?

Community Member 5's talking about these things that it sounds as though she could go onto her app, and she could get stuff delivered, right? Am I not understanding that? So, if she wanted some of this stuff, you would send it to her?

Fay Nicholson: We can arrange Drop 20 visits, yes, or we can send the items out if you contact our customer service team, so we do have a stock of the items. What we do primarily now is plumber visits to install them because what we found is that we were just sending them out and they weren't engaging with the products because people didn't necessarily understand it.

So now when our plumbers fit the smart meter or exchange the meter, if you wanted that Drop 20 visit with it, they will spend that time because it is additional time from them to explain it to our customers, so they run through it with them to help customers better understand their consumption. It's not just a simple, "Here's your item and off you go," it's that education around it as well.

TMcK Facilitator: Okay. I suppose with all this stuff, when we were having these conversations, it's like there's so many barriers to it, like Community Member 5's I assume and the idea of having a plumber come over and show her how to use a device, she might feel confident enough to install it herself, I feel like there's potentially more – and Community Member 5, you can jump in on this, sorry, I'm just talking for you a bit but I just remember what you were saying during the briefing session about this.

Community Member 5: Yeah, I mean it's just like as I said before, they were just sent out. If these items are only deliverable by a plumber, then obviously that's time constraint because a plumber can only visit so many households a day to install these items whereas most people know how to unscrew a shower head and just fit it on, or things like that. I fully appreciate maybe an older generation or some other vulnerable members of the community might need that extra help but if it's just Joe Bloggs that's quite happy, "Send that out to me, I'm going to use it," "I know how to lift the cistern to put the inflatable thing in," that kind of thing and they're quite happy to do that, then obviously that should be an option, you shouldn't have to have a plumber come and visit.

Fay Nicholson: Absolutely, and I'll take that as an action away because I guess we've moved with what we thought was the time but hearing that there's a want for more to be accessible, is great to hear and potentially we've probably lost sight of that so absolutely, thank you, Community Member 5.

CCW Chair: Thank you, Fay. I think Community Member 3 was next and then Community Member 12, so Community Member 3?

Community Member 3: Very quickly picking up on Community Member 5's point about water meter and monitoring, the best thing that happened to us in the last three years was having a water meter put in because it really gave us literally an hour-by-hour idea of what needed to be saved, and where we were using water and also leaks. My question really to Fay was is that a priority? You're talking about devices to install bags and what have you but is it a priority to install water meters?

Fay Nicholson: Absolutely, Community Member 3 and it's a great point and I'm sorry because I realise I had three minutes and rushed through some of my points, but smart metering was on there. Our smart metering programme, our rollout has been incredible, we are well ahead of our programme for the AMP[5] but it has identified what we call continuous usage leaks.

These are on the customer side, customer side leakage and we've saved, so we've identified 800,000 leaks, of which 735,000 have been fixed and we have an entire journey related to notice to

5 AMP Asset Management Period

customers to say, “Have you got a trickle?” all the way up to “You have a massive leak and you need to get this fixed” because the last thing we want is customers getting those really high bills later down the line. So, we continue with that smart meter rollout at such an impressive rate.

What we found is that our customers are just as passionate as us because they really do care about wastage, so when we are emailing them or nudging them through a letter to say, “We think you have a leak,” we are finding that engagement is just improving consistently. So yes, we’ve got 1.4 million smart meters in and we keep going, Community Member 3.

CCW Chair: Fay, you mentioned the word “AMP”, do you just want to explain what you mean by that?

Fay Nicholson: Sorry, yes, so that’s this five years, it runs from 2025 to 2030, sorry, I was using jargon there.

Community Member 3: What is AMP?

Fay Nicholson: It’s the Asset Management Period, it’s where we produce our plan for what the next five years looks like so by 2030, we’re aiming to have more and more smart meters in and we’re ahead of that plan at the moment. What we are starting to look at within our region is we have already rolled out some compulsory metering, where some customers that are on unmeasured charges but already have a smart meter in the ground, we are compulsorily switching them to a meter and we are going to be charging them through that basis because of the challenges Ian explained earlier, we think that’s the fairest way to move forward with our customers.

CCW Chair: Thank you, Fay, thank you, Community Member 3. Community Member 12?

Community Member 12: So, adding on a bit from what Community Member 5 asked, you said people didn’t use them, how do you know they didn’t use them? I’ve still got one of those sink catchers that you sent out years ago.

Fay Nicholson: And that’s great to hear, those ones are more, we are finding more people use them so on our website, you can get the sewage related devices, so for fats, oils and greases and the sink captures, you can still get them on our website now.

It’s the water saving devices, that’s through customer forums, customer feedback, we did change from bath buoys, we also rolled out something called baby dams which was very similar and we found that we had lots of people engaging to order them but when we were talking to them about their consumption, we had trial groups where we engaged with them, we’d have a conversation with them at the start of their journey with the baby dam and then we’ll engage throughout and we found that a lot found them ineffective, challenging to use, so we do like to trial different innovative items and get that feedback.

Community Member 12: Can I just come back to you really quickly because I have got a question later, I didn’t know about Drop 20, I can use my account, I can use everything on the internet, there are, unbelievably but there are people, not just elderly, vulnerable people but people of my age and younger who don't use digital apps, they don't have internet access, people don't believe that but it’s true. How are you reaching all those customers? You did say about sending letters out, I know it wouldn't be cost-effective or any good for the environment to send everyone letters but obviously you've got customers’ details. So, do you know, are you able to gauge the reaction of all customers or do you just do representative digitally?

Fay Nicholson: What we do as far as household consumption is we measure it based on the consumption of all of our properties, so that is all of our customers in the round.

A lot of our bills and customer communications talk about how customers can reduce usage, so on the bills it shows that really smart comparison of how much a litre is essentially so it's just those small prompts of education. But we've been working on -

Community Member 12: Is the Drop 20 on that?

Fay Nicholson: The Drop 20, not on the bills, no. We've got a new campaign called "Small changes, big impact" which we've been rolling out around our local communities and that includes things like going into schools to educate children on better water use, setting them up with water diaries to help them track and all of these things to feed back into households within our region. And I just lost my train of thought, sorry, Community Member 12.

Community Member 12: That's fine, there are other ways?

Fay Nicholson: Yes, so we've been doing things like radio adverts and I'm sure that everyone will have seen now, Ofwat have recently commissioned a campaign around water saving and there's been adverts on telly and there's been young children in that, and it's really about getting people to understand that water is this really precious resource and as a company, we've been backing a huge amount of innovation. We're one of the key speakers in some of this stuff around the Ofwat Water Efficiency Fund so we've been working on innovation in this space, looking at bigger behavioural change, how we link in with gas and electric and other companies but also now we're going to start seeing water ratings on appliances such as dishwashers and washing machines in the future, and we've been backing that throughout to make sure that people are more educated in their decision making around devices.

Community Member 12: Thank you, that's really helpful.

CCW Chair: Thank you, Fay, thank you, Community Member 12, great questions. Joe, happy that you've captured commitments?

TMcK Facilitator: All good.

CCW Chair: Fay, thank you so much, we're now going to move onto our second question in our Q&A which is going to be asked by Community Member 2 and Don, you're going to respond on behalf of Anglian Water. This is about listening to customers so Community Member 2, over to you.

Community Member 2: This was around how will you show, well the panel, us, that the things that matter to customers, discussed tonight, will be prioritised in the business going forward? How will this be communicated to wider audience than just sort of us, when we get the response back from Taylor McKenzie?

CCW Chair: Thank you, Community Member 2. So, Don, great question, how are you going to show your customers that you're going to prioritise what's been discussed this evening? If you can keep your response to within three minutes, that would be really helpful but I'm going to hand over to you.

Don Maher: Thank you, Bev, thank you Community Member 2 for the question. Good evening, everybody, it's lovely to see you all again. It's, I think to be fair, just having the last conversation where Community Member 5 and Community Member 3 talked about using smart meters and what you're doing around water savings and the passion that's here, we're certainly going to be talking back in our business about the passion that you guys have so it's been a fantastic conversation there around it.

I think it's something that we're always trying to do, Community Member 2, is trying to listen and understand what customers really want and what they say, it starts from our, Fay talked about our AMP process, our planning and investment cycle that results in £11bn plan and the 35,000

customers that informed that plan as part of it. It isn't a one and done type thing, we continue to try and listen to this.

There are probably a few things in context of this panel and what we do with your feedback and what we do with the direction of travel off the back of the actions we had previously. We have a number of groups, we've got an independent challenge group which is led by Craig Bennett, Craig is listening to this call this evening and he independently chairs a group of experts that challenge our business around what we're delivering, our performance and how we're showing up for customers off the back of that.

We also have our own customer board - so similar customers like yourselves and they go through similar topics, chaired by Simon Dry, like you talked about the metering question that you've asked earlier on, about the smart meter programme, what savings do we get, the water efficiency elements, drought and everything there, so we talk about these subjects off the back of that.

What we then do is we bring all this together with the panel and what you discussed in the first round and what you've discussed again, and what we then do is try and triangulate, what is the most meaningful? What are the things that our customers are asking us to do off the back of that? What we do is that Craig, our chair of the Independent Challenge Group will feedback into our board as part of the "consumer matters" topic, so we take all this feedback of "This is what our customers are telling us, this is their views on these things and here are the actions that we're doing off the back of this today."

So, it will go right up to our board as part of it. We have our new chair who's just come in, Sir Ian Cheshire, he will be our, he's our voice of the customer on the board so effectively, the designated person on the board that leads on customer matters and Sir Ian has a huge background in customer businesses and retail as part of that. So effectively trying to bring this in and say, "Right, here is what our customers are saying to us, here is what we will do."

I think from listening to the conversation right through from Ian to Emily to what the last conversation was, I think we're all trying to push in the same direction. I think there's customer appetite there, if I talked about the things that Emily said around the pollutions and [inaudible01:41:16], this is all stuff that we've got in our mind. I think the piece around how do we communicate and how do we demonstrate what we're doing and how does that show up, so actually, "This is what we are doing, this is how we're going to do it– "and I think that's what we've got to do more of Bev, if I'm honest and Community Member 2, is around the "You said, we did" type approach.

So, I guess our commitment around this is sharing that visibility back, making that more transparent and easier to see and also showing the action that comes off the back, to drive the line of sight through it. Community Member 2, does that answer your question or is there anything you want to build on?

Community Member 2: Yeah, it sort of answers the question, from a consumer point of view, I sit there, I watch the news and see there's a hosepipe ban on one bit and then there's leaks into a river on the other bit and it's like, "Okay, that's fine, it's just .." it's not fine but the water company are dealing with that and then you turn over and then an advert comes on and there's a bunch of kids saying, "The adults aren't doing enough, we've all got to turn our taps off while we're brushing our teeth."

Well, that's not the same as like a multimillion-gallon leak or whatever it is that Anglian Water hasn't managed to fix or a spill into a river and it's like, it's balancing the two. Yeah, there is customer appetite, but we need to know that the water company is also doing their bit. We've seen tonight that you are, but it's communicating that to the wider public.

Don Maher: Absolutely, Community Member 2.

CCW Chair: Anybody else in the panel got a follow-up question for Don? Or are you comfortable that between the conversation with Community Member 2, we've covered it? Great. Don, to your point, you've got a great panel, the challenge is how can you use these with some of these conversations in the company.

Okay, so the final question which is a great question is going to be asked by Community Member 12 and Darren from Anglian Water is going to respond. Great question, Darren, about bill increases, so I'll hand over to Community Member 12, the floor is yours.

Community Member 12: Thank you. My question is about bills - it's not just for struggling customers although in the phrased question it says struggling customers. In the past, I've been a very struggling customer and Anglian Water very helpfully reduced my bills for a while, I didn't know it was only for that time but at the time, they put me on a priority register, all really helpful things to support customers going through bad times.

[6]But now, we see the profits going up and the bills are going up so what will you commit to doing with Anglian Water's profits to reduce bills for struggling customers particularly, but everyone is finding it hard with rising costs?

CCW Chair: Darren, over to you, conscious of time.

Darren Rice: Thanks for the question, Community Member 12, I think we should start by saying that we fully recognise the pressure on households and the bill increases are not welcome. They operate in this particular context, so we're very acute of that and aware of that. In terms of our plans and what's driving those bills, I think it's really important to briefly touch on something that Don and Fay said earlier, we've got some plans, we've set out some plans to 2030, that's seeing a significant increase in the level of investment being made in the region, so just to help orientate us briefly, in the five year window we're in to 2030, we're looking at spending £11bn, that's compared to £6.5bn in the previous five years to 2025, so a big step up in what's being invested and that is being invested across the piece in terms of improving infrastructure, it's rolling out smart meters like Fay has made reference to, to manage demand, it's doing those big infrastructure projects that Ian talked to in terms of those big strategic interconnections and the reservoirs, so that is where your money is going in this period, to improve the resilience and facilitate growth and all that comes with that in terms of the opportunities for jobs and prosperity and everything like that.

Your question, however, was about what support we provide to our customers.

Community Member 12: No, not about support especially, really, it comes from the fact that your profits are going up, our bills, everyone's bills are going up and you know, you're still, not you personally, the company is being held accountable as still an underperforming company comparatively and you still need to improve.

So, in relation to other companies as well, you're not doing as well as you should be doing and I've heard about a big company and then the water company, I'm only interested in the water company because that's who I'm paying my bills to and so I think why are the bills going up? So, what are you going to use your, I know you're investing all this money to make things better, reduce wastage, reduce pollution, absolutely behind you all on that, I know have measures into support people who are really struggling because I've benefited from that. But what are you going to do with your profits to reduce bills? That's what I want to know.

6 What was said is different to what was shared on the screen. The question was, "What will you commit to doing with Anglian Water's profits to reduce bills for struggling customers?"

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Darren Rice: So, what we're doing specifically …?

Community Member 12: Because you need to reduce the bills, they can't keep going up and up.

TMcK Facilitator: Darren, I've popped the question itself that we want answering into the, I feel like we're diverting ever so slightly from the question that was agreed to be asked.

Community Member 12: Sorry, the actual question was what will you commit to doing with Anglian Water's profits, to reduce bills for struggling customers? That was the actual question.

CCW Chair: Community Member 12, if we can give Darren the chance to answer, that would be great.

Community Member 12: Of course I will, of course.

Darren Rice: I think I'll address Community Member 12's follow-up question and clarification sort of two-fold. I think it is really important context to talk around the scale of what we are doing to help customers, so in terms of reducing bills for customers, we have a very wide ranging support package in terms of social tariffs and that helps over 300,000 households in our region offering potential discounts from 25% to 50% on their water and sewerage bill, so we recognise that in specific circumstances, direct financial support is required to help those customers.

We also have a specific medical needs discount for those high-water users that have medical needs that are, through no fault of their own, we know that that can drive increases in bills by about £1,700 and we're very proud and I was personally involved in working with our board to have shareholder funding that medical needs discount for some consumers.

The third pillar to my support is we go beyond just direct financial support and we have a significant amount of signposting support for customers where they can get help well beyond just their water bill, in things like broader access to support, other sorts of benefits that they may be eligible for, so hopefully some of you will be very aware of our Extra Care process and this is essentially where we spend time with our customers, not just about water bills but more broadly around what support we can help them unlock and we've got some fabulous examples where we've managed to unlock over £2,000 worth of support for individual customers, that goes well beyond what we can do in terms of our charges but it enabled them to balance the books in that way and you know, clearly making investment around.

We talked a lot about "smart" and we talked a lot about data tonight, so working with other organisations, third parties, government to join those dots on behalf of our customers, to enable them to navigate these challenging times around cost of living and the sustained need for investment in vital services.

Community Member 12: Thank you.

CCW Chair: Does that answer the question, Community Member 12?

Community Member 12: Yeah, it answers the question.

CCW Chair: Are you happy with that answer?

Community Member 12: Yeah, thank you.

CCW Chair: There's a lot going on there, but I think Community Member 12's right to push the point, Darren, around it's linking it back to the increasing profits and you've articulated that in a way that Community Member 12's happy with. Panel, does anybody have any follow-up questions? Community Member 9, your hand's up.

Community Member 9: I think from a customer point of view, there's been some really good

points tonight and it shows from what I've heard, there's lots of great things going on to help customers improve water usage, reduce leaks etc. But I think maybe if I have, I might not have taken it correctly from what Darren's saying but it was a double increase in how much is invested in infrastructure etc over the next five years compared to the previous five years, I think some communication around that would be really beneficial if that's why maybe bills are increasing? So, I just wondered, is that something that's going to happen? Are bills going to continue to increase to you know, enable these improvements, moving forward?

Darren Rice: So, in terms of the, you made a narrow point to begin with, Community Member 9, in terms of how we communicate the scale of investment.

Community Member 9: Yes.

Darren Rice: And I think we should always be looking to do more. You'll see from my background behind me is about "Building for better" and this is part of our deliberate customer engagement messaging around trying to be clear that we are building, we are present, hopefully many of you will have seen swathes of large blue pipe across our region which is those strategic interconnectors that Ian made reference to.

You'll see the investment that's going in, in lots of Emily's sites around dealing with removing more nutrients from the environment at our water recycling centres, there's a deliberate act to be more present in the community when we are improving things.

I think we can always strive to try and do more and be more targeted in that. I know we're trying desperately to be more hyper-local in that so you can see, when your bills are going up, what is happening around you because it's really important to make that connection rather than talking generically, being very specific about the things that you'll see, that's where trust and legitimacy will be increased in my opinion.

TMcK Facilitator: I'm really conscious of the time, we've got realistically two minutes before Bev has to wrap things up so we can finish and I want to make sure that the follow-up points are focused on the point of the question ultimately, which is what the guys are here have been briefed on, we don't want to put too much into the mix.

Community Member 5, really quickly, I'll go to you if you want to make your point, really not a question but if it can be a point, that would be fantastic.

Community Member 5: I think in layman's terms, what the actual question was about, was are Anglian Water prepared to reduce their profits so that everybody's bills could be reduced, so that everybody could live better because I appreciate that you've got certain systems for people that are on benefits or if they've got a medical condition and things like that but Joe Bloggs who isn't on benefits, is actually still struggling, unless they hit those specific tick boxes to get the help from yourself, they're still going to be struggling because the bills have gone up and the profits are still going up. Is there anything else that's going to be happening, not just investing?

TMcK Facilitator: I think that's a fair point, Community Member 5. Community Member 7, onto yourself?

Community Member 7: Mine's just a quick one, I now understand the bills and I'm a very careful water user and I noticed that my actual usage charge was less than the standing charge, how is that fair?

TMcK Facilitator: I think that's a brilliant point, it's something that we should discuss at another session because I think it's a thing that is raised a lot and it's actually a really big question that probably needs a bit of time spent on it, but that's a great point. Community Member 11, onto you finally and then Bev, you've got two minutes.

Community Member 11: Just very quickly, I was just thinking about the amount of investments that are being made to help the customers, it's all well giving monetary values but really, with inflation, £1m now is not the £1m that it was in 2020 so it would be good to have a percentage of profits, what is being committed and is it an increasing percentage rather than just a value?

TMcK Facilitator: Totally, I think there's a lot of things that need to be really clear when it comes to reporting of all this stuff because also they are massive numbers that feel massive to us but over the whole population, it's actually not. Two minutes left, Bev, I'm going to get you back in the room.

CCW Chair: So, Darren, it was important for me to ask Joe to help me to facilitate that so you could hear the comments from the rest of the panel on this topic around profits because it's very emotive in the current climate, right? But thank you very much for answering Community Member 12's initial question.

So just to bring this session to a close, the actions now that we've seen tonight on the screen that Joe has shared with us have been captured live and will form the basis of Anglian Water's follow-up Action Plan.

In terms of next steps, the summary report, fully anonymised transcript and a list of actions will be published within seven working days, so that's by Wednesday 11th November. Before publication, the session members, you will have the opportunity to request changes such as redaction of personal information, for example.

Anglian Water will publish its action plan within 28 working days so that's by 10th December and that will set out how it's going to deliver against the agreed actions that we've discussed this evening. CC Water will publish this on their website and once that plan is published, the wider community members and this panel will be sent a link and a short survey question just asking whether the plan accurately reflects what was agreed and whether it's enough to address the questions that have been raised. You will have 10 days to respond.

We'll then track the progress against actions [inaudible01:56:54] that was raised earlier because we need to, this is an accountability [inaudible01:56:59] actions, this process is designed specifically to make sure that tonight leads to follow through so that you haven't come on just to have nice discussions as community members and as company representatives, that actually you get to make a difference.

Finally, I want to say a thank you to all of the panel members, you asked some incredible questions this evening, you are extremely passionate and thank you for the way that you have respectfully held your company to account this evening, it is a pleasure to work with you. Thank you to all of you from Anglian Water and the way that you have engaged this evening and for the commitments that you make, and I urge you please to work with the CC Water team after this call to finalise these actions and then to work as a group within your company to follow the actions through.

The key theme tonight is how will customers know what you're doing? [Inaudible] So, thank you from me to yourselves this evening and engaging with the process, that's what makes these sessions great and is what gives these sessions purpose. For those of you who have been observing this evening, I don't know whether actually we have any [inaudible].

Dan Maher: We've lost Bev, I think.

TMcK Facilitator: We've fully lost Bev now, have we? Right folks, I'll just say thank you, on everyone's behalf, thank you so much, I'm going to let you go, we're one minute over, I think Bev's just reappeared on my screen but I'm going to let you go so listen, thank you so much again, I'll let

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you crack on with your evenings, take care.

[CLOSE]