



SSC (South Staffs Water and Cambridge Water)

Net Zero Citizen Jury

Research report June 2023

Executive summary

Project background

South Staffs Water and Cambridge Water (SSC) are undertaking a comprehensive research and insight programme to support the submission of its draft PR24 business plan to Ofwat. As part of this, the company commissioned Explain Markey Research to run a Citizens' Jury to understand customer preferences relating to their plans to reduce carbon emissions.

Objectives

The key objectives of this project are to inform a set of golden threads from customer feedback which can be used to inform decision making. The key research questions were established as follows:

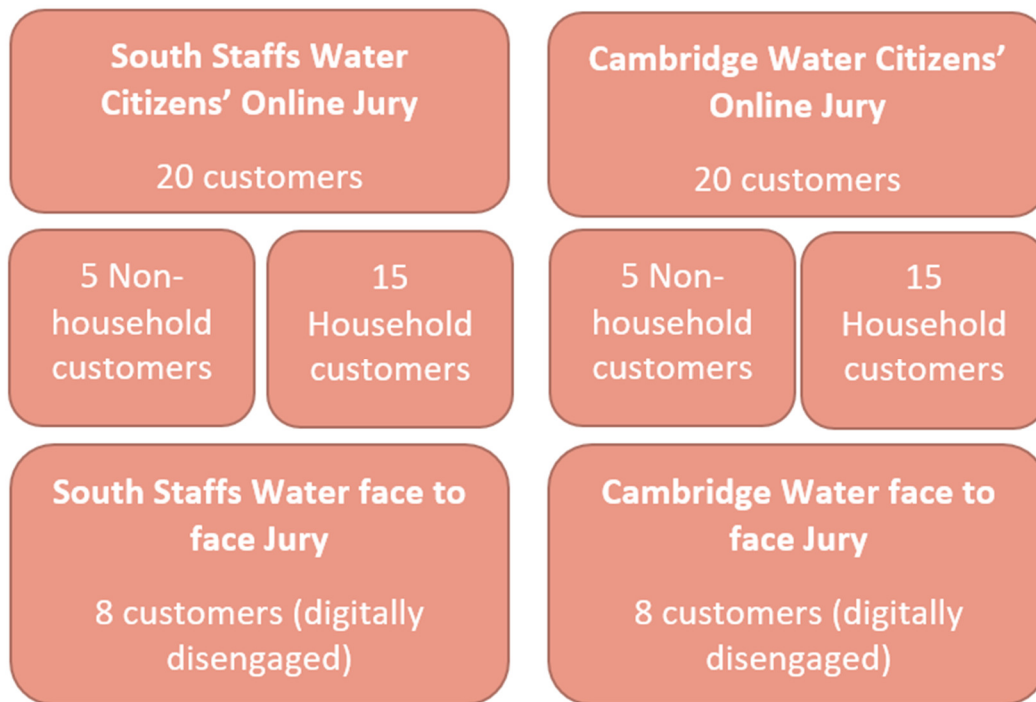
- What should SSC's Net Zero ambitions be – does the current plan deliver against expectations?
- When should SSC achieve its Net Zero ambitions?
- How should customers be involved in helping the company to achieve its ambitions – what should SSC focus its efforts on?

Methodology

A Citizens' Jury was implemented, allowing for effective communication about the complexities of the water industry in general, and meeting Net Zero within this sector specifically.

Two online Juries were formed, one for South Staffs Water and one for Cambridge Water, made up of household (HH) and non-household customers (NHH). Further, to ensure inclusion of digitally disengaged customers, two face-to-face juries, one in each region, were formed.

Juror breakdown is shown overleaf:

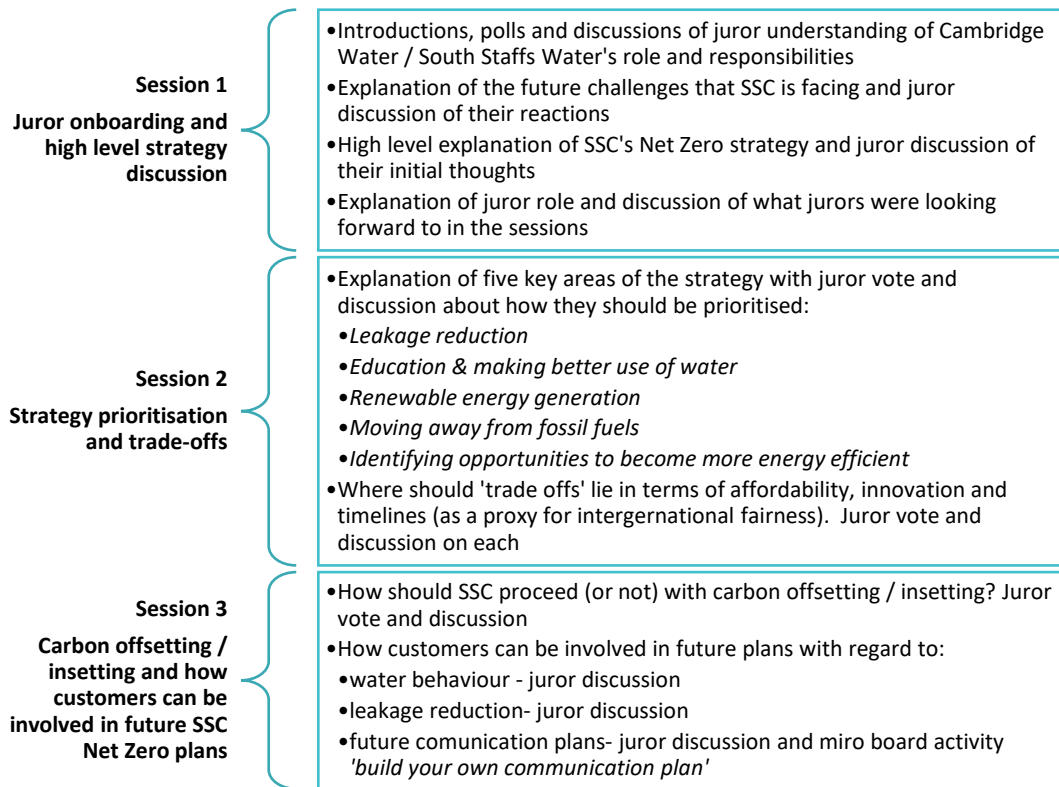


Online jurors were recruited through databases provided by SSC and through panel providers. Sampling was undertaken during recruitment to ensure a maximal variation in demographic characteristics and in opinions surrounding environmental matters. Face-to-face (F2F) jurors were recruited via on-street researchers and were primarily selected to ensure digital disengagement.

As well as ensuring the inclusion of digitally excluded customers, the F2F juries were designed to help validate the findings of the online workshops. As such, the online sessions took place between w/c 24th April and w/c 8th May 2023 and the F2F sessions w/c 5th June 2023.

Each online session was carefully designed to bring jurors on a 'journey', beginning with onboarding to the sessions and a high level strategy overview, followed by more detailed discussions in subsequent sessions.

This content plan is summarised overleaf.



The F2F sessions mirrored this structure as much as possible, aiming to take jurors on the same journey as in the online sessions during a six hour interactive workshop. Content was divided into similar sections, allowing for breaks for jurors. However, there was slightly less time available for the F2F groups and so, some aspects of content were not included. In particular, discussions around water behaviour and leakage reduction (session 3) were not held with these groups.

Summary of Findings

SESSION 1

There were regional differences in prioritisation of the challenges. In the Cambridge Water region, jurors considered education and leakage reduction to be the top priorities. In the South Staffs Water region, jurors focussed on the need to ensure services are accessible to all customers who need extra support and providing financial support and advice to customers who are struggling to pay their bills.

Most Cambridge Water jurors considered the high level strategy to be about right, in contrast South Staffs jurors felt it was too ambitious to state 2030 as the aim.

All F2F jurors were pleased with SSC's progress to date in the journey to Net Zero.

SESSION 2

Across all regions, 'reducing leakage' and 'education and making better uses of resources' were considered the top priorities of the five key investment areas.

There was mixed opinion regarding renewable energy generation and moving away from fossil fuels. Some jurors saw these as important, noting the high impact in reduction of carbon. However, others viewed these as much bigger, global priorities and therefore not ones SSC should focus on.

In terms of the affordability of bills, there was a tendency overall for jurors to seek a balance between maximal investment and keeping bills as low as possible. The exception to this was the Cambridge Water F2F jury, who felt that the urgency of climate change meant that bills should increase as much as needed. Importantly, transparent communication regarding bill increases was considered vital.

In terms of innovation, across the online there was a slight inclination towards investing further now in current technologies. However, within the F2F juries there was stronger sense that SSC should not wait for new innovative, technologies. This was underpinned by an understanding of innovation is a continuous process and concern that expense would likely increase if plans are delayed.

There was discrepancy between regions and groups when considering the rate of investment, with Cambridge Water online and South Staffs Water F2F juries opting for a more even pattern of distribution. In contrast, South Staffs Water online jurors and Cambridge F2F jurors showed a stronger preference for more investment now. Underpinning these votes were conflicting views regarding fairness that all generations should pay equally and concern that progress needed to be made now.

SESSION 3

For carbon offsetting / insetting, there was clear regional variation in preferences. In the Cambridge region, the majority of jurors voted for the development of a bespoke scheme, favouring the strength in collaboration approach. In the South Staffs region, the need to focus on local communities was considered most important and thus developing a scheme focussed on local communities was favoured.

The need for a multi-channel communication strategy was highlighted, with jurors noting that different communication mechanisms would be favoured by different audiences.

Universally, jurors felt that communications should be engaging and focus on high level information, with the opportunity to access more detailed information if customers wished.

It was also felt important that progress against targets and comparison with other water companies be included in key messages.

Key recommendations

Following this research a series of key recommendations can be made.

- Jurors were in favour of the high level strategy and pleased about progress made to date. Wider communication of the strategy to customers is likely to be met with interest and a positive response.
- Leakage is a key area for SSC to be seen to tackle by customers, in particular as it was noted that it was hard to encourage water efficiency whilst the amount of water lost to leakage was high.
- Efforts to educate the customers, and future customers in particular, regarding water efficiency is also understood to be a high priority.
- There is a strong desire to be transparent regarding any bill increases that occur as a result of delivering the plan.
- There is an overarching sense that balance should be maintained within the 'trilemma', progress should be ensured but bill affordability is also a critical consideration.
- Carbon offsetting / insetting approaches should be explored by SSC, with both local schemes and a water sector collaboration favoured.
- Future communications should be variable in their method of distribution to ensure that they are accessible to all customers. However, the communications themselves should focus on a mix of text and imagery to be as engaging as possible. The content should be high-level, with clear signposting to more detailed information if required. It is also very important to detail progress against targets and in comparison to other water companies.

Compliance with SSC key research insights

It is important to show how this research helps add to the key 'golden threads' of customer insight emerging from other aspects of SSC's customer engagement. These golden threads are shown in the infographic below.



From this report this research adds to all of these key insights, as summarised below.

- **Transparency:** there was a clear and consistent desire from jurors regarding transparency in bill increases. This is also fundamental to how they wished to shape communication plans, with comparison against Net Zero targets and across the sector a key focus.
- **Fairness and collective responsibility:** the desire to ensure wider education regarding water efficiency, particularly to children, demonstrates perfectly the collective sense of responsibility that jurors felt regarding meeting Net Zero.
- **Concern regarding the environment:** narratives throughout this research confirm the importance of environmental concerns amongst SSC's customer base. However, whilst some jurors did wish to maximise progress, the majority felt that progress needed to be balanced with bill affordability.
- **Protecting vulnerable customers:** as a consequence of the very focussed conversations held within juries, vulnerable customers were not a discussed. However, the desire to ensure bill affordability was often voiced in terms of consideration of those in financial difficulties – this was particularly true when talking about water metering.
- **Affordability:** as mentioned, bill affordability was a strong theme throughout this research. Jurors were cognisant of the urgency of both climate change and the cost-of-living crisis and wished to see a compromise between them.

Glossary of Terms

- **Embodied carbon:** the emissions released during the whole lifecycle of an asset (e.g. a reservoir) from the extraction of raw materials to build it, through to the end of its life.
- **Operational carbon:** the emissions released ONLY during activities related to the processing of a product – e.g. the supply of high-quality drinking water to customers.
- **Carbon off-setting:** Credits are purchased which invest in projects to reduce carbon elsewhere e.g., reforestation, renewable energy, restoring coastal eco-systems etc.
- **Carbon in-setting:** This is 'offsetting' carbon inside the company's value chain, including local communities, and focusses on nature-based solutions e.g., reforestation, etc.
- **Carbon Sequestration:** the process of capturing, securing, and storing carbon dioxide from the atmosphere. The idea is to lock carbon in solid and dissolved forms so that it doesn't cause the atmosphere to warm – e.g. In woodlands – trees and plants, Peat bogs, Seagrass in the oceans.

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The logo for 'explain' is located in the top left corner. It consists of the word 'explain' in a lowercase, sans-serif font, with a small square icon containing a document symbol above the letter 'n'. The logo is set against a white speech bubble background.

explain

The background of the slide is a photograph of a woman with long dark hair, smiling warmly. She is wearing a light-colored blouse with a floral pattern. She is seated at a table, with her hands resting on it. The entire image is overlaid with a semi-transparent teal color.

**“Quality is never an
accident it is always the
result of intelligent
effort”**

Introduction

An overview of the project background, objectives and methodology.

Introduction

Project background

South Staffs Water and Cambridge Water (SSC) is undertaking a comprehensive research and insight programme to support the submission of their draft PR24 business plan to Ofwat. As part of this, the company commissioned Explain to run a Citizens' Jury to understand customer preferences relating to its plans to reduce carbon emissions and, ultimately, to reach Net Zero.

This understanding of customer preferences will form an instrumental part of SSC's roadmap to reaching Net Zero in operational carbon emissions by 2030. Net Zero refers to achieving a balance between the carbon emitted into the atmosphere through greenhouse gases and the total amount of carbon removed from it. In 2019, the UK Government committed to reducing its greenhouse gas emissions by 100% from 1990 levels by 2050. The water sector in England and Wales currently accounts for a third of the UK's industrial and waste-process emissions. From this, every water company in England has planned to reach Net Zero on operational carbon emissions by 2030.

In addition, the Citizens' Jury will also help inform plans to reach Net Zero in embodied carbon emissions by 2050. Further, evidence from the Jury will also help SSC ensure transparency in the communication of Net Zero plans and avoid the risks of 'greenwashing'.

Objectives

The key objectives of this project are to inform a set of golden threads from customer feedback which can be used to inform decision making. The key research questions were established as follows:

- What should SSC's Net Zero ambitions be – does the current plan deliver against expectations?
- When should SSC achieve its Net Zero ambitions?
- How should customers be involved in helping the company to achieve its ambitions – what should SSC focus its efforts on?



Methodology

A series of citizens' juries were implemented. By offering the opportunity to meet over a series of sessions, this methodology allowed for effective two-way communication with customers about the complexities of the water industry in general, and meeting Net Zero within this sector specifically. It also gave participating customers (jurors) the time to feel comfortable enough to honestly discuss issues related to Net Zero, which can be contentious and have far reaching consequences.

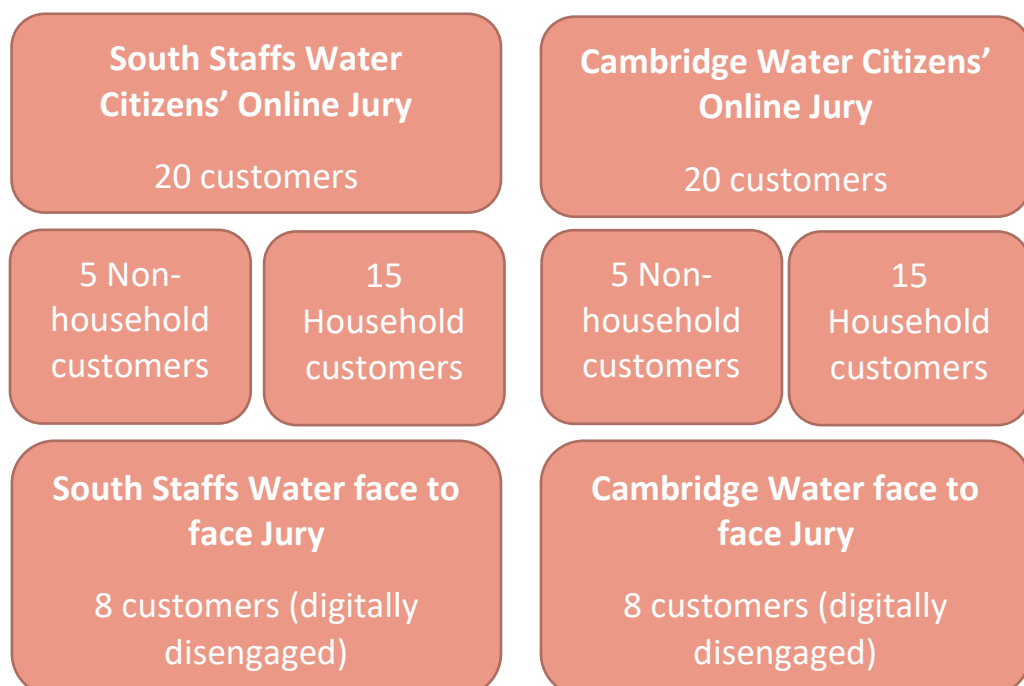
The content for the Jury sessions was designed to build upon topics within the previous discussion. This allowed for a more gradual understanding of SSC's Road to Net Zero to develop, rather than introducing customers to these topics in one go.

Sessions were conducted both online and face-to-face (F2F) to ensure the views of digitally disengaged customers within this research. This is explained in more detail below.

Juror selection

Two online Juries were formed, one for South Staffs Water and one for Cambridge Water, made up of household (HH) and non-household (NHH) customers. In addition, two F2F Juries were formed, one for each region. These juries consisted solely of household customers.

Prior to research commencement, an ideal breakdown of jurors was agreed with SSC. This breakdown is summarised below.



As well as ensuring the inclusion of digitally excluded customers, the F2F juries were designed to validate the findings of the online workshops. As such, the online sessions took place w/c 24th April and w/c 8th May 2023 and the F2F sessions w/c 5th June 2023.

For the online juries, both household and non-household customers were recruited through a combination of research panel providers and databases provided by SSC.

To ensure that as wide a range of views as possible was encapsulated within this research, purposive sampling of HH customers was undertaken, which means that participants were selected to based on whether they met the specified criteria or characteristics required for each group.

The sampling frame utilised for the online juries is shown the table below. Sampling was primarily undertaken to ensure an equal mix of HH jurors expressing concern about environmental matters and those who were less concerned. Subsequently, within each category (i.e. 'concerned' and 'less concerned') sampling sought to ensure inclusion of HH customers with a range of age, ethnicity and SEG. Due to the nature of qualitative research, there were no hard quotas placed on these demographics, however there was a rough guide to recruit a 50/50 split of under 35 vs over 35, AB/ C1 vs C2/DE, white vs non-white, and concerned about environmental issues vs not concerned about environmental issues. Each jury also contained two people not yet responsible for paying their water bills, classed as future customers.

South Staffs Water Citizens' Jury		Cambridge Water Citizens' Jury	
Concerned about environmental issues	Not concerned about environmental issues	Concerned about environmental issues	Not concerned about environmental issues
Age (under 35 bill and non bill payers, over 35 bill payers)		Age (under 35 bill and non bill payers, over 35 bill payers)	
Socio-economic grouping		Socio-economic grouping	
Ethnicity		Ethnicity	

For the F2F juries, customers were recruited via on 'on-street' researchers. These researchers approached customers in geographical areas that are known to be covered by South Staffs Water or Cambridge Water and ensured both eligibility and consent to take part in the research.

Sampling for the F2F groups was more pragmatic and aimed primarily at ensuring inclusion of digitally disengaged customers (based on their willingness to use digital means of communication).



Incentives

All jurors were incentivised for attendance. For the F2F jurors, this incentive value was £100 for attendance at the whole day session. For the online jurors, incentives were provided after attendance after each session. HH jurors were provided with £65 per session and NHH jurors were provided with £125 per session.

Content development

Each online jury met for three sessions, lasting two hours each. This duration and spacing of sessions enabled the jurors to learn, question, reflect, debate, and form conclusions on the complexities of reaching Net Zero.

Each F2F jury met once, but these sessions lasted six hours and thus also enabled the same deliberative approach applied within the online sessions.

Explain worked closely with SSC in the development of materials, ensuring that all sessions were both interactive, comprehensive enough to generate informed debate, and included clear and straightforward language with the exclusion of jargon or complex phrases.

To ensure that materials were as engaging as possible, the following components were utilised where appropriate:

- SSC experts delivered presentations wherever possible. Explain also ensured the materials and overviews by SSC experts were clear, unbiased and free of jargon.
- Q&A / clarification segments, providing the opportunity for jurors to challenge what they had heard or seek further information.
- Discussion based segments with an Explain facilitator supporting the group to debate the issues at hand and begin to form conclusions. For the online Juries, these discussions were facilitated by splitting jurors into smaller breakout groups for these segments to ensure everyone had the opportunity to participate. NHH and HH Jurors were always put into separate breakout groups to allow any different perspectives of NHH customers to emerge in discussion. Due to numbers, there were two HH breakout groups and one NHH. Following breakout discussions, there were then segments with the whole jury to bring together discussions and co-create conclusions. The size of the F2F Juries (maximum eight jurors in each) enabled these discussions to take place as a whole group. These more traditional, focus group style conversations were carefully

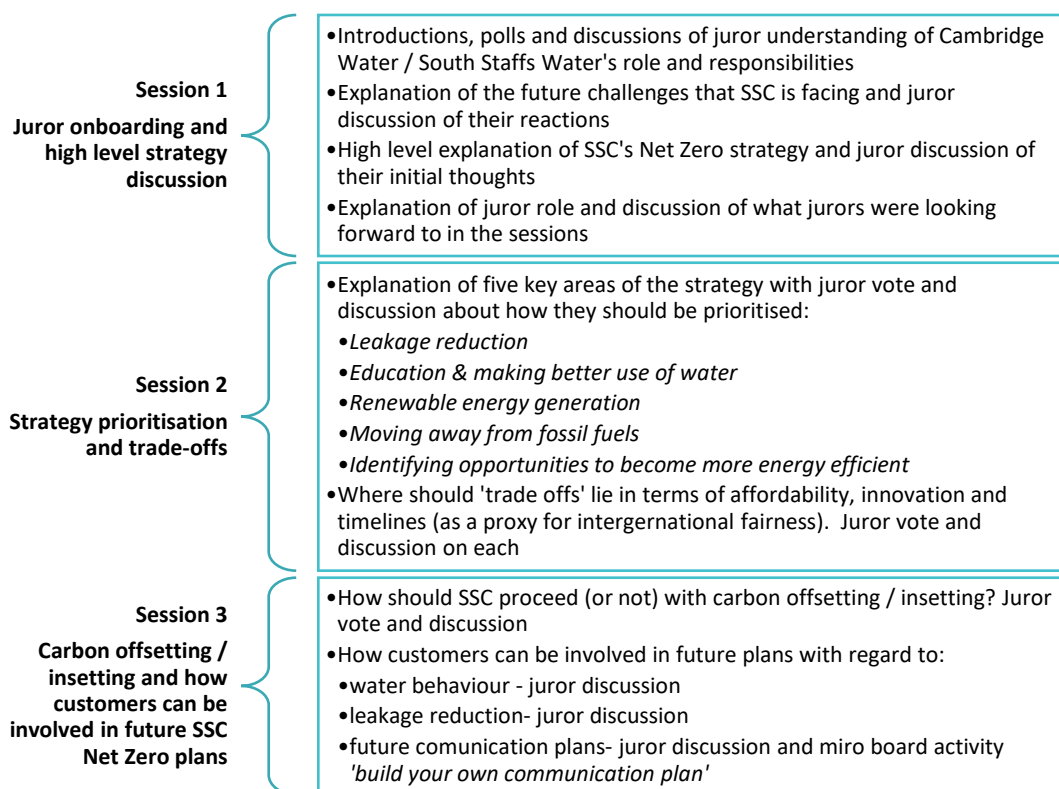


moderated by Explain to ensure these discussions were inclusive to all jurors, bringing in SSC experts for clarification where necessary.

- The use of interactive tools to increase juror engagement wherever possible. For the online juries, these were digital (Zoom poll voting, Slido voting and Miro interactive white boards). For the F2F juries, these tools were replicated by using non-digital means, i.e. using of voting cards, laminated cards to enable prioritisation and post it notes to mark important points in discussions.
- Short feedback surveys were share with jurors at the end of each session to ensure that any issues or concerns raised could be addressed in the following session.

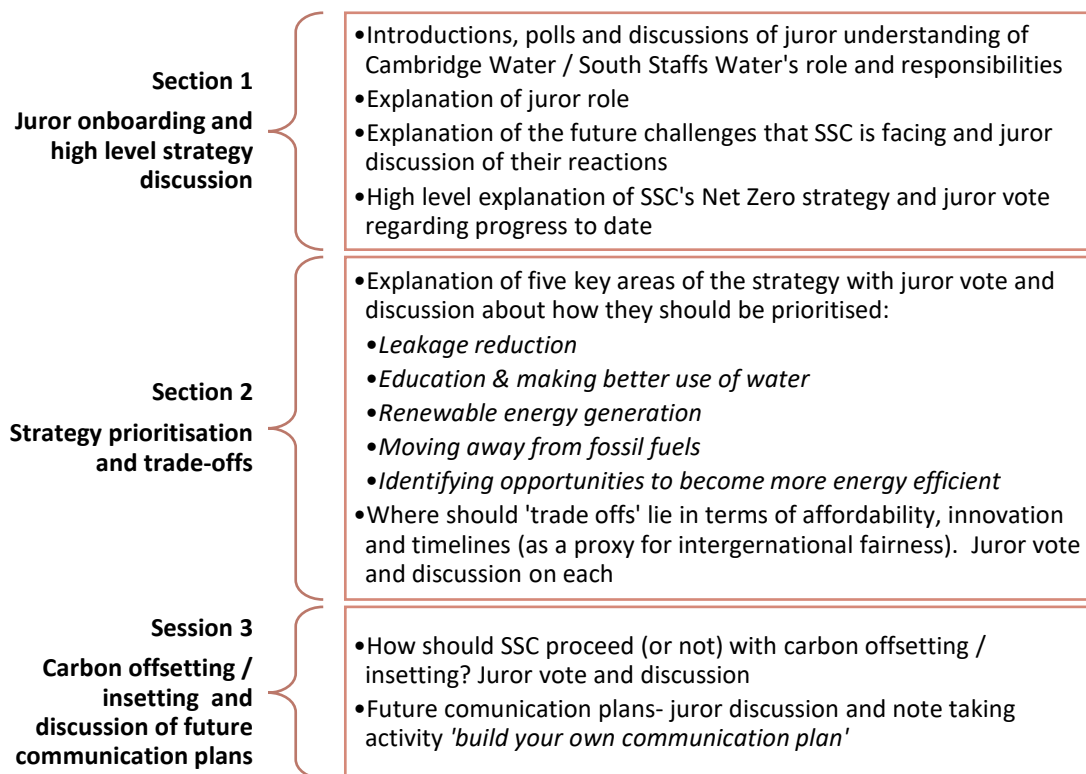
Each online session was carefully designed to bring jurors on a 'journey', beginning with onboarding to the sessions and a high level strategy overview, followed by more detailed discussions in subsequent sessions.

This content plan is summarised below.



The F2F sessions mirrored this structure as much as possible, aiming to take jurors on the same journey as in the online sessions. Content was divided into similar sections, allowing for breaks for jurors. However, there was slightly less time available for the F2F groups and so, some aspects of content were not included. In particular, discussions around water behaviour and leakage reduction (session 3) were not held with these groups.

This content plan is summarised below.



Notes on context

These sessions took place during a period of national media focus and debate over the proliferation of sewerage spills or pollution incidents into England's waterways by national water companies, as well as the proposed plans from to increase customer bills to tackle this issue. While the removal of untreated sewerage through storm overflows has been a regular occurrence during periods of heavy rainfall, this issue reached the forefront of public consciousness and to an extent, outrage during this period and may have had an influence over respondents' views when discussing the session materials. It is notable that there were no direct references to this within sessions, however there were open questions about profits within the sector and references to leakage as matters of public concern.



Notes on analysis

The discussion elements of the Jury session have been analysed thematically, with poll votes counted and displayed graphically.

The findings across regions and from online and F2F Juries have been merged where narratives were consistent, and have been separated where they were notably different.

Similarly, where relevant, differences in views between HH and NHH jurors have been explained.





**“The best vision is
insight”**

Respondent profile

An overview of the profile of respondents who participated in the research.

Respondent profile

Online Juries

The purposive sampling technique employed ensured a wide range of HH jurors based on demographic characteristics (age, SEG and ethnicity). However, it should be noted that it proved difficult to recruit HH Jurors from Cambridge Water who classed themselves as unconcerned about environmental issues. Splits are shown below and overleaf.

Cambridge Water juror profile (HH customers)		
Attitude to environment	Concerned	13
	Not Concerned	0
Age	Under 35 customer	2
	Under 35 future customer	2
	35 – 44	4
	45 – 54	2
	55 – 64	1
	65 – 74	2
	A/B/C1	7
Socio Economic Group (SEG)	C2/DE	6
	White British	8
Ethnicity	Other ethnic group	3
	Asian / Asian British	1
	Mixed race	1



South Staffs Water juror profile (HH customers)		
Attitude to environment	Concerned	9
	Not Concerned	4
	Under 35 customer	5
	Under 35 future customer	2
	35 – 44	1
	45 – 54	4
	55 – 64	0
	65 – 74	1
Socio Economic Group (SEG)	A/B/C1	5
	C2/DE	8
Ethnicity	White British	6
	Other ethnic group	4
	Asian / Asian British	2
	Mixed race	1

Profiles for NHH customers, based on sector and the importance of water to their business (essential or domestic use), are shown below.

NHH Juror Profile			
Cambridge		South Staffs Water	
Sector	Manufacturing: 1 Marketing: 1 Hairdresser: 1 Construction: 1 Logistics: 1	Sector	Manufacturing: 1 Sports: 1 Business Consultancy: 1 Construction: 1 Security services: 1 Letting agents: 1
Water Use	Essential: 4 Domestic: 1	Water Use	Essential: 2 Domestic: 4

The overall attendance at each session is shown in the table overleaf. Attendance was high and very consistent across all sessions. One Cambridge Water HH juror was unable to attend after the first session because of changing work commitments (this juror has been excluded from the profiling).



Attendance	Session 1	Session 2	Session 3
Cambridge Water	19 attendees: <ul style="list-style-type: none"> • 14 household • 5 non-household 	18 attendees: <ul style="list-style-type: none"> • 13 household • 5 non-household 	18 attendees: <ul style="list-style-type: none"> • 13 household • 5 non-household
South Staffs Water	19 attendees: <ul style="list-style-type: none"> • 13 household • 6 non-household 	19 attendees: <ul style="list-style-type: none"> • 13 household • 6 non-household 	19 attendees: <ul style="list-style-type: none"> • 13 household • 6 non-household

Face to Face Juries

For these groups, the primary inclusion criteria was digital disengagement and so all jurors were people that classed themselves as unwilling or unable to take part in discussions online. The rest of the sampling was based on age, SEG and ethnicity.

The Cambridge Water F2F session had seven jurors partaking throughout. The South Staffs Water F2F session had eight jurors. However, one left half way through the session and consequently there are variable vote counts for this Jury.

The splits for each F2F session are shown in the tables below.

Cambridge Water juror profile (HH F2F customers)		
Age	45 to 54	2
	55 – 64	1
	65 – 74	3
	75+	1
SEG	A/B/C1	4
	C2/DE	3
Ethnicity	White British	6
	Other ethnic group	1

South Staffs Water juror profile (HH F2F customers)		
Age	35 – 44	3
	45 – 54	3
	55 – 64	2
SEG	C2/DE	8
Ethnicity	White British	8





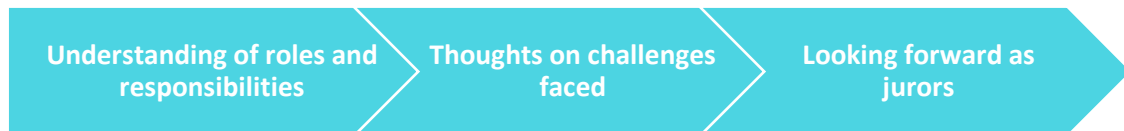
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**The results of Section 1 : Onboarding
and high level strategy discussion**

Section 1: onboarding and high level strategy discussion

The first discussion was designed to be an introductory session, to allow for jurors to get to know one another, feel comfortable voicing their thoughts, and gain more knowledge and understanding about Cambridge Water or South Staffs Water (depending on the Jury) and the wider water industry. By doing so, jurors were brought to a similar level of knowledge and understanding, which would facilitate discussion and engagement in the remaining two sessions.

The reporting of this session has been divided into three sections, as follows:

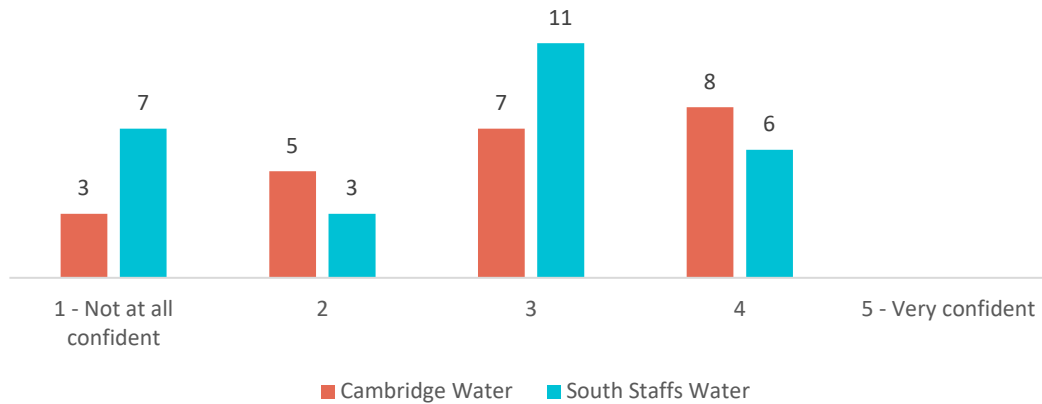


Understanding of roles and responsibilities

Prior to being provided with any information, a poll was launched in the main room of the discussion for all jurors to self-complete. The poll, shown below, illustrates the jurors' level of confidence in their understanding of the role and responsibilities of Cambridge Water and South Staffs Water, respectively. Whilst confidence levels varied, no jurors felt 'very confident', and there was generally a middling level of confidence, leaning towards not being confident. This did not vary between online of F2F jurors and, as such, the votes have been combined.



On a scale of 1 to 5, where 1 = not confident at all and 5 = very confident, how confident are you in your understanding of Cambridge Water's / South Staffs Water's role and what they do?



Following the poll, jurors were then shown a video which introduced Cambridge Water / South Staffs Water, they were then asked if there was any information that they were unaware of and what they were interested in learning more about. Responses are shown below.

Information jurors were previously unaware of

Surprised to see **lower bills** than national average

Shocked by level of **high demand** for water

Unaware that **water supply** company only

One juror across each of the South Staffs Water and Cambridge Water regions respectively, were unaware of the company catering for water supply only.

- *"I didn't realise that you weren't dealing with wastewater as well... I was under the assumption that it was both clean and dirty water" – Cambridge Water Juror (HH)*
- *"I learnt something within minutes of the start that South Staffs is water only and not wastewater, I didn't realise that so... Lots more to come" – South Staffs Water Juror (HH)*

Two South Staffs Water jurors were surprised that water was sourced from their own region only, whilst others considered it interesting to learn that boreholes were water sources in the region.

- *"I was surprised that water is not shared between the country. South Staffs they just get from these local rivers and local reservoirs, but they don't import any from like Wales, Scotland" – South Staffs Water Juror (HH)*



- *"... that the water is coming from boreholes as well as the lakes. I thought that was quite interesting" – South Staffs Water Juror (HH)*

A point of surprise for some Cambridge Water jurors included how their water bills for the region were lower than the national average and they were interested in knowing the reasons for this.

- *"It was actually quite surprising to see that the Cambridge Water bills are obviously a little bit lower than the national average for everyone else" – Cambridge Water Juror (HH)*
- *"It's good to see that... costs are lower for Cambridge customers.... I'm just interested as to why it's cheaper than the rest of the country" – Cambridge Water Juror (HH)*

Cambridge F2F jurors also expressed surprise at the level of environmental responsibility that Cambridge Water accepted:

- *"I don't think I understood Cambridge Water takes responsibility for the environment that it takes the water from...That sounds quite an obligation on Cambridge Water." Cambridge Water F2F Juror*

What jurors were interested in learning more about

In both online juries, jurors raised the importance of advertising and campaigns, and how they were interested in providing feedback on this as an area of improvement for the company.

- *"My impression is that Anglian Water, have been really pushing the environmental goals for the last... 15 years, probably. Because they had that 'love every drop' campaign... I've not been conscious of any particular campaigns... there haven't been many campaigns in the last 15, 20 years to 'save water', 'look after it', 'turn the tap off when you're cleaning your teeth'... But I'm not conscious of Cambridge water having done any of that" – Cambridge Water Juror (HH)*
- *"There are a lot of elderly people out there who don't go online still. My mum is one of them... water companies, they should actually send leaflets to their customers through the post and let them know what they're actually paying for. I think they'd be more willing to pay a little bit extra if they know that that extra is going towards the environment for good things" – South Staffs Water Juror (HH)*



One of the main areas of interest amongst jurors was the issue of **leakage reduction**, the comparison of leakage figures to other companies, and ways in which measures would be put in place to reduce leakage, such as means of reporting leakages in future.

- *"I'm interested about the 20% leakage figure and whether this is high or low relative to other places in the UK? And then also, what can Cambridge Water do to reduce the leakages? – Cambridge Water Juror (HH)*
- *"Surely there should be some sort of... national reporting system where these things [leakages] can be reported just by members of the public who are noticing these things, rather than the case of everyone, every day, is going out and fixing" – Cambridge Water Juror (HH)*

Similarly, jurors across both regions showed interest in learning more about some measures in particular; such as about how water quality issues arise, and how industrial water usage can be improved.

- *"What measures are being taken to reduce industrial use?" – Cambridge Water Juror (HH)*
- *"Hearing a lot about water quality and raw sewage going back in, but I don't really understand that. I'd want to grasp that a little bit more" – South Staffs Water Juror (HH)*



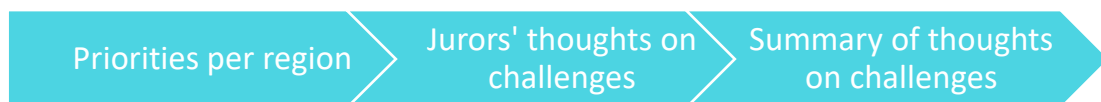
Thoughts on the challenges faced

Jurors were then shown a video, 'looking to the future', which outlined the company's long-term vision to 2050. This ensured aims and intentions of the research were shared with jurors, highlighting that the company must submit its investment plans for 2025-2030 to the water regulator, Ofwat, in October 2023, as well as submit a plan that sets out a range of ambitions and targets that will be delivered up to 2050.

As part of this, a series of challenges in achieving Net Zero by 2030 was shared with jurors (See Appendix E), as follows:

Increased demand for water
Changing rainfall patterns leading to higher risk of flooding or longer periods of drought
Further reducing leakage from pipes
Reducing carbon emissions
Educating, informing and helping customers to use less water and reuse more.
Protecting the water environment – specifically the chalk streams
Ensuring services are accessible to all customers who need extra support
Providing financial support and advice to customers who are struggling to pay their bills.

The analysis of this section of discussion is organised as follows:

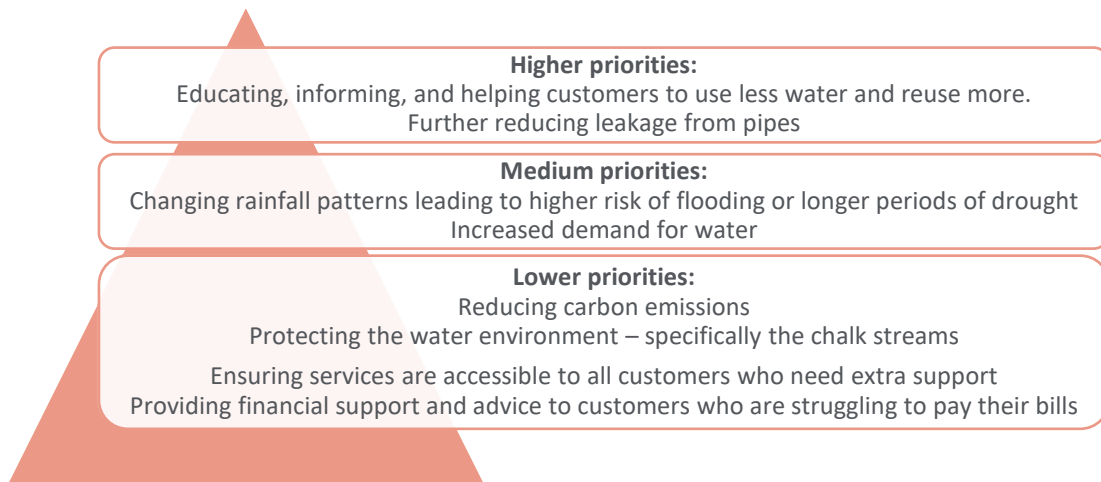


Priorities per region

Following this overview of the key challenges facing SSW and CAM, jurors were asked to discuss which of these were their greatest concerns. When considering the challenges that Cambridge Water faced, online jurors in the Cambridge region most frequently felt that educating, informing, and helping customers to use less water and reuse more was one of the top priorities, alongside further reducing



leakage. They felt sceptical about the ways in which the company would reduce carbon emissions, therefore felt this would be of a lower priority overall.

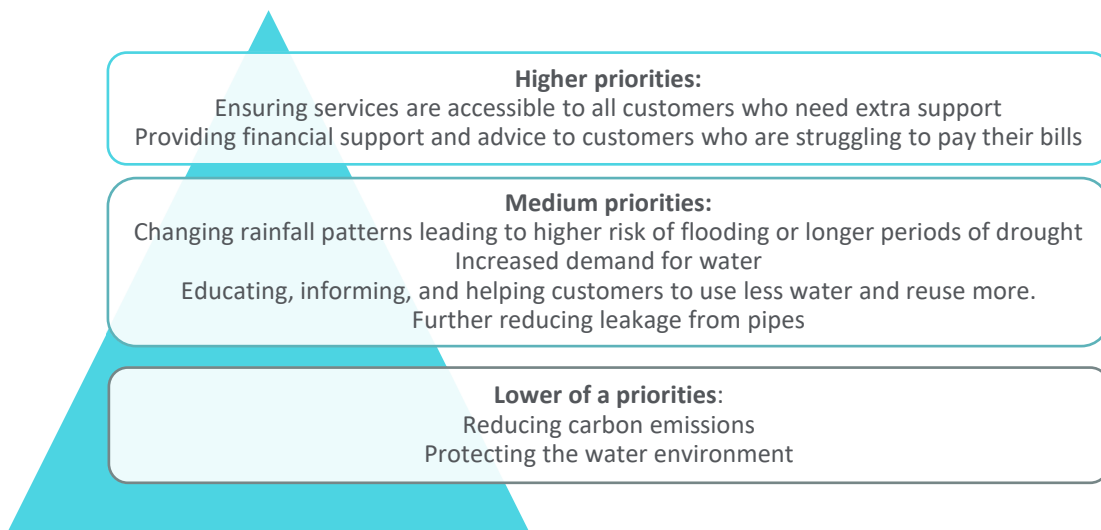


In contrast, the F2F jurors in the Cambridge region found it very difficult to rank these challenges, feeling that they were all very interlinked:

- *“I think, as a customer, the most important thing for a customer is that there’s water coming out of the tap when you turn it on. So, when you are looking at all this, increased demand and the thought of, we’ve been lucky not to have hosepipe bands in this area, people will start stressing out, you know, about their gardens and allotments and things if you start having there. So, how we protect the water environment, I think is really, really important. And also reducing the waste and leakage...You can’t look at it in isolation, it’s the holistic approach isn’t it, you’ve got to look at everything. Because it has a chain reaction effect.” Cambridge Water F2F Juror*

Jurors in the South Staffs Water region most frequently felt that balancing these challenges with affordability as the top priority.





This was mirrored in the F2F session for South Staffs Water, where jurors also placed emphasis on bill affordability, feeling that there needed to be greater awareness regarding sources of financial support:

- *“There’s a lot of people out there don’t realise how much help there is out there.” South Staffs Water F2F Juror*
- *“Basically, I think that we should look after the vulnerable, people that can’t afford it and pass it off to more people that can afford it, the higher people.” South Staffs F2F Juror*
-

However, mirroring the F2F Cambridge jurors, they also note how interlinked the challenges were. They felt that education was the first challenge that needed to be addressed for the other two to be resolved.

- *“I think you should start off with education and then into bringing the outer part of that, nature, and then outside that. Until you fix one the other two won’t be fixed.” South Staffs Water F2F Juror*
- *“If kids are taught earlier at school about all this, when they leave, they’ll end up knowing about it. My cousin is seventeen and his girlfriend is sixteen, and they’ve just got their first flat and they’ve been there two months and they’re already struggling with the council tax because they don’t understand it. They need to learn.” South Staffs Water F2F Juror*



Jurors' thoughts on each challenge

As part of this discussion, thoughts on specific challenges emerged. These are summarised below.

Ensuring services are **accessible** to all customers who need extra support
AND
Providing **financial support** and advice to customers who are struggling to pay their bills

Whilst recognising the importance of investing in these areas, several jurors in the South Staffs region felt that the real challenge would be **ensuring these investments are kept affordable**, due to the current **cost-of-living crisis** and awareness that customers are already **struggling with bills**.

- *"Affordability it's going to be a really big challenge because no matter which thing is going to be looked at, the affordability is going to impact on the customer" – South Staffs Water Juror (NHH)*
- *"If you can't afford to pay your bills, then you can't invest in the environment. You can't invest in climate change" – South Staffs Water Juror (NHH)*
- *"For me it would be mainly the cost because I'm a single mum... and I struggle already paying these bills" – South Staffs Water Juror (HH)*
- *"I know that people are really struggling with all of their bills at the minute because of the price rises. And I know we all need to take some responsibility and some ownership of the problem... but there is also the issue that some people are not going to be able to and water is a necessity" – South Staffs Water Juror (NHH)*

Notably, affordability was not at the forefront of discussions in the Cambridge Water juries, who instead had the greatest focus, overall, on the importance of educating, informing, and helping customers to use less water and reuse more.

Educating, informing, and helping customers to use less water and reuse more.

The majority of Cambridge Water jurors viewed it important to educate customers how to avoid wasteful practices. Several jurors also made comparisons to Anglian Water when highlighting their awareness of other campaigns being run by other water companies and felt it important that Cambridge Water increased their use of advertising and campaigns.



- *“Anglian Water are a hell of a lot bigger as a company, but they have been doing a lot of TV advertising on love every drop and all this sort of campaign” – Cambridge Water Juror (NHH)*
- *“I’ve not looked at the Cambridge Water website for years... it doesn’t really say anything, and I am a believer in if you educate people to use less water at every possible customer touch point that will make a big difference, but Cambridge Water are not highlighting that enough compared to other water companies” – Cambridge Water Juror (NHH)*
- *“I’m far more aware of Anglian Water and what they are doing even though they are not supplying my water... you hear from them [Cambridge Water] twice a year with the bill and nothing happens... maybe I haven’t looked at the social media” – Cambridge Water Juror (NHH)*
- *“It’s going to put it on the individual customer, making sure you are turning off the tap when you are brushing your teeth, you are not having a long shower, you are reducing the amount when you are having a bath...to reduce your own personal usage” – Cambridge Water Juror (NHH)*

Two Cambridge Water jurors additionally viewed education as a way to limit the increase in water demand.

- *“Educating people is really important, so that would take a bit away from the increased demand of teaching everyone else to use less water” – Cambridge Water Juror (HH)*
- *“I remember a few years ago when I had water a drought during the summer. In order to prevent that we had the hose ban, but if you educate in advance, those factors may not need to come into play. I guess it kind of goes hand in hand with increased demand for water, during periods like that. Lack of water means more demand for water” – Cambridge Water Juror (HH)*

Participants in the South Staffs Water Jury felt that education was important, both to children from a young age, as well as the general public. These jurors felt that this information isn’t as widely shared as it could be.

- *“Education... teaching kids from a young age and educating people around waste and lack of, and in general wasting water” – South Staffs Water Juror (NHH)*
- *“Educating people and letting them know how important water is because I think there’s less information about that than anything else” – South Staffs Water Juror (HH)*
- *“I think the most important thing is the environment and how people are educated to protect the environment across the world” – South Staffs Water Juror (HH)*



Further reducing leakage from pipes

Several Cambridge Water jurors felt that reducing leaks was a high priority, and referred to the visibility of leaks in the street being a means of affecting public confidence due to the time it takes to repair.

- *“A big one is reducing leakage; I think it needs to start with the big companies first of all and getting their act together and stopping all these leaks. You can walk down the street and see that it’s leaking, and it stays there for weeks on end, rather, which of course we all end up paying for” – Cambridge Water Juror (HH)*
- *“Reducing the leakages is something that you can do to increase the efficiency of the energy you use” – Cambridge Water Juror (HH)*
- *“What I perceive to be the most actionable plans straight away is those leaks, so the water we do have and the water that we are able to access isn’t being wasted in its journey to customers” – Cambridge Water Juror (HH)*

When considering reducing leakage as a priority, two South Staffs Water jurors offered suggestions that the pipes should be fixed as efficiently as possible. Further, they felt that there should be ways to report leaks, linking this with education and awareness.

- *“[If] you see in the road or a burst water main. It would be nice if the experts are on hand to fix it quickly and efficiently as opposed to driving through four or five days of the water being wasted” – South Staffs Water Juror (NHH)*
- *“For me it would be reducing the leaks from the pipes because I think you don’t know you have a leak until someone tells you about it or you get the bill and notice there’s a change and that links to education about the pipes insulation and leaks then that will then help kind of with reducing the leaks or putting preventative measures in place to prevent a large escape of water which then goes into the amount of water. If you can prevent it leaking, then it can be used effectively” – South Staffs Water Juror (HH)*
- *“This is probably really obvious, but I mean, talking about leaks, and obviously, it sounds like here, it’s lower than elsewhere. But I think it’s kind of hard to argue to people and that they need to be saving water with that. And oddly enough, I had somebody in my job yesterday, phoned about a leak. I don’t think it was this water company, that’s a disclaimer. But she was very much, you know, this has been leaking for days, we’ve seen it. do you know I mean, it’s a PR. And if people see that happening and it’s not dealt with quickly, I think it’s hard to argue to people that they need to save water.” Cambridge Water F2F Juror*



Changing rainfall patterns leading to higher risk of flooding or longer periods of drought

Looking into the future, three Cambridge Water jurors articulated that climate change, and the subsequent changing rainfall patterns, will lead to new as yet unknown challenges. Subsequently, they felt that climate change resilience was particularly important.

- *"I think climate change resilience because really that will impact environment and then, depending on the resources available to us, that will ultimately affect the pricing, so climate change resilience is the aspect we have least control of" – Cambridge Water Juror (HH)*
- *"It's going to be the increased amount of water as we are experiencing the effects of climate change, its likely we are going to be having longer periods of droughts and especially I think for the summers I think they are going to longer and drier" – Cambridge Water Juror (HH)*
- *"The changing rainfall patterns because I sense with global warming, the climate is changing, and we never used to have that many droughts and also floods. Incidents of flooding in the UK, it's so prevalent now" – Cambridge Water Juror (HH)*

Considerations for future generations was highlighted by one South Staffs Water juror, in reference to the importance of long-term planning for future challenges such as climate change.

- *"Climate change ultimately impacts the environment doesn't it, the long-term impacts on the environment for the future, for my children and their children..." – South Staffs Water Juror (NHH)*

Within the South Staffs F2F jury, there was particular focus on how water could be more effectively used / recycled to help minimise the impact of droughts.

- *'I think there's not enough water recycled either. The amount of properties that are being put up and people are using how much water, and there's no water butts in the gardens and I think that should be a must for them to have water butts, and it's like when you flush the toilet, for that water to be recycled, so you can put it on the gardens, to stop people using the hosepipes as much.'* South Staffs Water F2F Juror



Increased demand for water

Four Cambridge Water jurors highlighted the need to prioritise water supply, especially in the face of future higher demand from population increases.

- *"I'd say the increased demand for water because I can see in the future that it would be a much more precious resource than we just take it all for granted. It's a miracle really when we turn our taps on, there it is. For the future, with the increased population especially in X, it does look as though it could be a problem" – Cambridge Water Juror (HH)*
- *"Increased demand for water because that seems like it will be a problem in the future" – Cambridge Water Juror (HH)*
- *"Increased demand for water is probably top of my list... if you don't have enough water, you don't have enough water" – Cambridge Water Juror (HH)*
- *"I think, as a customer, the most important thing for a customer is that there's water coming out of the tap when you turn it on. So, when you are looking at all this, increased demand and the thought of, we've been lucky not to have hosepipe bands in this area, people will start stressing out, you know, about their gardens and allotments and things if you start having there." Cambridge F2F Juror*

South Staffs F2F jurors also discussed ways that people could be incentivised to use less water in the face of increasing supply:

- *"Yeah. I mean, they have to try and entice people with a gift. It's like with a child, behave and I'll give you something. I worked at a care home for the last four years and we were trying to get our staff to stop going on so many breaks and so we put in incentives, if you do this then we'll top up something, like an app, and so whatever you got went into this savings thing, and if they went off, it was taken out of there, not their wages." South Staffs F2F Juror*

Reducing carbon emissions

Jurors in the Cambridge Water region tended to be sceptical about the ways in which Cambridge Water would invest in reducing carbon emissions. In particular, they voiced caution surrounding investment



in electric vehicles by referencing concerns over the range of these vehicles and potential issues with the disposal of batteries.

- *"It's not as easy to go to a petrol station as you would with a diesel van. You really do have to spend some time focusing on making sure the vans are charged and the range is there on the vehicle... so, the infrastructure is not quite there"* – Cambridge Water Juror (NHH)
- *"It's all well and good for not using fossil fuels but what are done with the batteries when they have been finished with... they are not being recycled and they are just being ditched and I know there is a hefty cost associated with that"* – Cambridge Water Juror (NHH)
- *"There is a problem with electricity as the charging stations are the biggest thing isn't it, they take ages to charge, and the range isn't great"* – Cambridge Water Juror (NHH)

Similarly, jurors were generally unsure of the actual positive impact of investing in electric vehicles, feeling that in the future they would be identified as less effective than currently thought to be.

- *"I was wondering how important replacing the vans with electric vans was because yes, it counts as emission. I don't know how much they contribute to the overall emissions of the company"* – Cambridge Water Juror (HH)
- *"Replacing our diesel fuel with electric. It just reminds me of the time when ... everyone suggested we should buy diesel. Obviously over time it's been a case of get rid of diesel etc. so if I'm focusing on that, it's more what would kind of change in the future. Will there be an issue with electric cars?"* – Cambridge Water Juror (HH)

Whilst discussion surrounding carbon emissions was limited in the South Staffs Water jury, one juror felt concerned about the means of reducing carbon emissions by moving to electric vehicles, as they highlighted the current increases in electricity prices may make electric vehicles non cost-effective.

- *"With the current situation with the gas and electricity prices... [is] going to electric vehicles is actually the right decision? I don't know if it would be actually cheaper"* – South Staffs Water Juror (NHH)

Nevertheless, one Cambridge Water juror did highlight how investment in solar panels and moving away from fossil fuels would be a positive movement when reducing carbon emissions.



- *“Installing solar panels and changing, moving away from diesel and fossil fuels is a good start”
– Cambridge Water Juror (NHH)*

Protecting the water environment – for CW the chalk streams

Whilst protecting the water environment was briefly discussed by one juror, it was generally felt that this was of a lower priority, or a target which could be worked towards whilst prioritising other targets.

- *“I feel like protecting what we already have is the first step and then we can do next steps. Then again there is no reason why more stuff shouldn't be done at the same time like educating customers and taking care of leaks” – Cambridge Water Juror (HH)*

Summary of thoughts on challenges

A few jurors from the Cambridge Water region felt sceptical of the challenges due to the lack of explanation regarding how solutions would be achieved. It was suggested that providing detail on how different issues would be addressed, would be a way to improve confidence.

- *“I'm a bit sceptical on how they are actually going to pull them off or if it's just a bunch of buzzwords” – Cambridge Water Juror (NHH)*
- *“How are they going to tackle it while still remaining somewhat profitable?” – Cambridge Water Juror (NHH)*
- *“Ideally, I'd like to see a Net Zero plan for the one they want to get, even if it's Net Zero scope one and two emissions which is the ones directly emitted by the companies. Scope three are the ones from your supply chain as well. Even if it's just for scope one and two, I'd really appreciate seeing a Net Zero plan” – Cambridge Water Juror (HH)*

Similarly, a few jurors across both regions felt that customers would generally be happier to invest if they were reassured regarding what the money would be used for. In particular, transparency from the company to make clear that money isn't going to shareholders as profit would be a means to boost confidence.



- *"I'm sure that people would be happy to help invest in technologies like that, but we would need to, at the same time, see that our money isn't going to the shareholders, who are having a nice increased profit, every year, instead of these technologies. That's another thing that I feel like people should be assured of" – Cambridge Water Juror (HH)*
- *"We should stop looking at water supply as a way for achieving profit... it is impossible to talk about affordability of the project without looking closely at who's profiting from the company in the first place" – Cambridge Water Juror (HH)*
- *"They need to be transparent with everyone... Where is the money coming from? Is it coming from us guys? Where is the money coming from? Who's going to fund it all?" – South Staffs Water Juror (HH)*

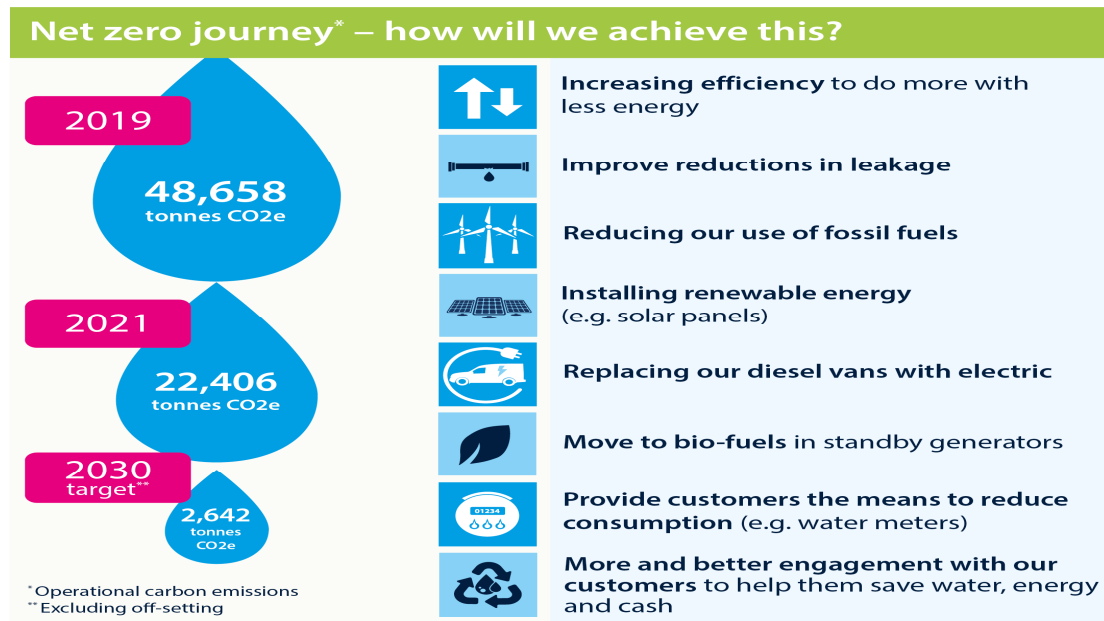
Some Cambridge Water jurors felt that they needed further information regarding the efficiencies of the plans to meet the challenges, as well as the impact that particular amounts of funding would have. Whilst it was recognised that there were links between some of the targets, it was felt that the priority targets should be those which have more of an impact on reducing carbon emissions.

- *"Looking at resources and seeing what's the best use. Because they tie to some of the others, if you improve the leakages... it's all about increasing efficiency" – Cambridge Water Juror (HH)*
- *"Which of these things is actually going to reduce the carbon emissions the most? It's all presented as an equal footing but... I'm sure that perhaps reducing your fossil fuels would have a greater impact than as you just say replacing your diesel vans... I'm sure you're going to try to get us to use less water and yes, we should use less water, but does that have as much impact as you using renewable energy? So, it would be good to see a pie chart as to which things create the most CO2" – Cambridge Water Juror (HH)*



Thoughts on the high level Net Zero strategy

After the breakout discussion of the priorities, jurors were brought back into the main room and presented with the high level strategy, detailing how South Staffs Water and Cambridge Water will embark on the journey to achieve Net Zero by 2030. The eight ways in which this will be achieved are outlined in the infographic below.



In the online sessions, jurors were then split into their separate breakout discussions and asked for their initial thoughts on the strategy. Whilst Cambridge Water jurors felt that these actions were about right in order to achieve Net Zero by 2030, most South Staffs Water jurors felt that the targets were too ambitious and felt that this may not be easily achieved by 2030.

Cambridge Water jurors highlighted that 2030 feels like a good amount of time to ensure rules, restrictions and responsibilities are followed, without putting on too much pressure.

- *“It seemed to be doing everything that can. They obviously thought about where they can save energy and the list looks quite good” – Cambridge Water juror (HH)*
- *“It gives a good amount of time because the big jump from 48 to 22 [thousand tonnes CO2e] was achieved in two years and I think giving nine years to really make sure that these rules and restrictions are followed and that they are implemented... giving a long period of time for everyone to get used to that is good... if you give yourself too much time you will slack off, but if*



you give yourself not enough time then it will cause too much pressure” – Cambridge Water juror (HH)

- *“I think it’s an appropriate ambitious target to get as low as they are by 2030” – Cambridge Water juror (HH)*
- *“I think that [2030] is a good year to aim for because it does give you more time to put things in place rather than trying to [in the] next couple of years” – Cambridge Water juror (HH)*

Two Cambridge Water jurors considered the targets to be about right but felt it would be a good idea to reassess, in order to account for any changes which may come about.

- *“[The targets are] probably about right, we are closer than we think to 2030, its going to fly by, by the time we get there. I’m just thinking... reassess closer to the time” – Cambridge Water juror (NHH)*
- *“A reasonable target for now, but as we get closer to 2030 if there needs to be any change from then. That’s seven years from now so it seems quite reasonable” – Cambridge Water juror (NHH)*

Conversely, a further two Cambridge Water jurors questioned how feasible the targets were. Whilst remaining cautious and considering the 2030 target as not being achievable, they viewed the 2050 government target to be too relaxed; therefore, suggesting that a target in between 2030 and 2050 would suit.

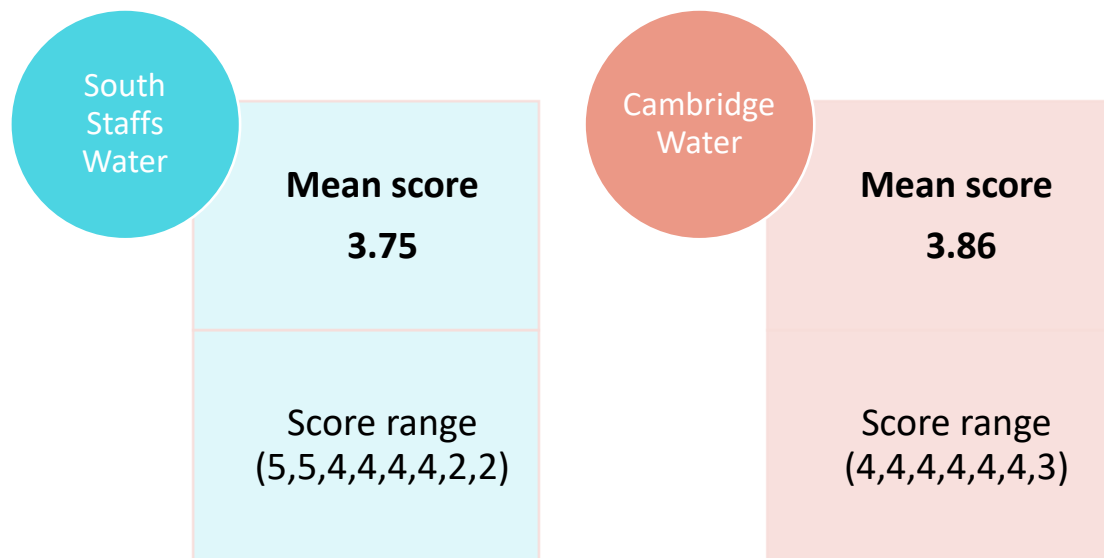
- *“The targets look very, very ambiguous. So, it makes me question whether they are realistic” – Cambridge Water juror (HH)*
- *“It’s a good target to have because I don’t think 2030 will be totally achievable but it’s coming to focus on, it’s better than the government target of 2050, which I think is way off the mark” – Cambridge Water juror (NHH)*

In contrast to the opinions shared by the majority of the Cambridge Water jury, the view most frequently shared by South Staffs Water jurors was that the strategy is too ambitious, due to the limited amount of time to achieve them by 2030. Alongside this, they felt that the strategy focussed on too many areas, and this should be narrowed.



- *“I think because they are quite ambitious, I am quite keen to understand, and I think someone else mentioned it earlier is what happens if those plans aren't achieved or are not met” – South Staffs Water juror (NHH)*
- *“I think they are trying to tick a lot of boxes to be honest with you. Reducing fossil fuels, installing renewable energy, replacing diesel vans” – South Staffs Water juror (NHH)*
- *“The information the way it is laid out was simple and understandable and the targets are very clear the only main concern is with the amount of time is left now would that be achievable that they know they need to pull up their socks” – South Staffs Water juror (HH)*

Rather than being asked their thoughts on the strategy, F2F jurors were asked to vote to indicate how pleased they were with SSC's progress to date in their journey to Net Zero. This vote was on a scale of one to five, with one being very dissatisfied five being very satisfied. The results were very similar between regions, indicating overall a high level of satisfaction with SSC's progress. The mean score for South Staffs Water was 3.75 and for Cambridge it was 3.86. This is shown in the infographic below:



Within South Staffs, the respondents that scored four were impressed by the progress made but felt improvements could be made in one key area, recycling water:

- *“I just think that over the years, dealing with them personally, how much they've been. I just think the only downfall is recycling water and not doing that enough.” – South Staffs Water F2F juror*



In contrast, the lower scores were underpinned by a sense that progress had been instigated by Government demands, as opposed to desire on SSC's part to bring about change:

- *"It was the government that told you to do something. You haven't done it off your own bat, you've been told to do it. The infrastructure is that old, now, and you've known about this for a while. That's why you've got this twenty per cent leakage. You should have been on it years ago and upgrade, upgrade, instead of just taking the money all the while. You've been told to do this and that's why you're doing it. You've pulled your finger out because you've been told to do it. As a company, I don't think you can hold your heads up high and say, 'we're doing this'. You're doing that because you've got to. It should have been done years ago. You've known about all the pipes have been in the ground but it doesn't matter, does it'?" South Staffs Water F2F juror*

In direct contrast to this, the high scores received from the Cambridge F2F jurors reflected an understanding that the progress to date showed good intent from SSC:

- *"Well, it's just, really, the overall impression that I got of the, obviously, intent and the progress so far along that route of intent." Cambridge Water F2F juror*



What jurors were looking forward to

At the end of the first online session, jurors were brought back into the main room discussions and asked to share what they were most looking forward to in the remaining sessions. South Staffs Water jurors were looking forward to hearing different viewpoints from others, learning new information along the way, and hearing more about what is involved in reaching Net Zero. Cambridge Water jurors tended to have a stronger preference for learning more about the impact that they can have as jurors, as well as learning about more information such as sustainability. This is summarised in the overleaf (with quotes from South Staffs Water jurors shown in **blue** and Cambridge Water jurors in **red**).



**Impact jurors
can have**

"I'm not only interested in finding out more about what Cambridge Water plans do but also, yeah, where we fit in"

"I'm looking forward to hearing plans on how sustainability is going to be achieved and learning about how I myself can help towards the lowering carbon emissions and things like that"

"The Net Zero stuff that we've just been speaking about is quite interesting... the changes that they're going to make as well, overall"

"I'm looking forward to actually learning more about what's involved in the climate change or organizations. And the impact it'll have really on all of us as customers"

**Net Zero /
Climate
Change
impacts**

**Learning and
discovery**

"I'd say it's a point of discovery... Learning as we go along... I think it'll become more interesting as we go along. With the detail being filled in, we may change our minds on something"

"It's not just necessarily the content of the sessions but it's interesting to hear the viewpoints of others and see where different priorities lie for different members of the community"

**Other topics
mentioned...**

**Technology
to improve
water
efficiency**

"Any clever ideas that come up to reduce water leakage and save leakage, anything like that. Any sort of use of modern technology"

**Community
-based
information**

"I would like to see and know what South Staffs are going to do for their community, that didn't seem to come anywhere in all their plans or whatever"





explain

**The results of section 2: Prioritising
and trade-offs**

Section 2: Prioritising and trade-offs

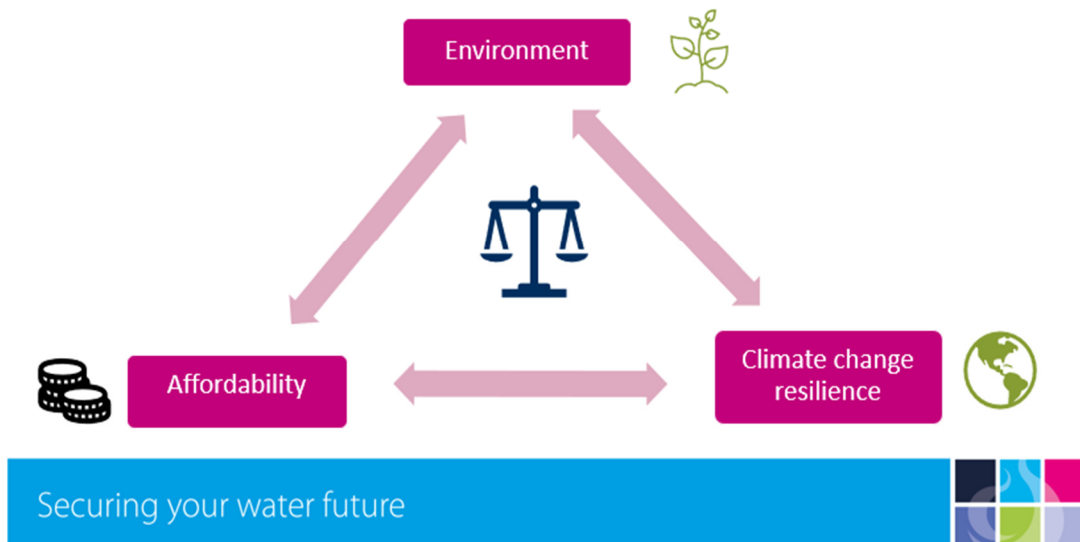
This section aimed to delve deeper into the road map and strategies South Staffs Water and Cambridge Water will take to reach Net Zero 2030. In particular, the session involved an explanation of five key areas of the strategy:

- Leakage reduction
- Education and making better use of water
- Renewable energy generation
- Moving away from fossil fuels
- Identifying opportunities to become more energy efficient

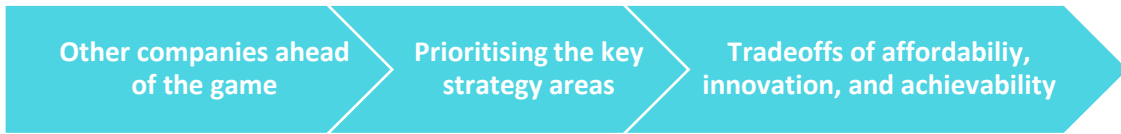
For each of these areas, jurors were provided with an overview of the target, examples of how that may appear as actions, as well as the risks and benefits when aiming to achieve each target. Jurors were then asked to prioritise the areas.

They were then asked to vote regarding where 'trade offs' for investment should lie in light of the 'trilemma', balancing affordability, innovation and achievability of timelines.

A reminder of the 'trilemma' challenge

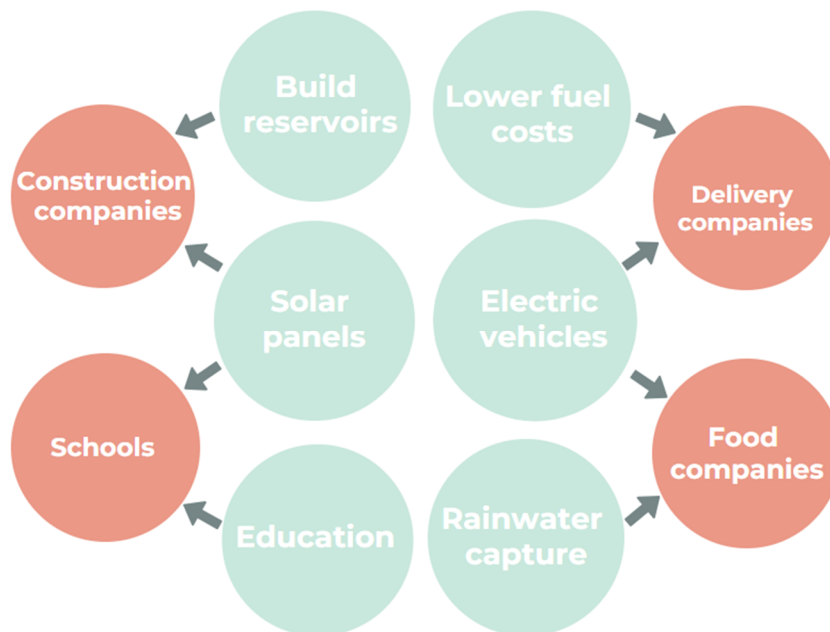


The reporting of this session has been divided into three sections, as follows:



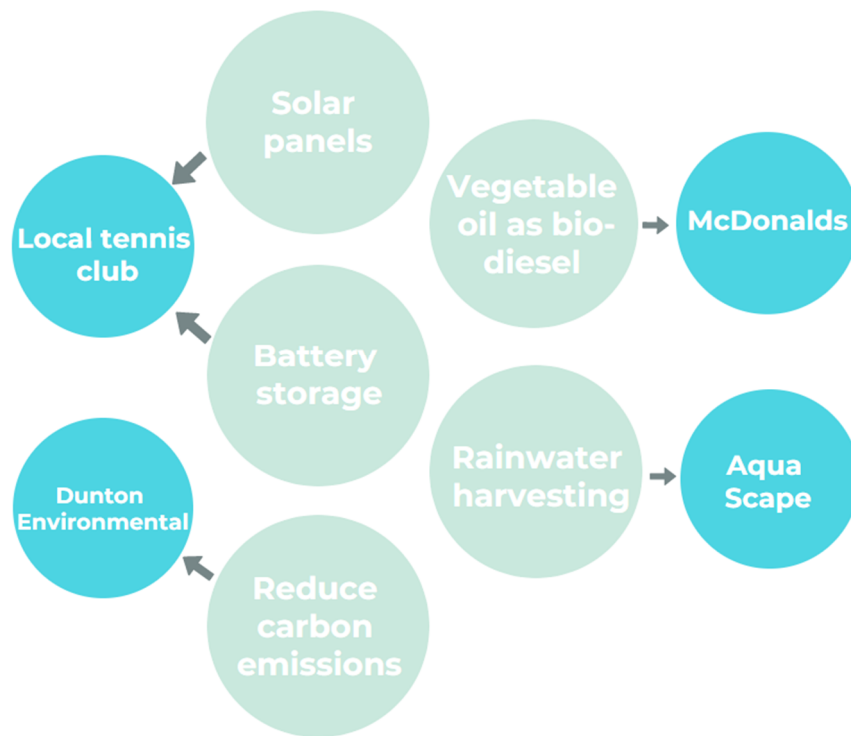
Other companies that are ahead of the game in their progress towards Net Zero

Online jurors were asked to share any companies they were aware of that stood out to them in terms of their efforts to reduce carbon emissions. Cambridge Water jurors' thoughts are outlined in the infographic below, they mentioned organisations which were strong in education, building reservoirs and electric vehicles. However, the majority of jurors did not put forward any suggestions, stating that they do not tend to follow Net Zero plans in general particularly closely.



South Staffs Water jurors' thoughts are outlined in the infographic below. Similar to Cambridge, they mentioned organisations that utilised solar panels and rainwater harvesting. Further, they also highlighted the importance of battery storage and using vegetable oil as biodiesel.





Prioritising the key investment areas

Following going through the detail of the five areas of the Net Zero strategy, the below table was presented to jurors as a summary. This slide can be found in appendix C on page 109 of this report .

Action in Net Zero plan	Contribution to 2030 carbon targets (excluding offsetting required to reach net zero)	Estimated impact on annual bill from 2025 (excluding the impact of inflation)	Achievable by 2030?
Renewable energy generation	69%	£3.30 or 2% (SSW) £2.75 or 2% (CAM)	?
Leakage reduction	11%	£6.60 or 4% (SSW) £5.50 or 4% (CAM)	?
Education and making better use of water	9%	£1.50 or <1% (SSW) 75p or <1% (CAM)	✓
Moving away from fossil fuels	7%	£3.30 or 2% (SSW) £2.75 or 2% (CAM)	?
Identifying opportunities to become more energy efficient	3%	£3.30 or 2% (SSW) £2.75 or 2% (CAM)	✓

Please note that it was explained to jurors that 'Achievable by 2030?' referred to SSC's confidence that the actions were achievable in the time frame (even with maximal investment). A question mark indicated lack of confidence, and a tick implied total confidence.

The table overleaf shows how each group prioritised each area.



Action in Net Zero plan	SSW online	SSW F2F	CW online	CW F2F
Renewable energy generation	Medium/high priority	Low priority	Medium/high priority	Low priority
Leakage reduction	High priority	High priority	High priority	High priority
Education and making better use of water	High priority	High priority	High priority	High priority
Moving away from fossil fuels	Low priority	Low priority	Low priority	Low priority
Identifying opportunities to become more energy efficient	Medium priority	Low priority	Medium priority	High priority

Juror thoughts on renewable energy generation

<p>Medium/high priority online: Greatest impact in contributing to 2030 targets (both regions)</p>	<p>Low priority F2F: Struggled to see as distinct from moving away from fossil fuels (South Staffs) Seen as more global issue (Cambridge)</p>
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Following on from this, jurors were then asked to discuss their priorities in greater detail. For both Cambridge Water and South Staffs Water online jurors, the importance of renewable energy generation was discussed solely in terms of it having the **greatest impact (69%) in contributing to 2030 targets**.

- *“The renewable energy because that’s the one that has the most impact... it was explained that that contributed the most to Net Zero” – Cambridge Water Juror (HH)*
- *“I think renewable energy has got to be higher up on there, purely just because of the percentage rating that it is given... obviously along with that percentage rating is the impact on the bill. The percentage rating isn't so high there as, for example, leakage reduction is” – South Staffs Juror (NHH)*



- *“The ones that are going to make the biggest impact on Net Zero are clearly going to be, Renewable; I guess, moving away from fossil fuels; then energy-efficiency; leakage; and education” – South Staffs Juror (NHH)*

One juror suggested that renewable energy generation could be utilised by positioning solar farms around reservoirs.

- *“South Staffs could maybe have solar farms around the reservoirs... you've got to still move the energy from one place to another” – South Staffs juror (NHH)*

In contrast, the Cambridge F2F jury wanted to prioritise the areas that Cambridge Water actually had direct control over. As such, they felt that renewable energy generation was an issue should be tackled on a much larger, global scale:

- *“.. it's a national thing, it's a governmental thing, it's a worldwide thing. we are all doing this here, but then you go to Indonesia and that they can't do it.” - Cambridge Water F2F juror*

South Staffs Water F2F jurors also viewed this investment as a low priority, not seeing it as distinct from moving away from fossil fuels. This latter investment was understood to be the lowest priority of them all:

- *“Yes, but renewable energy and moving away from fossil fuels are both the same thing, so it's like, you know, you're making renewable energy in order to get rid of fossil fuels.” – South Staffs Water F2F juror*

Juror thoughts on reducing leakage

High priority in all groups:

Clearly understood the impact (Cambridge Water online)

Essential to have asset health before longer-term priorities (South Staffs Water online)

Reflected the scale of the issue (South Staffs Water F2F)

Essential to address water efficiency (Cambridge Water F2F)

Most jurors across all groups felt that leakage was a top priority. In the South Staffs F2F jury it was clear that this sense of importance lay in shock at the scale of the problem:

- *“Leakage should be stopped.
‘Twenty percent is massive.’*



‘Yeah, when you think thirty Olympic swimming pools a day, a day, it’s like, what?’ – South Staffs Water F2F jurors

The Cambridge online jury also highlighted that prevention is better than cure.

- *“I think leakage really has got to be right up there” – Cambridge Water Juror (HH)*
“Yes, I would agree with X in that leakage reduction should be top too” – Cambridge Water Juror (HH)
“Yes, me too, I think it’s just essential” – Cambridge Water Juror (HH)
“I agree” – Cambridge Water Juror (HH)
- *“Leakage reduction at the top, because it should be ongoing, and the prevention is better than cure” – Cambridge Water Juror (NHH)*

Expanding on this, Cambridge Water online jurors reasoned that there is a clear link to the impact when reducing leaks, whereas it is less clear what the exact impact is of running campaigns.

- *“The most important area of focus would be leakage reduction. I think that nearly 20% of water being wasted is huge and I know that it’s only a part of that that can be easily or cheaply fixed, but I feel like the benefit of focusing on that, is possibly bigger than yet another campaign about reducing water usage in households” – Cambridge Water Juror (HH)*
- *“Leakage seems a bit, for me, is a bit more priority because maybe it’s a bit clearer on what the impact is than just reducing the usage of water is, it reduces how much water we waste” – Cambridge Water Juror (HH)*

South Staffs Water jurors recognised that there would be a greater cost to the customer and less of a contribution towards 2030 carbon targets. However, there was an overall agreement that the building blocks of improving infrastructure and asset health should be addressed first, before focussing on longer-term priorities.

- *“If they have burst mains and things like that that cause major disruptions, it is due to probably old pipes that might have been there over a hundred years. So, I think upgrading the whole infrastructure would be a key target or key priority” – South Staffs Water Juror (NHH)*
- *“It looks like it’s a bigger cost to us as a customer, and it’s not looking like it’s a huge contribution to the 2030 carbon targets, but it’s so important for getting the ground level, the base level, before we do all of the other things. Because if the infrastructure isn’t capable of running the water through and maintaining that, it’s only going to get worse” – South Staffs Water Juror (NHH)*



- *“You've got to get the building blocks right first before focusing on longer term strategies” – South Staffs Water Juror (NHH)*

Importantly, Cambridge F2F jurors felt that addressing leakage was imperative in order to address the wider issue of encouraging water efficiency:

- *“I think, you know, people don't like to be told to use less water in their home when there is leaky pipes.” - Cambridge Water F2F juror*

Juror thoughts on education and making better use of resources

High priority in all groups

Smart meter uptake and comparing usage monthly (Cambridge Water, online)

Educating from young age, within schools (South Staffs Water online and F2F)

The ease of comparing water usage from month to month, with a water meter, was highlighted as a positive way to encourage customers to make better use of water. In relation to this, the benefits of promoting water meter uptake was felt to be a priority by Cambridge Water online jurors.

- *“I had a sort of aerator for my tap... sticky things on the toilet, to check whether there's a leak from the flush... and I found them quite helpful, and I definitely did see a reduction in my water usage. We're on a meter. So, it's easy to compare, from month to month” – Cambridge Water Juror (HH)*
- *“I think that educating people should be the priority... because there will be people out there who don't save water and, by giving everyone a meter, you will be able to pinpoint where the people who use more water are and how you can target specific groups of people” – Cambridge Water Juror (HH)*

Making better use of water was linked to smart meter uptake by those in the Cambridge region, as several jurors felt that the cost related to water usage would result in a reduction of water-wasting behaviours and encourage customers to be conscious of water behaviours.

- *“The roll out of smart meters, I think, would automatically mean reduction of use, on average, because people will be just conscious of the cost, more” – Cambridge Water Juror (HH)*
- *“When people are on a meter, they are already, because of the cost involved, quite conscious of their water usage. So once the smart meter roll out accelerates, then that would automatically mean reduction in water usage for a lot of households” – Cambridge Water Juror (HH)*



- *“I think people in my generation and older, it’s all about how much it costs. So, if waters quite cheap anyway, they’re not going to bother turning it off in between when you’re brushing your teeth and stuff. But I think it’s really hard to make changes when there’s no financial impact really involved” – Cambridge Water Juror (NHH)*

A further reason to prioritise education for Cambridge Water jurors was that it was felt to be easy to implement and likely to produce results. One juror voiced it as a ‘quick and easy win’.

- *“The education and making better use of water. I think that’s much easier to implement” – Cambridge Water Juror (NHH)*
- *“Education first, because it could be a quick and easy win, but leakage reduction should be done alongside that” – Cambridge Water Juror (NHH)*

Importantly, however, within the Cambridge F2F jury there was an acknowledgment that behaviour would be constrained by financial need, and therefore addressing leakage was of paramount importance:

- *“I teach all of this stuff ... it’s in the curriculum. It’s all taught and children I have always been interested in it. but then, you get to the point where you become an adult and you get financial pressures ...then people go home to their mum, and say do this, this, and this and of course, some people will do it. But when you got financial constraints and people have got huge financial constraints ... these things are not in peoples forefronts.” Cambridge Water F2F juror*

South Staffs Water (both online and F2F) jurors were in agreement with education being a high priority, but instead linked this to the importance of education from a young age, including school children, as key way to engender behaviour change.

- *“For me, education would be quite high up on the list... I was quite disappointed by only six thousand pupils in... I'm assuming that's in a whole year, are actually educated about water... we have over five thousand schools in the whole of the UK. Yeah, I was just a little bit taken back if I'm honest by how low that that was” – South Staffs Water Juror (NHH)*
- *“For me, also it's education. Starting from literally the littluns, and getting out there to school and whenever out, making sure they know how to use and what to do” – South Staffs Water Juror (NHH)*
- *“They say kids, if you start young kid’s brains are like sponges, they take everything in.” – South Staffs Water F2F juror*



Juror thoughts on moving away from fossil fuels

Lower priority in all groups

Some benefits but diminishing returns (Cambridge Water online)

Struggled to see as distinct from renewable energy generation fossil fuels (South Staffs)

Seen as more of a global issue (Cambridge)

Overall, this action was not discussed in as much detail as the previously mentioned areas of the strategy across either region in the online sessions. However, within the Cambridge Water region, one Cambridge Water juror discussed the ways in which the company has already done this and felt that there could be diminishing returns when investing in this further.

- *“They have done so much on moving away from fossil fuels already, like the idea of moving into electric based fleet and other things like that I do feel there’s been a great step that’s been taken there. So, how much more benefit is it, is it kind of like diminishing returns after a certain point?” – Cambridge Water Juror (HH)*

In contrast, another juror felt that resolving the issue as much as possible would have a knock-on positive impact, therefore would have some benefits.

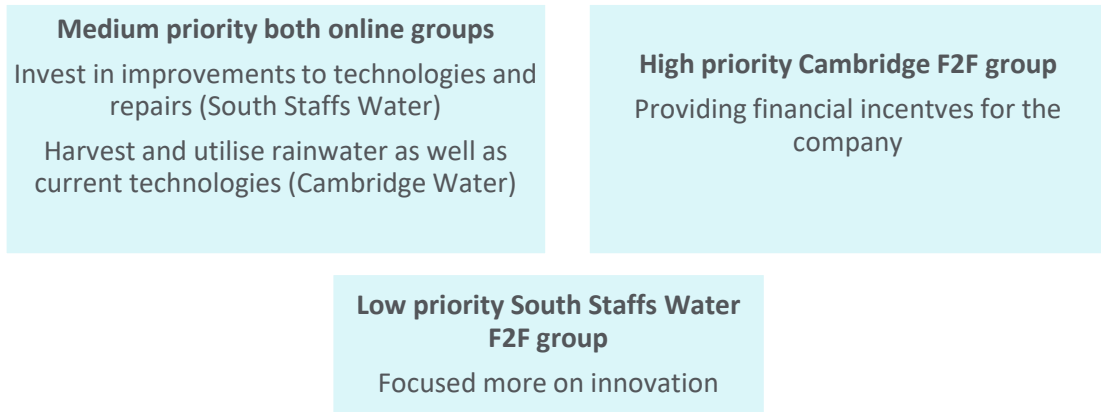
- *“In wasting that water, losing that water, we’re actually having to do more work which is using more energy. So... if we could resolve that issue as much as possible then we would need less energy to move the water around” – Cambridge Water Juror (HH)*

Interestingly, narratives within both F2F sessions were different regarding this investment. As previously noted, in the South Staffs Water session jurors struggled to see this as distinct from renewable energy generation. Similarly, in the Cambridge session jurors saw both of these investments as being global issues and not something that Cambridge Water could have a large influence on:

- *“What we fed back to you [moderator] is what we think the challenge is to make priorities for the company rather than, this is most important thing for the company to achieve...So, efforts versus outcome.” Cambridge Water F2F juror*



Juror thoughts on identifying opportunities to become more energy efficient



There was variability across juries regarding the importance of this investment. Within the online sessions there was a general consensus that this was an investment of medium priority.

Natural efficiencies such as raising awareness of how to harvest and utilise rainwater was considered to be a priority for one Cambridge Water juror.

- *“Identify opportunities to become more energy efficient... People should also be aware of using the rainwater. For example, some people put some containers on their balconies to benefit or to collect some water” – Cambridge Juror (NHH)*

Whilst some discussions within the online juries centred around being cautious about investing in technology, this was balanced with the need for using available technology now, in order to ensure efficiencies are made for future generations.

- *“If you put a lot of money into something that you don’t know whether it’s going to work or not, I don’t think that’s a good idea. I think I’d rather use what technology was available, now, and gradually, as new things come in, you can obviously change to them but to just go hell for leather and try and invent new stuff, yourself, I think wouldn’t work” – Cambridge Water Juror (HH)*
- *“Investing more, now. I think that the younger generations already will have plenty to pay for. They will mostly likely face much harsher climate conditions than we are, and I think that we have to do everything in our power to leave the planet in as best a state as possible and try to fix the damage done by previous generations” – Cambridge Water Juror (HH)*



South Staffs Water online jurors tended to discuss efficiencies in relation to improvements in the use of technology, with one juror considering it important to minimise wasted journeys and instead invest in repairs or maintenance of transmitters for meter readings.

- *“In terms of energy efficiency and maybe reducing the number of journeys that notional electric vehicles would make. I know that when the water meter was fitted outside the building here, it had a transmitter so that it would let South Staff know what the water meter reading was... They were saying that something like 70% of them pack in after a short space of time. So why not get those fixed? And then you haven't got to have people driving around to each property's water meter” – South Staffs Water Juror (NHH)*

The South Staffs F2F jury was atypical in considering this investment to be a low priority. When it was discussed, they focussed more on the importance of innovation in wider societal efforts to become more water efficient:

- *“One of the things is water harvesting as well.” South Staffs Water F2F juror*

Notably, the Cambridge F2F jurors viewed this investment as a high priority and were the only group to discuss the potential importance of financial savings to Cambridge Water in becoming more energy efficient. They argued that these savings would act as an incentive for the direction of the company towards Net Zero:

- *“Well, because I think the whole topic... if it's just driven by money, we are never going to get there, are we. Because there isn't a financial payback. There is a cost to cutting net carbon. So, I think for the whole organisation to be aligned, focused.” Cambridge Water F2F juror*

Other considerations for the strategy

More apparent in online jury discussion than in the F2F discussions, there was also an understanding of wider considerations within the strategy. These are summarised below.

**Keeping the plan
affordable**

**Inclusion of
forestation schemes**

**Be flexible with the 2030
target**



The importance of balancing actions with keeping the plan affordable was highlighted by several Cambridge Water jurors, particularly in light of the current cost-of-living crisis and awareness of rising prices.

- *“Doing it quicker is good but not necessarily at the expense of people paying a hell of a lot more” – Cambridge Water Juror (HH)*
- *“My energy bills have gone from £100 to £270. I don't want to find the situation where suddenly the bills start to increase more and more” – Cambridge Water Juror (HH)*
- *“You've probably spoken to friends that have been terrified to put the heating and electric on, because the bills are going through the roof... people are very careful with their electric and their heating, basically due to how much money it costs” – Cambridge Water Juror (NHH)*

Across both regions, jurors viewed Net Zero as a moveable goalpost. It was considered ambitious to aim for a 2030 target, due to new challenges which may arise. It was also felt necessary to ensure careful consideration of the actions underpinning the strategy. Consequently, jurors generally felt a later target may be more achievable.

- *“If we try and meet the goal, before the time that we've given ourselves, it could end up being rushed and then mistakes could be made, or things could fall through... if you're taking it slowly and you're making sure that everything works properly, it would be better” – Cambridge Water Juror (HH)*
- *“Net Zero is obviously the forefront of a lot of businesses topics at the moment, but I just think it's a moving goalpost. To say they'll be Net Zero I think is something that will be pushed further and further back, because I think 2030 is an ambitious target... It's very, very difficult for a company to say they'll be Net Zero, because there's a lot of challenges to get there” – South Staffs Water Juror (NHH)*
- *“I think basically 2050 might be a bit more achievable” – South Staffs Water Juror (NHH)*
- *“It's a great aim, but I think it could be something that they'll be let down by, because 2030 is really ambitious to get there... maybe if they said we'll aim for certain things by 2030, like we'll have all electric vehicles on the road, and we'll be self-sufficient and supply that energy in-house meaning onsite... And 'some of these factors we're working towards', without saying we'll actually be Net Zero by that point, I think would be more realistic” – South Staffs Water Juror (NHH)*



Cambridge Water jurors felt that other actions could be added to the plan. Whilst one juror suggested including forestation to offset carbon, another juror suggested outlining a more ambitious target for non-households.

- *“Doing something positive to offset the carbon so like planting trees...losing water on the water table because of the trees not being there is also causing floods because the trees aren't there to take up water... So, when we get lots of downpour, so I think it should be a bit higher” – Cambridge Water Juror (HH)*
- *“I do feel like there could be a more ambitious target against... the reduction in business use in water. So, I think it's quite rightly ambitious to reduce private households, at least by a quarter I think there could be more ambitious targets against businesses and more education for businesses to see how they could use water more efficiently” – Cambridge Water Juror (NHH)*



Trade-offs: affordability, innovation, and targets

Jurors were asked to consider the 'trilemma' challenge when making choices in terms of trade-offs for bill affordability, innovation and when targets should be achieved. The votes, and accompanying discussions, are summarised below.

Affordability of bills

It was explained that Net Zero isn't currently a regulatory, legal requirement by 2030, therefore customers have a choice over how quickly investment should be made towards carbon reductions. They could choose to keep bills as low as possible and not attempt to meet the 2030 target. Or, they could opt to do everything necessary to hit the 2030 target, which would **mean an increase of £18 (or 10.5%) on water bills from 2025**. The choice was presented a vote on scale of 1 to 5, and the results are presented below.

	Keeping bills as low as possible				Increasing bills as much as is needed
	1	2	3	4	5
CAM ONLINE (average 3.5)	0	6	1	4	5
SSW ONLINE (average 2.7)	3	4	7	3	1
CAM F2F (average 3.3)	0	0	2	4	1
SSW F2F (average 4.6)	0	0	1	1	5

Results for across the groups varied, but within both Cambridge groups and the South Staffs online group there was a preference for a 'middle of the road' approach to this trade-off, with scores around 3. There was some variation within this, with jurors in the Cambridge Water region had a greater preference towards increasing bills where needed (average 3.5 out of 5.0), whilst those in the South Staffs Water region leaned more towards keeping bills lower with an average 2.7 out of 5.0.

The South Staffs F2F session did not share this view, instead indicating a strong preference for increasing bills as needed (average score 4.6).



In the discussions that followed the voting, there was an overall feeling across both regions that there needed to be some movement in the right direction in order to meet targets of Net Zero. However, this was alongside discussions showing great consideration for affordability. Whilst jurors wished to see improvements, they felt this should come in the form of smaller, gradual, manageable increases.

- *"If I was to lean on either side of the chart... I'd probably... be more willing to pay... what brings it down at the moment is I think everyone's in that cost-of-living mindset... The money... it's what everyone's thinking about at the moment"* – South Staffs Water Juror (HH)
- *"I agree with a slight increase in my bill if I can get that water how it should be for our health but not as much as is needed because already the prices are up"* – South Staffs Water Juror (HH)
- *"There has got to be a balance, especially now with rising bills everywhere, and cost of living crisis at the forefront of people's minds. But to counter that, I think South Staffs, the investment has to be there from the customer as well"* – South Staffs Water Juror (NHH)
- *"If it's done as a gradual thing, it makes people I guess more understanding or it's more reasonable"* – South Staffs Water Juror (NHH)
- *"When energy bills have gone up by hundreds, that's different, but they're not talking about a massive increase"* – Cambridge Water Juror (NHH)
- *'I just thought that, yes, you've got to move forward but not at the total cost to the customer of the levels you're talking. So, yes, I agree that you should progress but moderation.'* Cambridge Water F2F juror

This was tempered by a sense in all groups that there was a responsibility to ensure some increase in bills now, in order to leave the planet in a better position for future generations.

- *"The younger generations already will have plenty to pay for. They will mostly likely face much harsher climate conditions than we are, and I think that we have to do everything in our power to leave the planet in as best a state as possible and try to fix the damage done by previous generations"* – Cambridge Water Juror (HH)
- *"It's a joint responsibility for this generation to do what they can"* – Cambridge Water Juror (HH)
- *"I put the environment pretty much first in my considerations. I opted for five... Everyone's got to play their part and I know at the moment it's not a time which many would agree with that, but I just think we've got to sort this problem out"* – South Staffs Water Juror (HH)
- *"It's short-term pain for long term gain, isn't it? We have to invest in the future... I'm speaking from my point of view that affordability isn't too much of a problem, and I know it is for some"*



people, but I do really want to be a part of all this, all the change that's happening. I think it's just so important" – South Staffs Water Juror (NHH)

- *"I was struggling as to whether to go four or five. For me, the environment is quite important so I'm happy to pay more if there's the confidence in that improvement" – South Staffs Water Juror (HH)*
- *"Whether it's the pace principle or whatever, we're going to have to pay for the water we receive, and our children and grandchildren are, and there is a pollution cost to the way we've had it" Cambridge Juror F2F*
- *"Think of it though, this is going to go on for your kid's generation, so we're starting it off for them to have a better future." South Staffs Juror F2F*

Consideration of bill affordability was stronger in the South Staffs online session, underpinning the lower vote score in that region.

- *"People won't be able to afford it so yeah, I would agree with this being number one" – South Staffs Water Juror (HH)*
- *"Instead of trying to do it now in a rush and charging everyone hundreds of pounds a year, let's just do it slowly and let everyone at least have that cost saving in their pockets for now" – South Staffs Water Juror (HH)*
- *"I'm a single mum, I find bills at the moment very expensive, so increasing mine, even if it's a little bit five, ten, I'll struggle honestly because I've got little kids. So, for me that's only because of my personal circumstance" – South Staffs Water Juror (HH)*
- *"The only reason I wouldn't go higher is because I would not be able to afford that. That would just be too much. And I think there's a lot of people in the same position as me that would feel that that was too much. My bills are pretty low anyway, but I'm really conscious of how much water I use. I've educated myself a little also. I've looked online and got information online about what I can do to save water and stuff, energy-wise as well. I'm really conscious of my bills... I don't mind paying it a little bit more for you to do the things you need to and put these things in place... but when it's £18 more, that doesn't sound like a lot, but it really is for me" – South Staffs Water Juror (HH)*



In direct contrast, the primary reason that the South Staffs F2F jurors gave such a high score was sense that the investments were highly important but the costs involved were not too large:

- *“Yes. Something’s definitely got to be done.’*
‘Plus, eighteen quid over twelve months isn’t that much is it, really.’
‘When you say that’s one pound fifty a month, it’s next to nothing, isn’t it?’” South Staffs Water F2F jurors

Jurors in both online sessions expressed that they felt the 2030 target to be a lower priority, when considering affordability and facing challenges.

- *“If we try and meet the goal, before the time that we’ve given ourselves, it could end up being rushed and then mistakes could be made... if you’re taking it slowly and you’re making sure that everything works properly, it would be better” – Cambridge Water Juror (HH)*
- *“The 2030 is a target, but I don’t think that should be the top priority. I think that the balance we’ve said of investing in the infrastructure, investing in renewable, and keeping the bills as affordable as possible in the current climate” – South Staffs Water Juror (NHH)*
- *“I think doing it quicker is good but not necessarily at the expense of people paying a hell of a lot more and possibly not even being able to afford to shower or drink, when they need to... it needs to be a good balance but if they’ve already got a target and hitting it, at the correct time, it is an option. I think leading towards that is more important than maybe risking people’s money” – Cambridge Water Juror (HH)*
- *“I was struggling as to whether to go four or five. For me, the environment is quite important so I’m happy to pay more if there’s the confidence in that improvement” – South Staffs Water Juror (HH)*
- *“Whether it’s the pace principle or whatever, we’re going to have to pay for the water we receive, and our children and grandchildren are, and there is a pollution cost to the way we’ve had it” Cambridge Juror F2F*
- *“Think of it though, this is going to go on for your kid’s generation, so we’re starting it off for them to have a better future.” South Staffs Juror F2F*

A further important consideration in the affordability of bills was the importance of transparency and communication. Jurors felt the greatest priority was ensuring that South Staffs Water and Cambridge



Water communicate with customers to clearly explain why bills are increasing, and explaining what exactly the increased money will be going towards in terms of investments.

- *“It’s down to communication. And if Cambridge Water get it right, and explain why their price is going up nominally, but explain all the benefits to people in the right communication across all channels - because everybody learns in a different way - that would soften the blow, certainly, and make people understand” – Cambridge Water Juror (NHH)*
- *“I’m happy to pay more provided you are doing what you say you are doing. My worry is that once these bills start going up, we won’t hear how well you’re doing, if you’re actually doing what you say you’re doing” – Cambridge Water Juror (HH)*
- *“It’s got to be regular communication with your customers. You need to tell us, it’s not a case of us chasing you. You need to say, you know, ‘You said, we did,’ or, ‘We said we were going to do this, this is what we did.’ And, also, show us that impact on the family, obviously on domestic use as well, on the households, what’s this doing to help those bills and to help everyone as a society?” – Cambridge Water Juror (HH)*
- *“We’ve got to have some responsibility as consumers and users of the water. So, it’s important that the education is there so that we understand why we’re having raised bills. I think if people just have raised bills and just don’t understand why that’s happening... I think a lot of people will support it if they know what they’re supporting” – South Staffs Water Juror (NHH)*
- *“I think that the information that we pass over to the customers as to where their money’s going is really, really important.... ‘£1 a month is going to... Which we’re increasing by £1 a month, and this is where that money’s actually going, and this is what it’s going to be doing” – South Staffs Water Juror (NHH)*

Related to this, the amount of money that would be invested by stakeholders was highlighted as an area of interest by jurors.

- *“I voted three ... it doesn’t mention how much Cambridge Water’s own money is going to be ploughed into this. So, I presume you’ve got quite a large operating profit and I don’t see why all the costs should be passed on to the consumer” – Cambridge Water Juror (NHH)*
- *“It would be good to see perhaps the shareholders taking less money, not just the consumer” – Cambridge Water Juror (HH)*



Innovation

This trade-off was presented to jurors as a choice between making the best use of current technologies to deliver the plan, or to wait until new technologies are developed. Jurors were made aware that there is the risk that, if new technologies don't emerge, then time will be lost. However, if they deliver the plan too soon then SSC may not get the opportunity to benefit from new technologies that could develop.

Results of the polls demonstrate that jurors across both regions in the online groups had a slight inclination towards waiting for better solutions, rather than investing more now in current technologies. In contrast, within the F2F sessions there was a strong preference for investing more in current technologies now (average score of 2.2 in Cambridge and 1.3 in South Staffs).

	Investing more now in current technologies					Waiting for better solutions				
	1	2	3	4	5	1	2	3	4	5
CAM Online (average 3.4)	0	1	9	5	1					
SSW Online (average 3.2)	1	1	10	6	0					
CAM F2F* (average 2.2)	2	1	3	0	0					
SSW F2F (average 1.3)	6	0	1	0	0					

*one juror within this group felt they were unable to vote, preferring a 'don't know' option.

Underpinning the online groups slight preference for waiting for better solutions was reasoning that it was sensible to **let other companies try new technologies first**, in order to learn more about the value of those new technologies. A risk of investing in new technologies, highlighted in both regions, was that the company **could fall behind** if they invest in new technologies without being fully aware of how to utilise them.

- “You don't want to be the guinea pig because if it fails, you lose all the money but at the same time you don't want to fall behind” – South Staffs Water Juror (HH)
- “When you look at what progression there's been in technology in the last ten, twenty years, taking it steadily now, could result in new technology coming out in say five years' time, where



they could easily meet the target but to put the onus on people, now, paying higher bills, I don't think that's very fair and I don't think it's very affordable, for a lot of people. Especially at the moment, with the cost-of-living crisis" – Cambridge Water Juror (HH)

- *"Cambridge Water is one of the small guys. Let Seven Trent, Yorkshire, Wessex, Anglian make the mistakes with the new technology, because it's not fool proof, and then follow hard on their heels when they get it right. So, my approach would be an element of caution, but let other people make mistakes first... be a middle of the road adopter" – Cambridge Water Juror (NHH)*
- *"Rome wasn't built in a day. I'll literally wait. You've got to balance, see what others are doing as well. See if you can do it better" – South Staffs Water Juror (NHH)*
- *"It's also... getting ideas from other people then educating yourself again because we can get education from other countries and see what they're doing. That can help us in the future or now even" – South Staffs Water Juror (HH)*

There was an overall agreement that there was a **balance to strike** between investing in current technologies now, whilst also setting money aside for newer technologies which may arise in the future.

- *"You don't want to be first out the blocks and invest in something that isn't quite right and yet again, you don't want to be the kind of the last pick in the playground either" – South Staffs Water Juror (NHH)*
- *"Investment is always going to be risky... I think you need to invest certain things and then think, 'Oh, is this going to be better in the future?' Maybe we don't invest in that, and we invest in that in ten years" – South Staffs Water Juror (HH)*
- *"Trying to reduce the inefficiencies, people duplicating the work, but also choosing what is best practice.... But nothing's going to get better unless there is a push to try something new... to find a new method... innovation's really important, but also doing with what works and what is known to work" – Cambridge Water Juror (HH)*
- *"You should never put all your eggs in one basket so we shouldn't be going hell for leather, and we shouldn't be not waiting" – Cambridge Water Juror (HH)*
- *"Imagine if we waited and then nothing did emerge. But then if we did do it, but they had taken everyone's money and customers invested and it had been a failure" – South Staffs Water Juror (HH)*



- *“You might as well wait and get it right and only do it once rather than jump in now and screw it up and have to do it twice” – South Staffs Water Juror (HH)*

Despite this overall consensus, there was some discrepancy in views between regions. Some Cambridge Water jurors argued that there was too much risk in waiting for new technologies to be released, as these could be at a much greater cost, or not have the desired impact within the limited time left to 2030.

- *“It’s only seven years away, isn’t it? ... no guarantee something’s going to come out in that time. You could just end up in 2027, oh, where’s these new technologies. They haven’t come yet, and there’s three years to go. I think leave a bit of money behind, just in case something really spectacular turns up, but I think you’ve got to start getting on with it” – Cambridge Water Juror (NHH)*
- *“If you just wait for new technologies, you’re just going to be waiting then you’re going to be at the definition line, and you haven’t done any innovation yet... invest now on the most impactful technologies that are already available, and then for things that we know are being developed. Because it depends on the timescale. These things can take years. Wait for them so that you have more efficient technology or less costly” – Cambridge Water Juror (HH)*
- *“Innovation has actually taken a massive leap forward already, so I think most of what’s already going to happen has happened... I’m sure there is more but I’m not sure how much massive investment there is. So, I don’t think you should pile everything else into something that might not happen” – Cambridge Water Juror (HH)*

Conversely, some South Staffs Water jurors felt that there was a need to ensure money was accounted for as they were confident that technologies would develop over time, therefore the company should be in a position to invest in the right option when it arises.

- *“Wait for better solutions only because technology or innovation is rapidly changing so you don't want to invest everything now when within maybe months, years, it could change to something better. So, it's just to watch what's happening and know when is the right time to get on board with something to have the most benefit” – South Staffs Water Juror (HH)*
- *“Hold off as much as possible, use the technology you've got available to you now, work with that. And then because everything is improving every month, month in, month out, in industry, just keep your card close to your chest, buy your time... when something's new in the market, then go for it” – South Staffs Water Juror (NHH)*



- *“You spend decades on a specific design, then only for it to be implemented and it be already outdated technology, so I’m not saying that you shouldn’t invest anything now... a change has to start immediately in order to see effects in the future, but I feel like it’s important to just leave financial options open for newer technology that can come” – South Staffs Water Juror (HH)*

In contrast, in the South Staffs Water F2F group, the sense that SSC should invest in known technologies now was underpinned by the understanding of the urgency of climate change. Jurors felt that waiting was simply not an option,

- *“But why are they spending money on what the future are they, don’t just wait for it to happen, more like on the way there anyway. All the rest of them are slow.” South Staffs Water F2F Juror*

Some of these jurors also highlighted that taking an immediate short term financial hit on technologies available now could induce longer – term cost savings.

- *“... if you wait and the problem gets worse, and you’ve saved the money from when you needed to do it originally that won’t even work because when you wait it’s just got worse. So, jump in and fix the issue now and then wait to see anything else because then you can band aid, not band aid but fix, correct the situation that’s happened. It’s all about preserving what you’ve got already rather than making a situation worse, the leaks.” South Staffs Water F2F Juror*

Within the Cambridge F2F jury, the desire to invest now was founded in an understanding that innovation is a rolling process. They felt that there will always be the potential for better solutions on the horizon, but this should not prevent action.

- *“I’m just going to make one point. You said that we can hang on five or ten years and something else might be better, but when we get to that point, five or ten years hence, you’ll say now hang on, in ten years’ time, there might be something better. So, I think you’ve got to take what you’ve got now and work with it.” Cambridge Water F2F Juror*

When to achieve targets

Finally, jurors were asked about the extent to which they felt South Staffs Water and Cambridge Water should set out to achieve targets, once again, by thinking about the ‘trilemma’ challenge of balancing affordability, climate change resilience and restoring the environment. They were presented with a choice of investing more now to achieve goals sooner, or opting for a more even pattern of distribution to allow goals to be met on target.



There was discrepancy between groups, with both Cambridge Water online and South Staffs F2F groups opting for a more even pattern of distribution (average score of 3.7 and 4, respectively). In contrast, South Staffs Water online and Cambridge F2F jurors showed a stronger preference for more investment now (average score of 2.6 in each group).

	Investing more now to achieve Net Zero ahead of 2050				Even pattern of distribution up to 2050
	1	2	3	4	5
CAM Online (average 3.7)	1	0	5	5	4
SSW Online (average 2.6)	5	4	4	4	1
CAM F2F (average 2.6)	1	2	3	1	0
SSW F2F (average 4.0)	1	0	1	1	4

Fairness, both in terms of affordability and caring for future generations, was the focal point of discussions in groups that voted for a more even pattern of distribution (the Cambridge Water online and the South Staffs F2F juries). They considered it to be fairer for all generations if there was a steady, even pattern of distribution over time.

- *“I think the fairest way is to do an even pattern over the twenty-seven years we’ve got left, rather than lump it all onto the future generation” – Cambridge Water Juror (NHH)*
- *“I just thought the fairest option would be to spread the money out over time, everyone paying a little bit each... People that are really old, [might be] thinking ‘Why should I contribute, because I won’t be here to reap the benefits?’” – Cambridge Water Juror (NHH)*
- *“The idea of spreading out the cost does make sense. But I’d hate for in fifteen, eighteen, twenty-two years’ time to start thinking, ‘Oh, there’s a bit of a crunch. We’re not approaching those targets, we’ve not done what we thought we’d be able to do,’ so that it massively increases the price for those people down the line. I don’t think that would be fair for future generations” – Cambridge Water Juror (HH)*
- *“I think why should we pay for it now? Spread the cost out.” South Staffs F2F Juror*



Further, it was felt that an even pattern of distribution would ensure money is used wisely and that plans would be sustainable.

- *“Don’t put all your eggs in one basket to try and make it happen sooner than the target day. It can still happen sooner but let’s not shave ten years off it at the cost of benefits that you would get elsewhere” – Cambridge Water Juror (HH)*
- *“If you invest now, what happens if it goes completely wrong? It’s a waste of money. If you spread the cost, at least you know that your progressing in stages. They know they’re virtually going to make that target with the money they spent” – South Staffs Water Juror (HH)*

The views of the juries who preferred to invest more now (South Staffs online and Cambridge F2F) were more varied. Many stressed the importance of investing now, as they felt it imperative to ensure action on climate change sooner rather than later.

- *“We don’t have that luxury that amount of time to wait. It’s already maybe too late to wait for all these changes. That should have been done a long time ago” – South Staffs Water Juror (HH)*
- *“If we all wait generations after generation, nothing will be done so we should start somewhere” – South Staffs Water Juror (HH)*
- *“I just don't think there's any time to waste, as such” – South Staffs Water Juror (NHH)*
- *“The problem is now, so why wait until it gets worse? We need to nip things in the buds... we can't live without water. It needs to be done now” – South Staffs Water Juror (HH)*
- *“Where are we going to be in 20 years? What's going to be happening with the world? If we don't move on this stuff now, will we ever get the chance to really? It's like how many degrees that are going to change it forever. It's going to be irreversible” – South Staffs Water Juror (HH)*
- *“If we've got the money now, we need to utilise it now. We can't wait for as the rain falls” – South Staffs Water Juror (HH)*
- *“I think it’s worth investing soon, now but equally mindful of wider sort of financial implications at the moment, but for me the environment is worth paying for... To achieve the goal faster I think is important. My view is that we shouldn’t wait to sort of do what we have to do in terms of legislation but should be more proactive in how the climate and environment is addressed and protected” – South Staffs Water Juror (HH)*

The Cambridge F2F jury also felt that putting off investment into the future would lead to rising costs.

- *‘Well, it's only going to cost more, I'm afraid. I don't believe we know enough now. Somebody said earlier about not having crystal balls. So, the longer we put I off, probably it'll end up being*



more expensive down the line and we've benefited from previous generations paying less, so passing that on to others, it doesn't seem to be fair. It's unfairness to pass it down the line'.

Cambridge Water F2F Juror

For other jurors within the South Staffs Water online jury, the affordability of bills tempered their response to this trade-off. They recognised the importance of investing wisely, and preferred to invest now, but felt unable to do so due to the current cost-of-living.

- *"You do need to invest... but it's investing wisely in the right way to the right things... earlier, they said about £18, and I couldn't afford that. I know I couldn't" – South Staffs Water Juror (HH)*
- *"It just boils down to the cost again. Yeah, we can help ourselves and we can help the generations ahead, but it all boils down to, can we afford it?" – South Staffs Water Juror (HH)*
- *"If that's going to shoot our bills up, some people might not be able to afford that. So, I think invest a little bit at a time and see where you are... in a year's time, and then maybe tweak the investments" – South Staffs Water Juror (HH)*
- *"I think everyone wants the things to get better and wants to protect the environment but at the same time maybe everyone is scared about the costs and the increases of bills, that's why we all are in the middle" – South Staffs Water Juror (HH)*

Further, despite the stronger emphasis on upfront investment, it was also discussed by some that investment should be ongoing, to mitigate any risks of being unable to invest in future technological advancements and potential errors in investment strategies.

- *"At the moment we've got 5G. Who knows, in three months' time we'll have 6G, 7G? Invest in the technology you've got available now, invest in it wisely and fix your infrastructure. By doing that going forward, it'd be less cost effective and beneficial to more people, not just a certain amount of people" – South Staffs Water Juror (NHH)*
- *"I'm sure you've got shareholders that you're accountable to and they want to see returns. And if you blow the budget and it's gone, the company starts failing, and then you're in a whole world of pain. So, I think there really is a balance to this" – South Staffs Water Juror (NHH)*
- *"You might be investing in something that isn't necessarily the right thing and might have to change it down the line. So maybe just a bit of a more balanced time scale" – South Staffs Water Juror (NHH)*







explain

Section 3: Carbon offsetting / insetting and involving the customer

Section 3: Carbon offsetting / insetting and involving the customer

The purpose of this section was to understand juror views on which approach to carbon offsetting / insetting SSC should take.

This session was also the opportunity to ask jurors how, and the extent to which, they would like to be involved in SSC's future plans to achieve Net Zero. This discussion focussed on three areas: (1) customer behaviour related to their water usage; (2) measures to reduce leakage; and (3) how they would like to be communicated with regarding progress towards Net Zero. Please note that the F2F jurors were only asked about future communication plans.

The reporting of this session has been divided according to the subjects discussed, as follows:

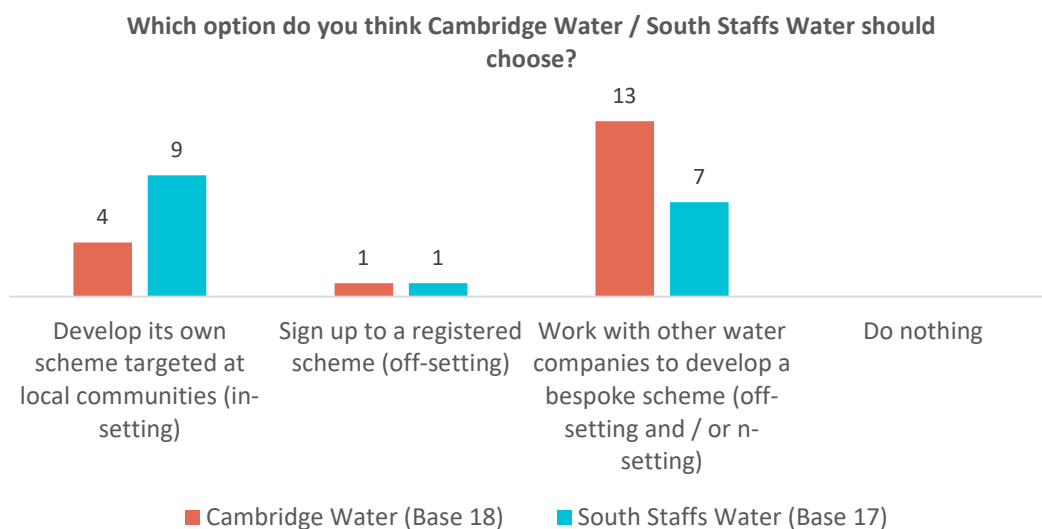


Offsetting and insetting

Jurors were given an explanation of carbon offsetting / insetting and told that at the moment SSC is not actively participating in any related activities. They were also told that to achieve targets, the company's latest analysis showed that around 2,600 tonnes (12%) of carbon would need to be offset by 2030. They were then presented with four options for offsetting / insetting that SSC could choose to pursue in the future and then were asked to vote for their preference. The options presented to them were as follows:

- Develop SSC's own targeted scheme targeted at local communities (insetting)
- Sign up to a registered scheme (offsetting)
- Work with other water companies to develop a bespoke scheme (offsetting and / or insetting)
- Do nothing

Online vote results revealed some regional differences. The majority of Cambridge Water jurors (13) voted for Cambridge Water to work with other water companies to develop a bespoke scheme. Four jurors voted for Cambridge Water to develop its own scheme targeted at local communities, with just one voting to sign up to a registered scheme. In contrast, the majority of jurors (9) voted for South Staffs Water to develop its own scheme targeted at local communities. This was followed by seven jurors voting for South Staffs Water to work with other water companies to develop a bespoke scheme, with just one juror voting to sign up to a registered scheme. Importantly, across both regions, no jurors voted for SSC to 'do nothing'.



Interestingly, these votes were mirrored in the F2F sessions. Here, the South Staffs jurors favoured strongly schemes targeted at local communities. In the Cambridge jury, all jurors favoured the bespoke company collaboration scheme.

After voting, jurors were asked to explain their preferences. These discussions have been organised into the following key themes: (1) The benefits of a bespoke scheme; (2) The benefits of a scheme targeted at local communities; (3) The disadvantages of registered schemes; and (4) The benefits of a hybrid approach. Each will now be discussed in turn.

The benefits of a bespoke scheme

For the Cambridge Water jurors in both the online and F2F sessions, the predominant reason for preferring the development of a bespoke scheme was that they saw benefits in the collaborative approach, minimising any duplication in work or wastage and utilising infrastructure that is already in place.

- *"I think the infrastructure is already there. So, it's easier to hop on, and to make an impact from day one, rather than start from scratch, but maybe I've got it wrong" - Cambridge Water Juror (HH)*
- *"Same as 'x' the idea of working in collaboration with other utility companies, water companies, I just feel like there is a reduction of any potential waste of resources. If you're working together to be able to tackle the problem collaboratively, I think as well, bringing in innovation jobs and benefit to the local areas across the UK. I think there's a lot of ways you can do that. And I like the idea, as again, I think it was 'x' that mentioned or I'm sorry if I got that wrong, not just focusing on tree production or tree growth. But meadows, wildflowers, especially when peat resources and other things" - Cambridge Water Juror (HH)*
- *"I agree there needs to be collaboration and synergy because for all the reasons mentioned by everybody, but also because unless you have a buy in from you know the whole sort of sector, you don't want to be doing something that's going to be countered, you know, actions of others, so it needs to be a coherent strategy. So there needs to be buy in and collaboration. I think that's, in my opinion, the best way forward" - Cambridge Water Juror (HH)*
- *'Working with other companies in the scheme, it makes sense to get into bed with people in the same business.'* Cambridge Water F2F juror

Within the Cambridge F2F jury in particular, there was also an understanding that working in partnership may lead to reductions in costs:



- *'Centralise organisations so the back-office activity keeps costs down.'* Cambridge Water F2F juror

Similarly, while South Staffs Water online jurors narrowly preferred carbon in-setting schemes within local communities, some jurors understood that these schemes may be limited in the scale of their effect or impact. In these situations, they articulated a preference for South Staffs Water to work in collaboration with other water companies to pool resources, capital, and best practice knowledge to benefit communities on a far larger scale. This was seen as a way to ensure projects could get off the ground more quickly to achieve a shared goal, as well as collaboration facilitating more creative ideas and initiatives to emerge.

- *"It might make some impact, but I don't think that that's enough. It's got to be on a greater scale than that and it's got to be a more significant project"* – South Staffs Water Juror (HH)
- *"It's finances, lack of resources. If you work together with other likeminded companies, for example, Severn Trent Water, they're a huge company, they've got a lot of revenue coming in, you can share best practice... If you work with somebody in the same field who specialises in that, you can get things done more quicker and achieve your target"* – South Staffs Water Juror (HH)
- *"I went with working with other water companies. I did initially want to choose my local community, for the same reasons, but I just thought you'd have a bigger impact, working with other water companies in the UK. I think there's more likelihood to get something done, more buy-in"* – South Staffs Water Juror (HH)
- *"If I could have ticked all of them, I would have ticked all of them"* – South Staffs Water Juror (NHH)
- *"I just feel like if they joined together, they could help out the communities, then. It would be all of them helping, rather than just one helping their community"* – South Staffs Water Juror (NHH)
- *"I think it's a case of creating or sharing ideas"* – South Staffs Water Juror (NHH)
- *"But it's also that mentality of like two minds are greater than one... And having more and more companies work together collectively with a similar goal and a similar time scale, then it can be a lot more effective than just purely working on little communities at a time because you can't guarantee a steady growth in patterns... If we apply the same strategy to many different areas and then there's this collective viewpoint and we share the same goal kind of thing"* – South Staffs Water Juror (NHH)



The benefits of a scheme targeted at local communities

For South Staffs Water jurors, both online and F2F, this was the preferred option because of the inherent importance they placed upon their local community. Carbon insetting schemes targeted in local communities were seen to have a direct and visible impact which would encourage greater engagement, involvement and support by residents to facilitate the delivery and success of these projects.

- *“Purely just because my local community comes first” – South Staffs Juror (HH)*
- *“I would always opt for anything to help my local community over any of the others, which is why I chose it. I’m not sure what I would have chosen if my local community option wasn’t there” – South Staffs Juror (HH)*
- *“I think as well, with the local community, I think any company would be quite taken back by the amount of support that they would get from their local community if they were to reach out. For anything, really, not necessarily just water related. But yeah, I do think any local community, if they could, would always be willing to help where possible” – South Staffs Juror (HH)*
- *“It’s more of an incentive for people to get involved, if they can see the direct benefit within their community... this is where we live, and this is the direct impact it’s having on us. So, if we can see the changes, or know that it’s going to benefit us in some way, I think that’s more likely to want people to get involved or make changes that are needed to help go towards the Net Zero” – South Staffs Juror (NHH)*
- *“Local company, doing something locally, you get the impression that everyone gives to charities to go abroad, but there are local things to do as well.” South Staffs F2F Juror*
- *“We need it here. And that’s not me being nasty or racist, that we need to focus on our country, our community.” South Staffs F2F Juror*

Leading on from this, South Staffs jurors were keen to ensure that carbon-insetting projects must stay within the community and have a lasting impact. While some highlighted the potential for job creation within local areas, others discussed more holistic benefits such as engaging with local schools to instil positive practices or knowledge about the climate crisis to the positive mental health/well-being effects which stem from people spending time in nature.

- *“Let’s do something for the community that stays within the community” – South Staffs Water Juror (NHH)*



- *“People need to head towards that Net Zero, but also, if you can provide jobs for the community as well, it’s always a good thing” – South Staffs Water Juror (NHH)*
- *“Involving schoolchildren as well, because I suspect that a lot of the things that’ll need to be done, going forward, will be done by the generation after mine. So, my kids, maybe their kids and so on because there is that much to do. It’ll also help them take on board the importance of the environment. And yeah, just doing things that you can actually see on the ground, rather than waiting for a report to turn up in your letterbox or in your email to say that something’s being done. You can actually either see it being done or get involved” – South Staffs Water Juror (HH)*
- *“For me, the inseting is that everybody’s got a chance of getting involved, really. Even if it’s just going down to the local park, like I did last autumn, picking conkers with the little guy, and then actually three of them are turning into saplings. So, you can learn something while you’re actually doing it as well... and they’ve got evidence to demonstrate the well-being that people derive from being involved in things outdoors. So, there’s all sorts of health benefits from it as well” – South Staffs Water Juror (HH)*

In contrast, one Cambridge Water juror preferred the benefits of the collaborative approach. However, they felt that this option (local scheme) was necessary to instigate the work within the water sector and to establish best practice.

- *“I would have liked to have had two votes and voted for both the middle ones, because I think the water companies should collaborate and get together. But some, somebody’s got to get the ball rolling and set up best practice. And it kind of doesn’t strike me that it’s totally happening yet” - Cambridge Water Juror (HH)*

The disadvantages of registered schemes

Jurors across all groups were cynical that registered schemes would actually deliver their intended aims. As opposed to projects in local communities, where residents can tangibly see and experience the work and benefits of a project, they felt that these schemes risked a lack of control from handing over capital/funding and the delivery of the project to a third party. There was uncertainty that SSC could ensure that money for these projects would go to the right places and people.

- *“How much money is going to be put into someone’s pockets that you don’t know about and things like that? It’s just the politics of it all, so it’s all got to be done carefully, but I would like to see stuff like that done as well” – South Staffs Water Juror (NHH)*



- *“I don't think there's necessarily any evidence that you could believe... I'd be really cynical about it” – South Staffs Water Juror (HH)*
- *“Yeah, I wouldn't have gone for [REGISTERED SCHEME] because it's like passing the buck, you know, here's our money and now our conscience is clear and you're relying on the integrity of the people running those schemes that the money you give is really effective ... it's about ownership of the actual off-setting.” Cambridge Water F2F Juror*
- *“It's all good saying you are going to spend more money in Africa and all that, and I know they are starving, but these countries do get a lot of money. And you don't know where it goes. You'll have some tyrant with your money in the country, who is living in a mansion with a gold settee, and then people are starving there, or have nothing to drink.” South Staffs F2F Juror*

The benefits of a hybrid approach

Finally, within the South Staffs Water online jury there was discussion of the benefits of adopting a more hybrid approach. Here, NHH jurors considered how combining approaches could lead to a far greater impact and enable projects to begin immediately.

- *“A hybrid, yes. An amalgam of two and three would be better” – South Staffs Water Juror (NHH)*
- *“I'm pro the hybrid approach just because it's a good way to get things going immediately. And yeah, just getting things going” – South Staffs Water Juror (NHH)*
- *“I think the point about the disadvantage of working in isolation and conversely the benefits that the collaboration would bring is reason to combine perhaps the working with other organisations and perhaps a particular focus then on maybe going above and beyond” – South Staffs Water Juror (NHH)*
- *“I don't see why there shouldn't be a way of doing it, each one of them, because as someone said before, that's really important, each one of them” South Staffs Water Juror (NHH)*
- *“If we put all our eggs in one basket that's a bit silly, so I think we should be looking at everything and trying everything, because it doesn't just help with energy and stuff; it helps the planet” – South Staffs Water Juror (NHH)*



Water behaviours

Online jurors in both regions were then shown ways in which Cambridge Water could support customers in the future regarding the ways in which they use water and how the company could help them play a part in helping to achieve Net Zero. These mechanisms, and juror thoughts on each, are summarised below.



Water efficiency labelling

Across both regions, support for water efficiency labelling was generally high. Jurors drew parallels with existing energy efficiency labelling and they noted that this may influence their own purchasing decisions in a similar way.

- *“I think that would influence my decision on buying stuff. You wouldn’t buy something that is on the lower end. It would definitely influence my buying decisions” - Cambridge Water Juror (HH)*
- *“I think it’s a great idea. And I remember looking for ... and I thought they already had some kind of label. It wasn’t like that of a rating sign. But they showed how much water they use ... you could compare. And for me, that was one of the factors for choosing, just like for the electricity consumption where going for lower is better just for the planet, and also for future costs as well” - Cambridge Water Juror (HH)*
- *“Yes, I’d say that’s a good idea. I think, when you purchase a fridge, don’t you, you tend to... I don’t know how many other people do it, but you tend to look at the efficiency of the fridge in terms of electricity; your washing machines and stuff. You just think, ‘if I can be that bit more efficient over time, this will cost me less’, so even if it can get twenty per cent of the population to work on it, it’s still going to be a lot of water that you’ve saved” – South Staffs Water Juror (HH)*
- *“I agree, because, like what X said, when you do buy a new appliance, like electrical stuff, you do look at the energy efficiency, so it’s kind of like a ‘no brainer’, really, if you include that. People will take notice; it will just be part and parcel of what you do, when you buy something new” – South Staffs Water Juror (HH)*



However, it is important to acknowledge that this view was not universally held. For example, one South Staffs Water NHH juror argued that water efficiency would not be a significant factor in purchasing decisions.

- *"I think the water efficiency labelling would... I don't know. I don't know whether, for example, if I was to buy a washing machine, I don't know if I saw a label on there, if I saw two washing machines that were similar, let's say both of the same energy rating scale and one more water and one less, I don't think I would necessarily be more inclined to buy the one that used less water over anything else. For me, I think it would be quite a low priority over other aspects of washing machine preferences, if you like. Yeah, it would be good to have" – South Staffs Water Juror (NHH)*

Further, within the Cambridge Water Jury it was recognised that a more water efficient appliance may cost more to purchase, therefore not everyone would be able to take efficiency into consideration. For some, the initial cost of the purchase was more important than the ongoing water usage costs they could save.

- *"I think it's a good idea, but I think with anything you're going to find that it to be, there may be a cost to implication for a lot of families on those. So, the more efficient ones are going to be the ones that are going to potentially cost more. And again, that's going to impact a lot of families at the moment. That would be my concern on that" - Cambridge Water Juror (HH)*
- *"For me, it would have to be cost. It's got to be balanced. And you can't always have the things that are going to be the most energy efficient or the most water efficient because again, you've got to balance it against what you can afford" - Cambridge Water Juror (HH)*
- *"I would you prefer a more efficient device, but not if it was outlandishly more expensive" - Cambridge Water Juror (HH)*

Special tariffs

The introduction of different water tariffs was generally considered a good idea by online jurors in both regions. These were understood to be effective in encouraging people to use less water. It was also suggested that by educating people in the use of water, this would help them to use less.

- *"I think tariffs are a good idea. And I think I said the other week that I've just had solar panels installed. So, I've been looking at the tariffs that are open to me from my energy company now*



to send stuff back to the grid, and, you know, so on and so forth. And I've tried to make a decision based on that. In fact, I've actually taken the decision to go with their Beta thing of half hourly pricing, because it's a brand-new scheme and I thought well, okay, let's see what that does for me. So, I think, you know, it does help you plan and manage what you're what you're doing with your finances. I'm trying to make sure that my overheads as much as possible as I go into old age" - Cambridge Water Juror (HH)

- *"I think that will also encourage people to save water in different ways, as well, because people always try to get something for free. I've said before, I've got a pond; and when we saw the amount of money we were spending on the first summer when we refilled it, all the heat, the first thing we did was went out and bought sixty pounds of water butts. We've got three water butts; we haven't had to refill that pond with actual tap water. We just use the rainfall, because that refills our entire water butts within two or three bits of rainfall. That'll last us the summer, whereas if I go in via paying for water, you're always going to think, 'oh well, I could pay sixty pounds for the water butts now, or I could pay three hundred pounds over the next four years'. So, it's all about getting people to think efficiently, as well" – South Staffs Water Juror (HH)*
- *"I've got a water meter, and my bills are very low, but that's because of myself, because I've educated myself on how I can cut down on different things. I went online and Googled it, and said, 'how can I save money' and stuff like that. So my showers are three minute showers, and I have a water butt, and I have... so that's for watering the garden in the summer, and stuff, and I also use that... if I boil my kettle and I put too much water in my kettle, I wait until the water is cooler and then I use that to water my plants in my home, so I'm not wasting water. I don't let the tap run while I'm cleaning my teeth and things like that, so it's all educating yourself, really, and getting into a habit of doing these things. It can save you so much money, because I've saved a lot of money by doing little simple things, and I think if everybody did the same, they could save a lot of money as well" – South Staffs Water Juror (HH)*
- *"I think that'd probably work well for me, from a business perspective and a household. From a HH perspective, I always water my garden, even when it's really, really hot. My plants are going to die, my greenhouse plants are going to die. Water is needed to keep them alive. So, I think, yeah, that would obviously be classed as a discretionary use. It's not essential, so that would work well" – South Staffs Water Juror (NHH)*

However, this positivity was not without caveat. For example, some Cambridge Water jurors were wary that special tariffs may mean an increase in bills for some people and therefore may be met with objection.



- *"I think that if this special tariffs about the different prices for water depending on different usage or drought would be introduced. I think there will be a lot of objections to it. I think that it's a good idea, I think it's a quite a radical way to introduce change in people's behavior, but it might potentially have a massive impact I think" - Cambridge Water Juror (HH)*
- *"I'm not sure about paying more, because it's just thinking of fuel at the moment. You know, it's a slippery slope. You could just you could just keep increasing it and increasing and increasing it, couldn't you" - Cambridge Water Juror (HH)*

In the South Staffs Water jury, similar concerns over the cost of special tariffs were voiced in relation to the use of water meters and special tariffs.

- *"I wasn't too impressed with the water meter, because if you're a large family, say, four, five, six people, you've got small children, obviously, you're going to use a lot of water. At the moment, you get a fixed bill, you pay that quarterly, monthly, annually, whatever. Now, if you've a water meter and you're targeted on your water usage, it could work out high, and from my experience and word of mouth from other people going back a few years, they're paying a hundred and fifty pound a month just on water, so why would you want a smart meter when you've got something that's adequate now, and how are you going to combat that?" – South Staffs Water Juror (NHH)*
- *"I think it's really important, for the customer's benefit as well, to have those meters, because then we can understand how much we're using and we can take a responsibility for what we can cut down on" – South Staffs Water Juror (NHH)*

Some South Staffs Water jurors were also concerned about potential confusion that could arise as a result of the introduction of multiple tariffs. They therefore argued that only one tariff should be provided.

- *"Just keep it simple and have one tariff or people will start to get confused. Was I on this special scheme on this day? Was I using this much on that day? And then you just get confused in the billing. But the special tariffs are great, you know what you're using" – South Staffs Water Juror (HH)*

Finally, some Cambridge Water jurors felt they would need more information about how the new tariffs would work before being able to comment on whether they were a good idea.

- *"I'm not really sure. I think I'd have to see a bit more detail about what it would entail, really. And obviously, you'd have to, you'd have to take into account people with less money and, you*



know, people who were on benefits and that kind of thing to make sure they weren't penalised"
- Cambridge Water Juror (HH)

- *"I'd want a bit more detail on it, I'd want it fleshed out a bit more. I'd want to see exactly what the cost implications are before, on any tariff, and to see how they would outweigh on those"* - Cambridge Water Juror (HH)

Eco-village sustainability trial

Thoughts about the eco-village sustainability trial in both regions were highly positive, with comments made that the model should be explored further, and sustainability should be built in as much as possible.

- *"I'm part of the university so I was aware of that new development in West Cambridge. I know it's had a lot of publicity and it's doing really good things. I think maybe that's a model that can be explored more. Being proactive and thinking ahead, so it's a longer-term plan"* - Cambridge Water Juror (HH)
- *"I would say the Eco village is fantastic. And absolutely, we should be doing that we should be planning forward in everything"* - Cambridge Water Juror (HH)
- *"Well, just the fact that we know we've got all these issues. So, we should obviously be building in as much sustainability and economy for everybody so that we can move forward. Otherwise, we're just going to be in serious trouble"* - Cambridge Water Juror (HH)
- *"It's a good idea...Because anything that's basically going to help keep your prices down, help the environment, help yourself, all these things are a step in the right direction, surely?"* – South Staffs Water Juror (HH)
- *"I think it's a good idea to get the community involved with it. The more people you know, the more you... know what I mean"* – South Staffs Water Juror (HH)

However, one South Staffs Water juror noted that investment in new housing developments should not negate the need to make improvements on older, existing housing stock.

- *"I was just going to say it's pretty useless because most of the water supply goes to Victorian housing, and water and housing around the Midlands area. So worrying about these new developments that represent less than five percent of the housing stock, it's not going to make much of a big difference"* – South Staffs Water Juror (HH)



Leakage

Within the South Staffs Water online jury in particular, there was extremely strong support for smart meters and the ability to provide leakage alert services.

- *"I would be super interested in the leakage alert. A year or two ago we had a leak in one of our toilets and we were completely unaware of that, and that cost us a good amount of money...I would love to have a device that would just let me know if something is wrong. That's a great idea I think" - Cambridge Water Juror (HH)*
- *"I think the leakage alert would be really helpful cause obviously if the leak begins and you don't know about it, it can get a lot worse before you realize. So real time alerts and having be able to, you know instantly, would be good as it would save people a lot of money. It would make people feel more in control, they would know how much they are paying and if there is a leakage it can get fixed before it can run up a huge bill" - Cambridge Water Juror (HH)*
- *"Yeah, especially if the leak detector kind of alerts you instantly if that makes sense, or something where if I have a leak in your kitchen, but if it is on a day-by-day basis that would be a selling point where it would be helpful for other people to know what's going on with the water leaks" - Cambridge Water Juror (HH)*

Specific comments were made about the ability for customers to save money on their bills if they had been made aware of leaks through the leak detector.

- *"I quite like the idea of a leak detector, how well it works and I think people particularly required to pay for water unless its leaking away, a lot of people might think how come my bills are so high I don't use that much water, I think that would be a positive to introduce into every household, so they sort of have to pay for the leak detector and the bills so sort of I'm not saying I'm losing money so something you might want to sell it to them so you are giving it to them rather than charging them for this" - Cambridge Water Juror (NHH)*
- *"Yeah, especially if the leak detector kind of alerts you instantly if that makes sense, or something where if I have a leak in your kitchen, but if it is on a day-by-day basis that would be a selling point where it would be helpful for other people to know what's going on with the water leaks" - Cambridge Water Juror (NHH)*



However, conversely, across both juries there was concern that the installation of smart meters may increase the cost of the water bill for some, particularly those with larger households.

- *"I'm a bit wary of it. Just in terms of the effect on your monthly bill" - Cambridge Water Juror (HH)*
- *"I think it was something like X said last time, I think it was last time in the first week where she said she would be reticent to install a water meter because when her daughters came over, she had more usage and therefore the bills would increase" - Cambridge Water Juror (NHH)*
- *"I'm pretty apprehensive towards having a smart meter myself because there's five of us in the house, I've got three children. So, it worries me just thinking my bill could spiral on top of all the other bills spiralling" – South Staffs Water Juror (NHH)*
- *I would personally like a smart meter, but I understand the larger families, because I guess they're still paying, not on a meter, but based on rateable value. And if you look financially, I guess that's beneficial in a large family. Mine isn't, it's two, so I'm more than happy, but it's different circumstances for different people South Staffs Water Juror (NHH)*

Having the ability to report a leak through an app was seen as a good idea, making it easy to report and check whether someone else had already reported it.

- *"The only way to identify a leak is if there is a great big pool or water in the road, as far as I know... assume someone had already reported. So, maybe having that app is a good idea because you can just report it easily and if it has already been reported, it doesn't matter, does it?" - Cambridge Water Juror (HH)*
- *"I think it's a good idea, having the app where you can obviously let you guys know if you spot a leak or see a leak, because I guess most people just walk around oblivious, don't they? They notice it and wouldn't report it, and as basic as that is, I guess there's a lot of water lost due to that" – South Staffs Water Juror (NHH)*
- *"I think with the app it's a brilliant idea, because you can report it as and when" – South Staffs Water Juror (NHH)*

Across both juries, the idea of a leak-bot device was supported in principle. However, there was some confusion regarding how they would work.

- *"I actually liked the leak-bot device in principle, maybe if it was by itself, I think that's a that's a good idea. Maybe you have that before you install a meter so, you can check for leaks like X*



said. I actually had a smart meter with Anglian Water, and we had a leak on our supply pipe, which caused our bills went, it skyrocketed. So, I think that would be better to have" - Cambridge Water Juror (HH)

- *"Yeah, I like the idea of the idea of kind of like a closed information circuit for the leak bot. So, if it's feeding you the information, but it's not going back to the company so that you're able to make an informed decision. So, it's monitoring your uses, but it's not transmitting it externally. I think maybe that would solve some of the problems that X and X raised. I'm not sure if that, I guess, because it removes the idea of the data collection that X was mentioning. And then also, you could still choose to make the decision to deal with the leak as it is" - Cambridge Water Juror (HH)*

For South Staffs Water jurors, this lack of certainty led them to claim that they would need to wait and see whether it was successful.

- *"Well, I think it sounds great in principle, but as I said at the end there, you don't know if the system is going to work and you have a leak, I suppose. And we don't want one, do we?" – South Staffs Water Juror (HH)*
- *"It's like everything. It sounds good. Yeah, it sounds good because I think what we've all I think said in our different ways is that water is a mystery. We don't actually see an awful lot other than what comes out of the tap. And to have a much more sophisticated system alerting us... I think X was right. I think that we should be alerted as well as South Staffs. It would be certainly more reassuring, but as I said, until something happens, you don't really know whether it's going to work or not" – South Staffs Water Juror (HH)*



Ideal communication plan

As the final part of consultation, jurors in all groups were then asked what their ideal communication plan about SSC's plans and progress towards to Net Zero would be. They were given four key touch points in communication (below) and asked to explain their preferences for them.

- How (the method used, for example email)?
- In what form (use of text, imagery, graphical data etc)?
- At what level of detail (high level or granular, comparison with other companies or not)?
- How often?

These discussions were mediated by the use of interactive white boards for the online sessions, which are shown in Appendices B and C. Within the F2F session, laminated cards and post it notes were used in the same way.

The findings relating to each touch point will now be discussed.

Preferences in the method of communication (the 'how' in the communication plan)

In the online groups, there was consensus that communication should not involve paper. They noted the environmental impact of this and that it would be detrimental to the Net Zero effort. Yet, it is also important to highlight that jurors did not give consideration to customers who may struggle with digital forms of communication.

- *"... it does actually make much more sense to save the paper to be honest. I suppose if people are interested in these issues, they can go online, log into their account whatever, it does make sense not to send anything in the post" - Cambridge Water Juror (HH)*
- *"Yeah, I was going to say I feel like paper would be going against the idea of Net Zero and so on" - Cambridge Water Juror (HH)*
- *"It's not very environmentally friendly to send a letter to everybody, unless, of course, they specifically want one. I do get that, again, there are some people that don't have access to emails or text messages or anything like that" – South Staffs Water Juror (HH)*



In contrast, arguably as a consequence of the digital disengagement of these jurors, none of the F2F jurors favoured electronic forms of communication. They noted that emails are too easily ignored or mistaken for spam:

- *“The problem with emails is Cambridge Water, they tend to send you loads of stuff, trying to sell you stuff which I open it and I think, oh, they’re trying to sell me insurance now. Bin, gone. As you say, it’s in the bin, gone.” Cambridge Water F2F Juror*

However, beyond this, responses varied widely in all groups. Suggestions included through the water meter display, social media, with bills, telephone, via the app and through email. Email, whilst strongly favoured by some, was felt too easily ignored by others.

- *“On the display. Use it for communicating messages” – South Staffs Water Juror (HH)*
- *“I’d say social media. If someone’s interested it, it will push them towards it, so Twitter, Instagram, Facebook; anything that if someone’s interested in, it will pop up on. So, social media...” – South Staffs Water Juror (HH)*
- *“I think email...a more softer approach; so, it's something you can pick up in your own time and look through.” – South Staffs Water Juror (HH)*
- *“I think an app is great, apps are so good because you can get that notification and you can click in to get more information, or it could direct you to an email. If there's very detailed information then you can go to your emails. I get inundated with emails, and very often, things that just look like junk mail tend to get ignored. Well, not ignored, but kind of skipped over and not prioritised” – South Staffs Water Juror (NHH)*
- *“I would say they’d probably be quite happy to speak... most elderly people do have a phone, still, so even if there’s a landline, they usually have a phone, so I would say on the phone, speaking to a human, they would prefer, because it’s more the old-fashioned way, I’m sorry to say, but sometimes I would prefer speaking to a person on the phone rather than sending an e-mail, because [laughs] it’s just sometimes a bit quicker” – South Staffs Water Juror (HH)*
- *“I probably wouldn’t choose email either, you just get so many emails that, it’s easy to miss one out especially if it’s something important. Normally when I see a company name on my email that I wasn’t expecting to hear from, I assume it’s spam and I don’t open the email” - Cambridge Water Juror (HH)*
- *“Yeah TV advertisement.” South Staffs Water F2F Juror*
- *“But I think it should be a single sheet on the back of a bill.” Cambridge Water F2F Juror*



Within the South Staffs Water online jury, it was suggested that this communication should be 'opt in', and also provide a choice for the channel of communication. This latter point reflected the variance in preference within the jury, which they felt would be wider in the general community (particularly when thinking about older customers compared with younger).

- *"I feel like it's pointless telling people that aren't going to be interested and constantly nagging them and spending money on sending them paper and things. Then I think there should be an option for if someone wants to find out, like via paper and stuff, they can sign up for that" – South Staffs Water Juror (HH)*
- *"Some of the elderly would be interested, but they don't go online and stuff, so they would rather... I think they would rather speak to a human, than even in paper form, because some of their vision is terrible ... so even when you send someone a paper form, they might not be able to read what they're sent, anyway. So if they could speak to a human on the phone and ask questions, or they can give them some information, I think they would be, perhaps, very interested" – South Staffs Water Juror (HH)*
- *"I think it would be essential, even just looking at the How Post-its that we've got there. There's such a wide range of people. Some people want emails, some people want app notifications, some people want text messages. Some people, no doubt, will want telephone calls. Yeah, it's vital, in my opinion, to understand communication preferences" – South Staffs Water Juror (HH)*

Preferences in the form of communication

The use of imagery and infographics was noted as helpful in making the information simple and easy to understand.

- *"I think a bit of a mix of everything, it includes everyone in to being able to understand it best. (inaudible) graphs and texts, explanations of the graphs obviously. Something easy to look at if you don't suppose, understand the numbers basically" - Cambridge Water Juror (HH)*
- *"I suppose the picture, also an option because it might have a big influence on people when they see Net Zero and the effects of what going to happen if this CO2 emissions could affect a lot of (inaudible). So, I guess images in terms can have a big influence on people. Like to watch more than read, picture can speak a thousand words" - Cambridge Water Juror (HH)*
- *"Maybe just some high-level figures, but mostly infographics" - Cambridge Water Juror (HH)*



Some jurors felt that the style used to provide information would vary depending on the audience, with some audiences being more engaged with visual, infographic type information, and others preferring to watch a video or read a document.

- *“I think a mixture, because everybody has different learning styles, everybody has different ways of processing information. So, if someone gets a piece of paper with lots of writing on it or a notification, they might be inclined to not read it, understand it, but if you've got a mixture of maybe graphs, visual... Just like you've had in the presentations that you've done. You've had those graphs, you've had those visuals and it really does help understanding, and not everybody is going to be completely literate and able to just read through information” – South Staffs Water Juror (NHH)*
- *“I don't know because it should be different for different audiences. Obviously, if you are pitching to children or something, you are advertising for schools and stuff, it should be a lot different because, obviously, a lot of infographics and a lot of stimulation won't really be that appealing to adults in a sense. So, I think there should be different campaigns for social media and for TV adverts and radio adverts, etc. But I think the idea of it overall should be serious” – South Staffs Water Juror (HH)*
- *“If you want to get the message out there to young children and schools, it's a totally different... You probably would want to use video content, but for probably people our age, in our group, we're probably more responsive and more open to WhatsApp or via an app or an email, which isn't applicable to kids” – South Staffs Water Juror (NHH)*

Exemplifying this, South Staffs F2F jurors discussed their need for more visual, non scripted forms of communication to ensure a sense of genuine communication:

- *“Tik Tok videos. I know it sounds bizarre, but people watch Tik Tok and Snapchat.” South Staffs F2F juror*
- *“It's got to be visual.” South Staffs F2F juror*

Fundamentally, these jurors emphasised the need for the form of information to maximise the ability to engage audiences. It was highlighted that the information provided should be simple, easy to digest and user-friendly. The use of eye-catching materials and graphics were also seen as important.

- *“Yeah, eye-catching, sharp, and make it stand out so that I'll pay attention for a few seconds, I'd agree” – South Staffs Water Juror (HH)*



- *"I think what would be useful as well, is... I can't remember who it was, but they sent us an informative presentation on how this thing was changing, and rather than just giving it you as something that you scroll through, you click 'next' and it would bring up a graphic and explain it, and you would click 'next' and it would bring up something else and explain it. Rather than just throwing all the information at you at once and you're looking at paragraph, paragraph, paragraph and getting really bored, they used these presentations that have moving diagrams and graphs, and they explain it. It was simple, so it was simple to understand, to the point, and it broke it down bit by bit for you and made sense. You didn't have another human pressing it through; you just clicked it, read through the next one; 'I've read this, I've read this'; five slides, done. Boom, this is what's changed" – South Staffs Water Juror (HH)*

Preferences in the level of detail

There was a strong consensus across both regions that information should be provided at a top level but provide a link to further, more detailed, information if this was of interest to the customer.

- *"One idea that I had, so for example when I get my pension statement, I get the letter in the post but then the letter says something like if you would like to see your detailed statement go online and put in this code and it would like show me all the certain personal details. I think that might be a good idea to sort of include the general information in the letter as part of the bill sent to everyone. Then say something if you'd like to get personalised tips on how to reduce your bill, or how to reduce your water usage, go to the website, log into your account" - Cambridge Water Juror (HH)*
- *"I would like to see it quarterly by email and then I would click on demonstrations or whatever else data you had in whatever form whether it was something doing to keep on to whether it was graphs or whatever it was, and I could look at it in my own time, I think quarterly would be good I think with the bills" - Cambridge Water Juror (NHH)*
- *"If you just said, referred to here, clicked on the link and it took you to a place on the web where you could read all about it" - Cambridge Water Juror (HH)*
- *"I'd go for summary by text with a link to a more detailed perspective. I mean, obviously that's not going to be very good for people who are not online. I appreciate that ... But for those who are online, which I think is most of us now, I think that would be the best option, a short*



summary, concise to the point. But if you want to read more detail, you click on a link” – South Staffs Water Juror (HH)

- *“I think linking, I suppose, what everybody's said is, immediately, if it's important, and that might be by means of a text and email or any other preferred communication and then refer people to the app for more information and they can then pick and choose as to how often they check on that particular update or communication” – South Staffs Water Juror (NHH)*
- *“For myself, if I saw a graphic, that target, and I thought I'm not sure about that, but there was a link to somewhere where I could go, that would be fine. If I'm that bothered. I will follow the link, but I wouldn't expect it to be in the graph.” Cambridge F2F Juror*

There was also strong cross-region consensus that jurors wanted to understand how SSC are performing compared to their targets, and also compared to other water companies, providing customers with a benchmark and some context for their figures.

- *“I think it'd be good to know where you measure up in your plan. So how well are you meeting the targets?” - Cambridge Water Juror (HH)*
- *“I would be able to see as whether they have hit their targets or not and what their next step was, as you demonstrated before, but until we knew how everyone else was performing whether they were getting their targets and where we stood on that, that would be interesting as well” - Cambridge Water Juror (NHH)*
- *“Yes; it would be nice to have a ‘road map’ of how close they are to achieving the target. So, for example, at my work, in my school, I would be like, right... we had a massive behaviour problem, after COVID, and someone went, ‘right, behaviour is going up and up and up. What is the best way of doing this’? They set a target for the school. We missed the first target, but it increased pressure from the teachers, and then, boom, the next month we'd hit it, hit it, hit it again, and it works” – South Staffs Water Juror (HH)*
- *“Now let's probably say that these results are sent out via email, and I click on a link. All I want to see is if they're on target or behind target” – South Staffs Water Juror (HH)*
- *“I think if you had that and it's showing how close we are or how far away we are from the target, and then a bullet point list of what you can do to help” – South Staffs Water Juror (NHH)*
- *“I would really love to know what other companies would do in terms of their anti-leakage any programmes there.” Cambridge Water F2F Juror*



Preferences in the frequency of communication

In terms of how often they would like to receive updates, suggestions for all juries included quarterly, six-monthly, and annually. Other suggestions included having an annual overview, but more regular updates if there was something to report, or only reporting when Cambridge Water were reporting to the regulatory bodies, or there was something new to report.

- *“Probably once a year with the bill would be good for the in-depth information, but really probably once a year is enough” - Cambridge Water Juror (HH)*
- *“I think, you know, once a year is probably enough, but maybe every six months. I wouldn't want to I wouldn't want to be inundated every month; we're going to have a look at this. Because I know every month it's not going to change. But certainly, over a year's plan, it should have changed and maybe a six month timeline as well” - Cambridge Water Juror (HH)*
- *“Whenever they got something worth saying, there is no point sending an email and then a month later they are sending the same email” - Cambridge Water Juror (NHH)*
- *“Every six months, maybe every year. I don't think I'd want to be... unless it was a massive change that was happening that would massively affect me. I would probably want week by week, 'is this done'? 'Yes'. 'Is this done'? But if it's overall to South Staffs Water, I think every half a year an update would be fine, or even a yearly update, to say, 'look, we've offset this much CO2, we've ended up saving this much water, we're about this far off the goal. Here's what you can do yourself” – South Staffs Water Juror (HH)*
- *“Quarterly... Things can improve in those 3 months.” Souths Staffs Water F2F juror*

However, some jurors thought there shouldn't be a specific timeframe for updates, rather updates should be as and when there was something to report.

- *“I wouldn't say a time period as such, but I think keeping you in the loop, so every time they do something and they've achieved something, you know it's going in the right direction. Then you're like, 'oh, well, that's good', and then they give you more information about what else you can do, or if there's anything else they're planning to do and then they keep you in the loop again, once they've achieved that or if something else changes. I think it's all about being kept informed” – South Staffs Water Juror (HH)*
- *“Yes; so it doesn't have to be at a set time, or... because they could contact you in six months, but nothing might have changed in six months, you know. Or in a couple of months, and then you find that they haven't really done anything, or nothing's moved on from the last time, so*




what are they going to tell you? Nothing; so, it's better, I think, personally, it's better to tell you once they have achieved things and they have done things, and they're going along nicely. Or even if it's not coming along as they'd planned, as such, just keeping you in the loop and letting you know why it hasn't gone to plan, or why something didn't work, or why something did work, etcetera. Keeping you informed, basically" – South Staffs Water Juror (HH)

- *"Only of there is something to advertise." South Staffs Water F2F juror*



The logo for 'explain' is located in the top left corner. It consists of the word 'explain' in a lowercase, sans-serif font, with a small icon of a document with a checkmark above the 'i'. The logo is contained within a white speech bubble shape with a drop shadow.

explain

The background of the entire page is a photograph of two women sitting at a table, engaged in conversation. The image is overlaid with a semi-transparent teal filter. The woman on the left is smiling and looking towards the woman on the right. The woman on the right is also smiling and looking back at the first woman. They appear to be in a casual setting, possibly a cafe or a meeting room, with string lights visible in the background.

**“Research should never
be just for knowledge – it
should be for progress”**

**Summary of findings and key
recommendations**

A holistic review of the insights emerging from this research.

Summary of findings and key recommendations

Summary of findings

The main findings of each section of the research are summarised in the below infographics.

SESSION 1

There were regional differences in prioritisation of the challenges. In the Cambridge Water region, jurors considered education and leakage reduction to be the top priorities. In the South Staffs Water region, jurors focussed on the need to ensure services are accessible to all customers who need extra support and providing financial support and advice to customers who are struggling to pay their bills.

Most Cambridge Water jurors considered the high level strategy to be about right, in contrast South Staffs jurors felt it was too ambitious to state 2030 as the aim.

All F2F jurors were pleased with SSC's progress to date in the journey to Net Zero.

SESSION 2

Across all regions, 'reducing leakage' and 'education and making better uses of resources' were considered the top priorities of the five key investment areas.

There was mixed opinion regarding renewable energy generation and moving away from fossil fuels. Some jurors saw these as important, noting the high impact in reduction of carbon. However, others viewed these as much bigger, global priorities and therefore not ones SSC should focus on.

In terms of the affordability of bills, there was a tendency overall for jurors to seek a balance between maximal investment and keeping bills as low as possible. The exception to this was the Cambridge Water F2F jury, who felt that the urgency of climate change meant that bills should increase as much as needed. Importantly, transparent communication regarding bill increases was considered vital.

In terms of innovation, across the online there was a slight inclination towards investing further now in current technologies. However, within the F2F juries there was stronger sense that SSC should not wait for new innovative, technologies. This was underpinned by an understanding of innovation is a continuous process and concern that expense would likely increase if plans are delayed.

There was discrepancy between regions and groups when considering the rate of investment, with Cambridge Water online and South Staffs Water F2F juries opting for a more even pattern of distribution. In contrast, South Staffs Water online jurors and Cambridge F2F jurors showed a stronger preference for more investment now. Underpinning these votes were conflicting views regarding fairness that all generations should pay equally and concern that progress needed to be made now.



SESSION 3

For carbon offsetting / insetting, there was clear regional variation in preferences. In the Cambridge region, the majority of jurors voted for the development of a bespoke scheme, favouring the strength in collaboration approach. In the South Staffs region, the need to focus on local communities was considered most important and thus developing a scheme focussed on local communities was favoured.

The need for a multi-channel communication strategy was highlighted, with jurors noting that different communication mechanisms would be favoured by different audiences.

Universally, jurors felt that communications should be engaging and focus on high level information, with the opportunity to access more detailed information if customers wished.

It was also felt important that progress against targets and comparison with other water companies be included in key messages.

Key recommendations

Following this research a series of key recommendations can be made.

- Jurors were in favour of the high level strategy and pleased about progress made to date. Wider communication of the strategy to customers is likely to be met with interest and a positive response.
- Leakage is a key area for SSC to be seen to tackle by customers, in particular as it was noted that it was hard to encourage water efficiency whilst the amount of water lost to leakage was high.
- Efforts to educate the customers, and future customers in particular, regarding water efficiency is also understood to be a high priority.
- There is a strong desire to be transparent regarding any bill increases that occur.
- There is an overarching sense that balance should be maintained within the 'trilemma', progress should be ensured but bill affordability is also a critical consideration.
- Carbon offsetting / insetting approaches should be explored by SSC, with both local schemes and a water sector collaboration favoured.
- Future communications should be variable in their method of distribution to ensure that they are accessible to all customers. However, the communications themselves should focus on mix of text and imagery to be as engaging as possible. The content should be high-level, with clear



signposting to more detailed information if required. It is also very important to detail progress against targets and in comparison to other water companies.

Compliance with SSC key research insights

Finally, it is important to show how this research helps add to the key 'golden threads' of customer insight emerging from other aspects of SSC's customer engagement.

These golden threads are shown in the infographic below.



From this report it is clear that this research adds to all of these key insights, as summarised below.

- **Transparency:** there was a clear and consistent desire from jurors regarding transparency in bill increases. This is also fundamental to how they wished to shape communication plans, with comparison against Net Zero targets and across the sector a key focus.
- **Fairness and collective responsibility:** the desire to ensure wider education regarding water efficiency, particularly to children, demonstrates perfectly the collective sense of responsibility that jurors felt regarding meeting Net Zero.
- **Concern regarding the environment:** narratives throughout this research confirm the importance of environmental concerns amongst SSC's customer base. However, whilst some jurors did wish to maximise progress, the majority felt that progress needed to be balanced with bill affordability.



- **Protecting vulnerable customers:** as a consequence of the very focussed conversations held within juries, vulnerable customers were not a discussed. However, the desire to ensure bill affordability was often voiced in terms of consideration of those in financial difficulties. This was particularly evident in discussions surrounding water metering.
- **Affordability:** as mentioned, bill affordability was a strong theme throughout this research. Jurors were cognisant of the urgency of both climate change and the cost of living crisis and wished to see a compromise between them.



The logo for 'explain' is located in the top left corner. It consists of the word 'explain' in a lowercase, sans-serif font, with a small icon of a document with a speech bubble above the letter 'i'. The logo is white and set against a teal background.

explain

The background of the entire page is a teal-tinted photograph of a woman with long, wavy hair, smiling warmly at the camera. She is sitting at a desk with a laptop in front of her. The image is semi-transparent, allowing the text to be overlaid clearly.

**“Quality is not an act; it is
a habit”**

Appendices

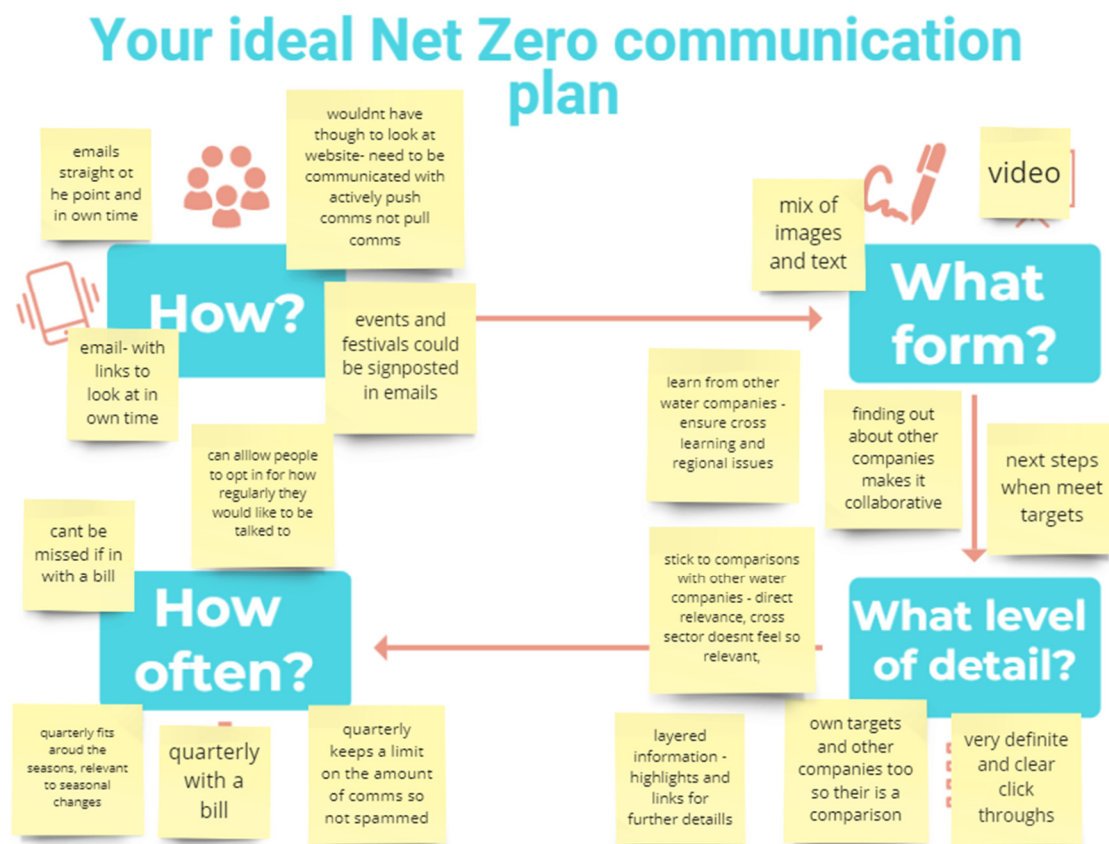
Supporting documentation can be found in this section.

Appendices

Appendix A: CAM session 3

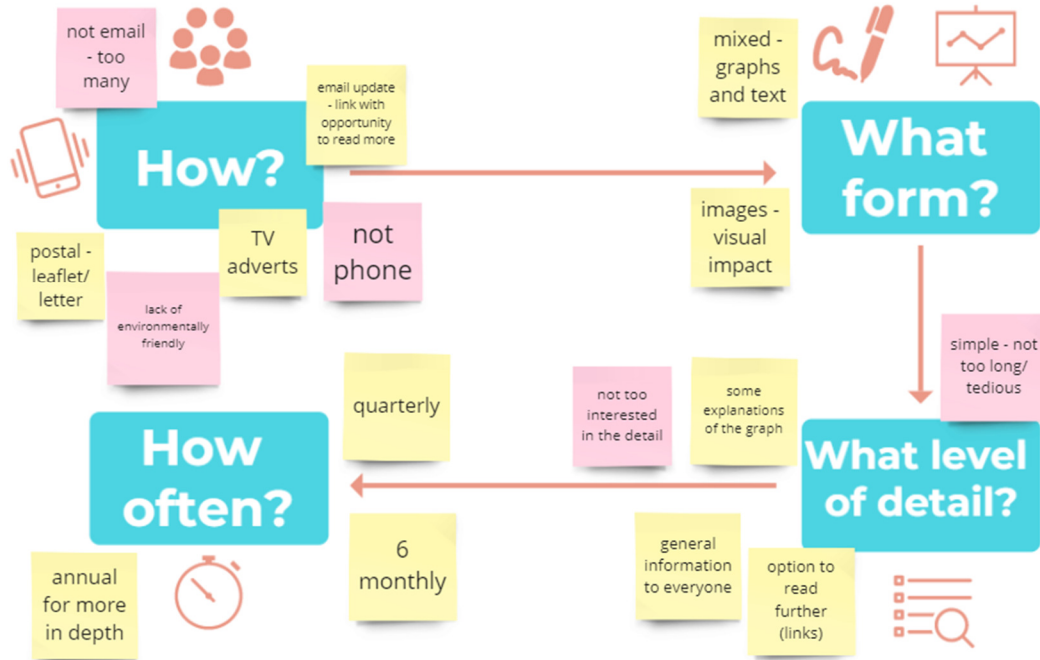
Your ideal Net Zero communication plan

NHH CAM

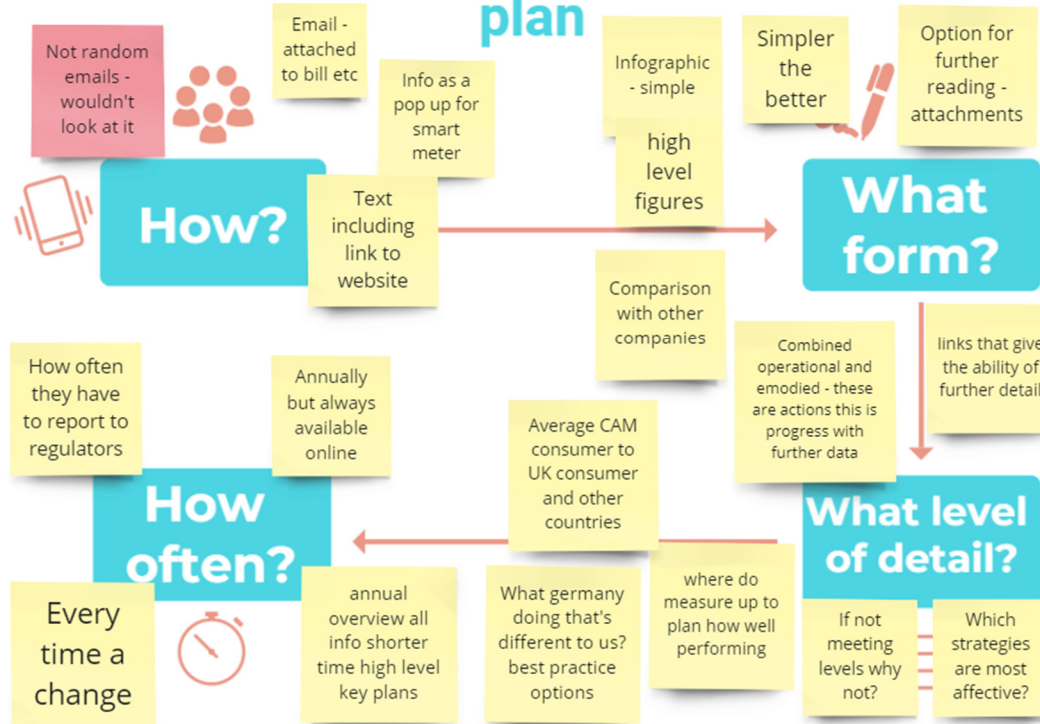


HH CAM

Your ideal Net Zero communication plan

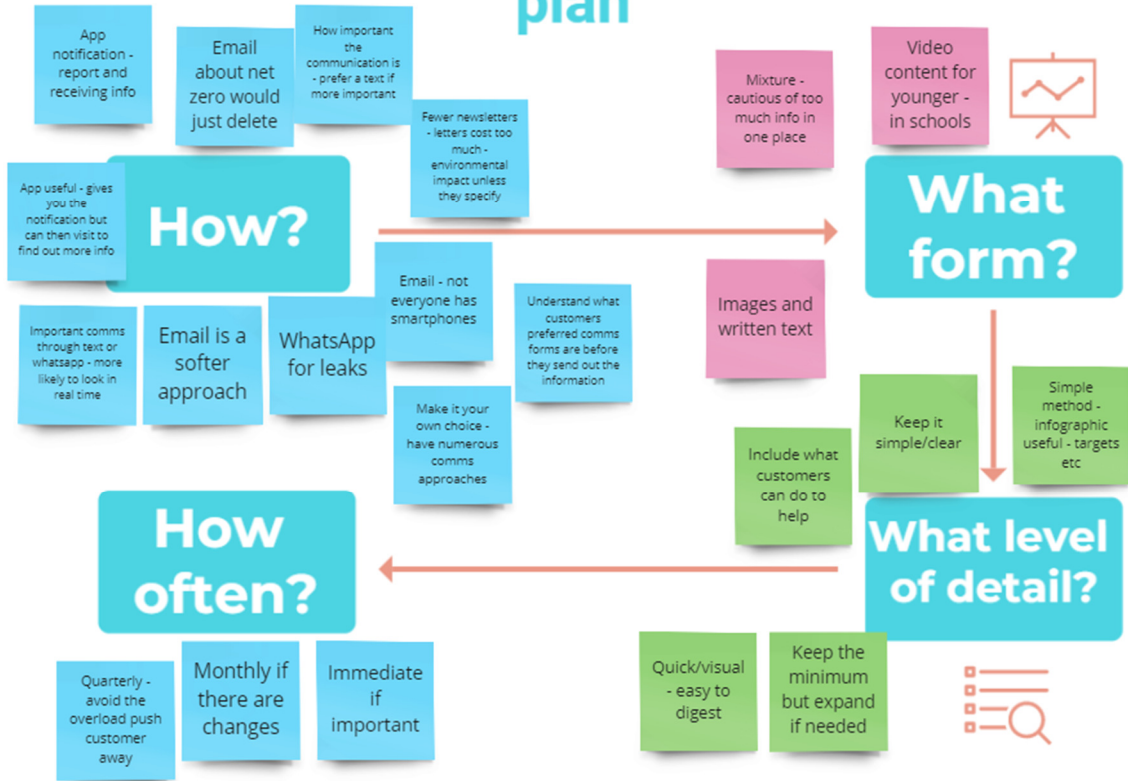


Your ideal Net Zero communication plan



NHH SSW

Your ideal Net Zero communication plan

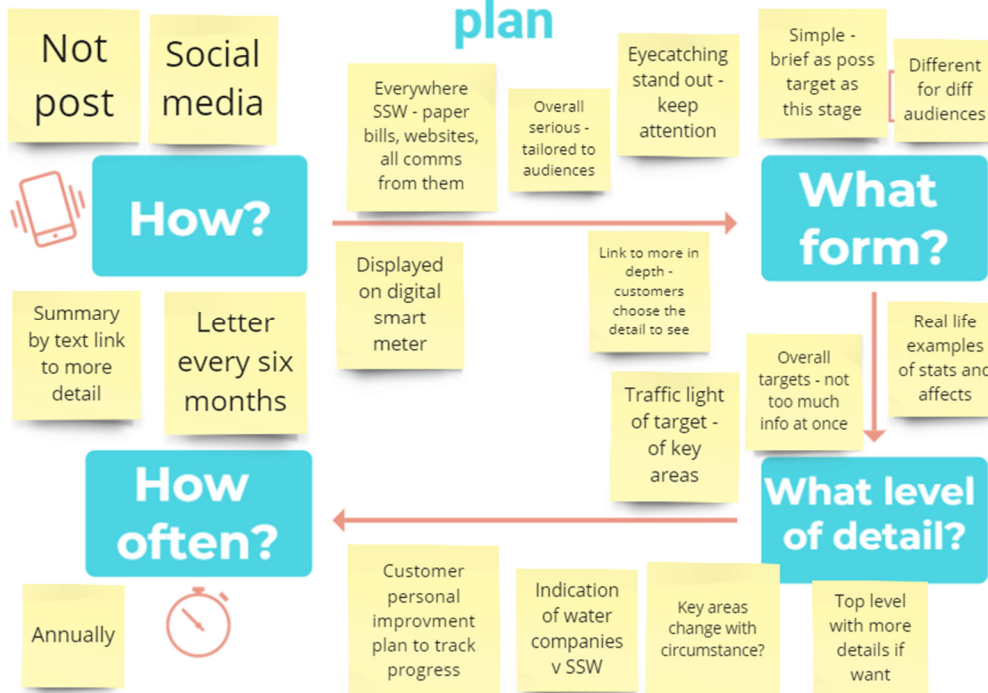


HH SSW

Your ideal Net Zero communication plan



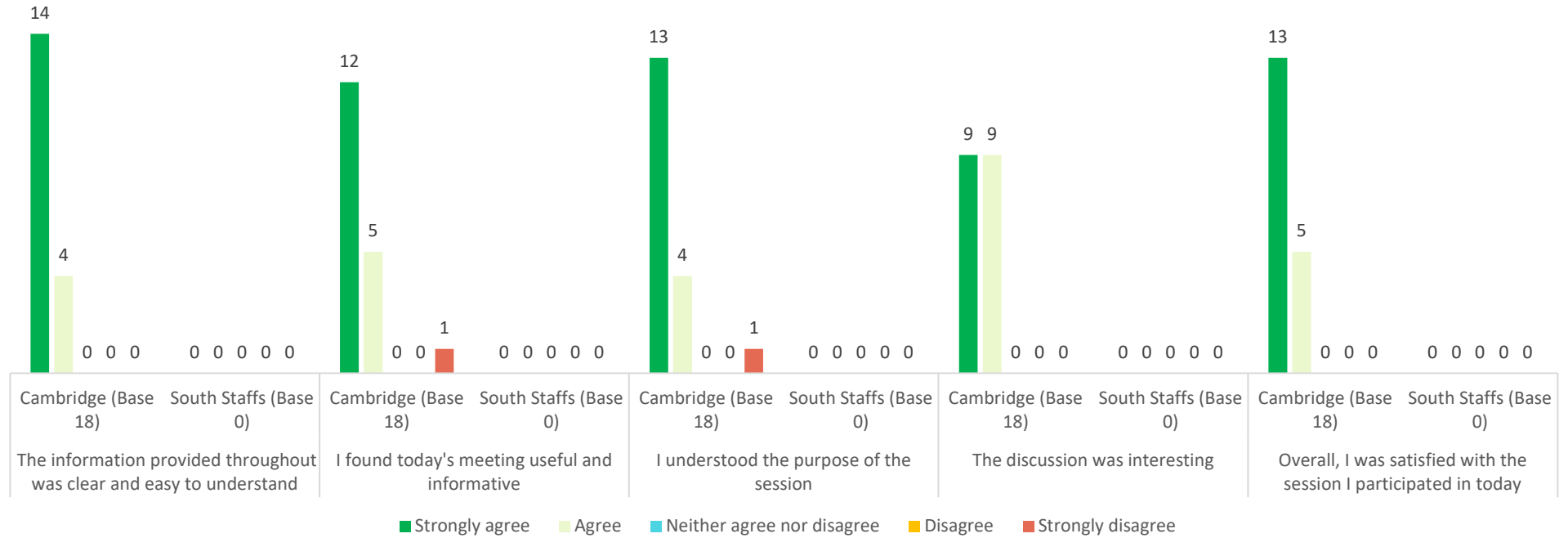
Your ideal Net Zero communication plan



Appendix B: Closing satisfaction polls

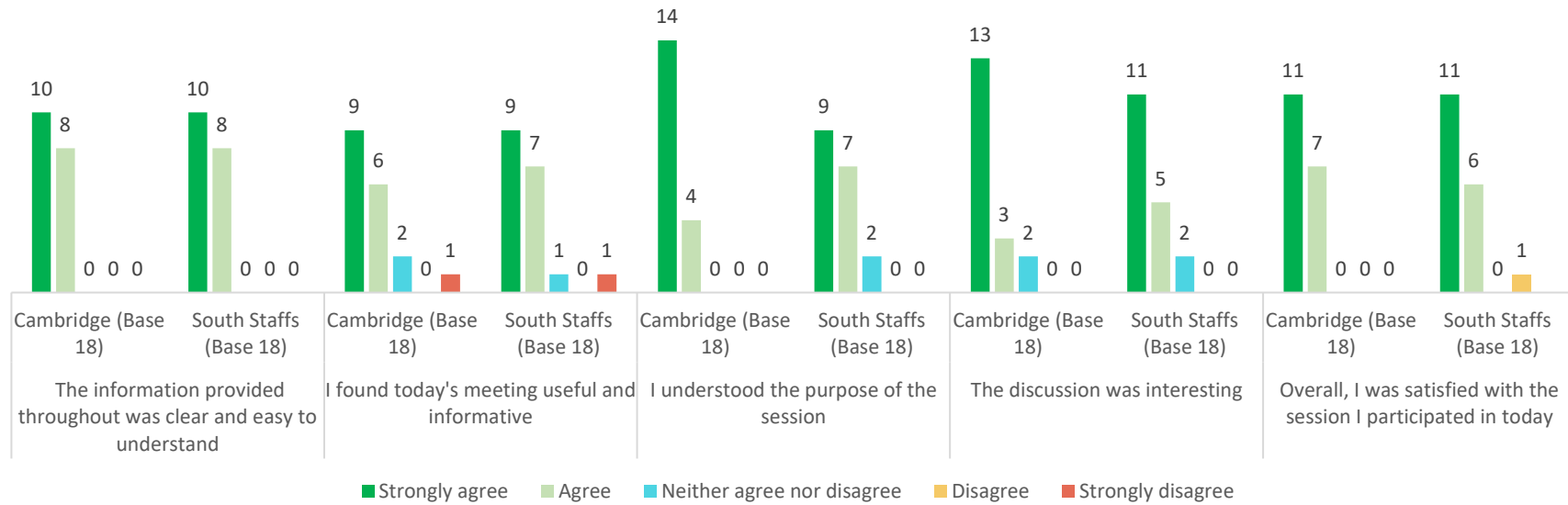
Session 1

On a scale of strongly disagree to strongly agree, to what extent do you agree with the following statements, with regard to Session One?



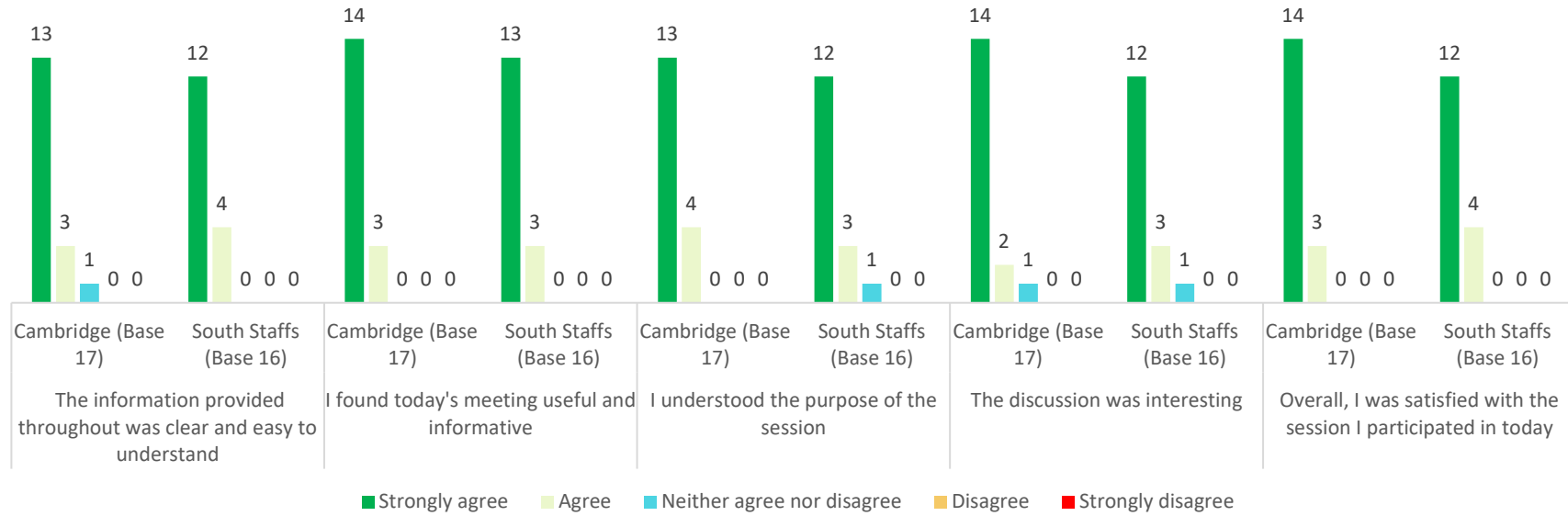
Session 2

On a scale of strongly disagree to strongly agree, to what extent do you agree with the following statements, with regard to session two?



Session 3

On a scale of strongly agree to strongly disagree, to what extent do you agree with the following statements, with regard to Session Three?



Appendix C: Slide deck for all three online sessions (CAM and SSW)

Please note, for all slides shown, the Cambridge Water slide deck was indetiical, other than showing the relevant figures and using Cammbridge Water branding,



Welcome to the South Staffs Water Citizens' Jury!

The Road to Net Zero Carbon

Securing your water future



Today we will...

1. Get **introduced** to one another
2. Learn about South Staffs Water's **role** and responsibilities
3. Understand more about the challenges that South Staffs Water is facing
4. Hear more about **your role** as members of this Jury
1. Hear a little about what **we'll be doing** over the next few weeks



Securing your water future





Let's get to know each other!



Lets go back to the beginning, who is South Staffs Water and what do they do?

Souths Staffs Water was established in....



The year is 1853!

Who had the closest guess?

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Let's discuss...

POLL

On a scale of 1 to 5, how confident are you in your understanding of South Staffs Water's role and what they do? (1=not at all, 5= strongly).



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Let's discuss...

NOTES

- What comes to mind when you think of South Staffs Water?
- What do you think they are responsible for?



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Who is South Staffs Water?

The average clean water bill for a Cambridge Water household in 2022 / 23
£160

The average for England and Wales **£200**

- Maintaining the network of reservoirs, treatment works, pumping stations and pipes
- Gathering and collecting water from rivers and reservoirs, or pumping it from underground

- Storing the water ready to be treated
- Treating, cleaning and distributing water to properties

Securing your water future



Who is South Staffs Water?



Did you learn anything new?

Did anything surprise you?

Securing your water future



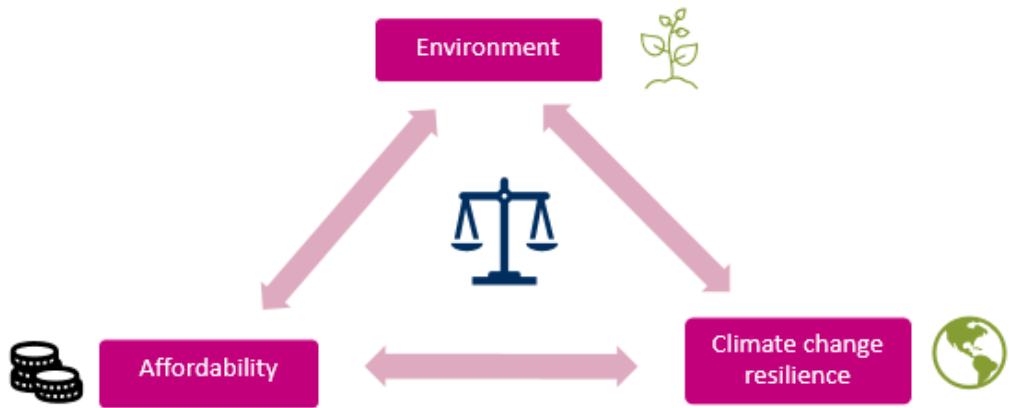
The challenges that South Staffs Water is facing

The challenges that South Staffs Water is facing

- **Increased demand** for water
- Changing rainfall patterns leading to **higher risk of flooding** or **longer periods of drought**
- Further **reducing leakage** from pipes
- **Reducing carbon emissions**
- **Educating, informing and helping customers** to use less water and reuse more.
- **Protecting the water environment**
- Ensuring services are **accessible** to all customers who need extra support and
- Providing **financial support** and advice to customers who are struggling to pay their bills.



The 'trilemma' challenge



The challenges that South Staffs Water is facing

Lets pause for questions...



Securing your water future



Let's discuss...

**Which of these
challenges is your
biggest concern?
Why?**

**What do you think
about the 'trilemma'?
Where should the
balance lie?
Is anything missing?**



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What is carbon Net Zero and why do South Staffs Water want your feedback?

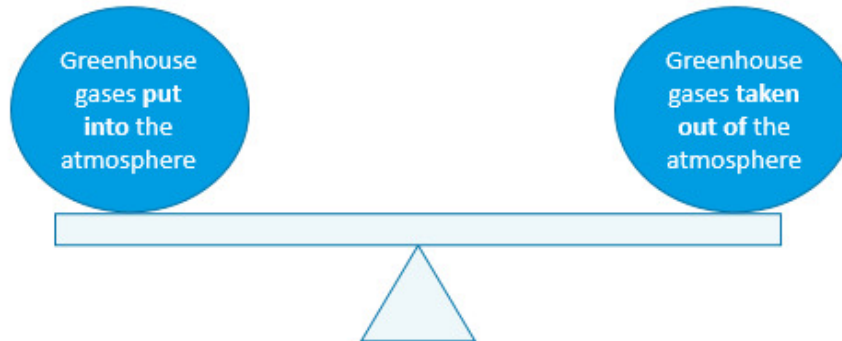
The challenge: national net zero carbon and water company targets

	<p>In 2019, the UK Government committed to reduces its greenhouse gas emissions by 100% from 1990 levels by 2050.</p>
	<p>In 2019, every water company in England pledged to reach net zero on operational carbon emissions by 2030.</p>

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But what is net zero?



Securing your water future



But what is Net Zero?

The water sector in England and Wales currently accounts for a third of the UK's industrial and waste-process emissions.

This is around **1%** of the UK's total greenhouse gas emissions

Facts and figures about the water sector in England and Wales



Securing your water future



What is the difference between operational and embodied carbon?



- **Operational carbon** is the emissions released **ONLY** during activities related to the processing of a product – clean water
- There is **greater** opportunity to better control and reduce these types of emissions

- **Embodied carbon** is all the carbon emitted in the processing of a product – e.g. building a new reservoir
- There is **less** chance to control as once a treatment works is built the carbon emitted to do this is released.

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What is net zero?

Lets pause for questions...



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What has been achieved to date.....



Securing your water future

What has been achieved to date.....



- Deploying electric vans and chargers
- Assessing feasibility of renewable energy use
- Converting standby generation to biofuels
- Energy efficiency measures employed
- Prioritising leakage reduction projects
- Pump Efficiency Program
- Investing in data and IT systems
- Investing in our people and talent

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What has been achieved to date.....

Lets pause for questions...

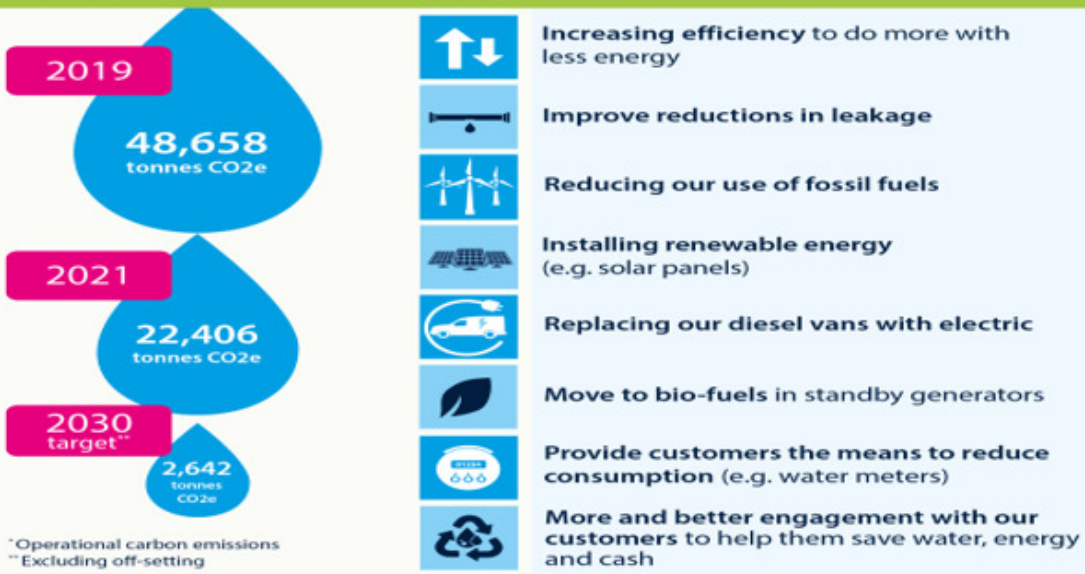


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What's next on the road to carbon net zero?

Net zero journey* – how will we achieve this?



Let's discuss...

What 's your initial reaction to these plans?

**What would your priority be?
Is anything missing?**

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Your role as Jurors

Your role as Jurors



You are all here to act as the voice of South Staffs Water's customers, its really important you feel able to speak freely!

- We need you to:
- **Challenge** South Staffs thinking
 - Give **honest** feedback
 - Tell them how they can best **align** with your priorities as customers

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Your role as Jurors

Lets pause for questions...



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Your role as Jurors

What are you looking forward to most in the discussions over the next few weeks?



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The next sessions...

The next sessions



- Wednesday 3rd May
- Wednesday 10th May
- Both from 6pm to 8pm

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Thank you!!!

Session 2



Welcome back to the South Staffs Water Citizens' Jury!

Session 2: The Road to Net Zero

Securing your water future



Today we will...

1. Re-cap what we discussed last week
2. Talk in more detail about some of the challenges that South Staffs Water is facing in its net zero strategy
3. Decide where you think they should prioritise their efforts
4. Decide where you think the balance should lie in investments



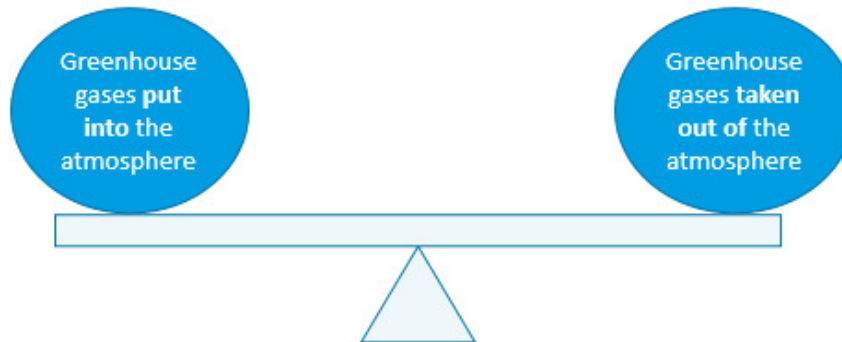
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Session 1 Re-cap

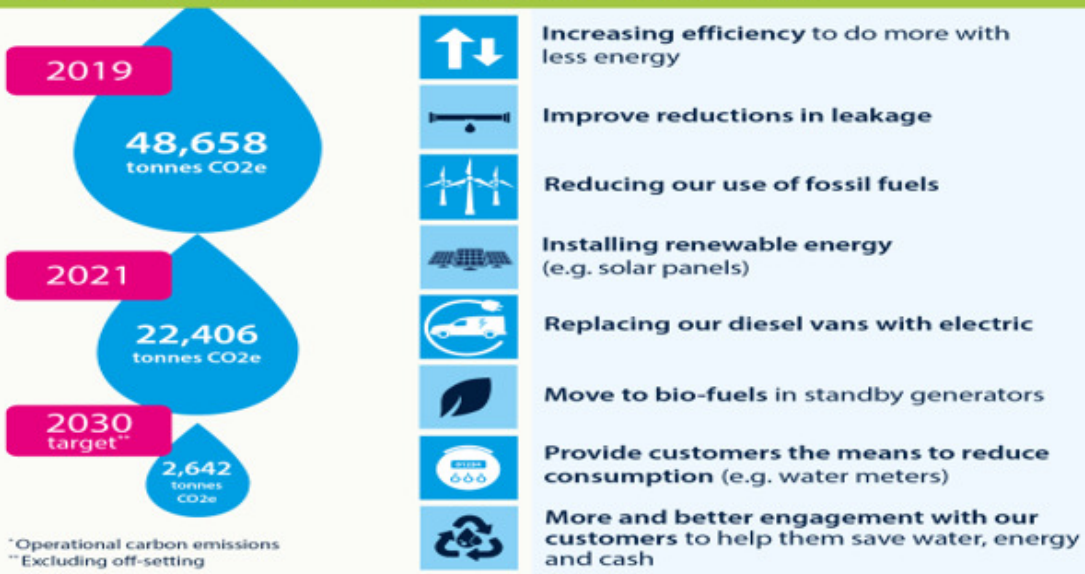
Reminder of why we are here.....operational Net Zero carbon?



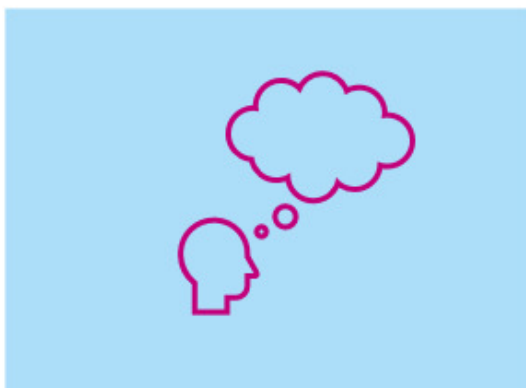
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Net zero journey* – how will we achieve this?



Let's discuss



Are there any companies or organisations who you think are ahead of the game when it comes to reducing carbon emissions?

What are they doing really well that South Staffs Water could learn from?

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Your thoughts on South Staffs Water's roadmap

Your thoughts on the Net Zero roadmap – 5 key areas



- Leakage reduction
- Education and making better use of water
- Renewable energy generation

- Moving away from fossil fuels
- Identifying opportunities to become more energy efficient

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Renewable energy generation



Target is to have all sites (e.g. treatment works, pumping stations) powered by renewable energy by 2030.

Installing solar panels and contracting with renewable energy generating assets (e.g. solar farms) across the UK.



+ Advantages

- Proven technologies that reduce emissions and improve air quality
- Flexible installations to make best use of the sites

- Disadvantages

- Would need other sources of energy when wind not blowing and sun not shining
- Everything has a carbon footprint from raw materials, to manufacturing, use and disposal

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Leakage reduction



In 2022/23, **23%** of the water put into supply in the South Staffs region was lost through leaks. That's the same as just over **30 Olympic sized swimming pools each day!**

By 2030 the target is to reduce the loss of water to **17.6%**, or just under 22 swimming pools.



+ Advantages

- Less energy is consumed pumping water and less chemicals used treating water
- Less water needs to be taken from underground reservoirs and rivers

- Disadvantages

- Becomes more difficult and expensive once the 'easy fixes' are made
- Can cause disruption to communities

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Education and making better use of water



Support and educate customers to reduce their water consumption at home and at work.

Current targets:

- Ensure all homes and businesses have a “**smarter**” water meter by 2035
- Reduce water used in homes by **28%** by 2050
- Reduce business use by **9%** by 2037.



+ Advantages

- Less energy is consumed pumping water and less chemicals used treating water
- Less water taken from underground reservoirs
- Can help reduce a property’s water bill

— Disadvantages

- It may not be easy for customers to change
- Moving onto a meter may cause financial difficulty for some households

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Moving away from fossil fuels – operations and transport



1. Switch off fossil fuels and replace with lower carbon electricity
2. Replacing vehicles with low emissions vehicles (LEVs) over time
3. Use of technology and training to reduce vehicle journeys
4. Convert stand by generators to bio-fuels.



+ Advantages

- Reduces carbon emissions from operations
- Improved environment - lower roadside emissions

— Disadvantages

- Investment in infrastructure upgrades across sites – disruption and increased cost
- In the short-term they are more expensive

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Identifying opportunities to become more energy efficient



Make South Staffs Water a more energy efficient company by reducing energy use across all operations by **20%** by 2030.

For example:

- Energy efficient pumps and kit
- Smart systems and controls – heating, cooling, lighting.



+ Advantages

- Less energy consumed pumping water and cuts fossil fuel emissions
- Relatively low costs and typically quicker to implement

— Disadvantages

- Becomes more difficult and expensive once the 'easy fixes' are made

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A comparison of the areas

Action in Net Zero plan	Contribution to 2030 carbon targets*	Estimated impact on annual bill from 2025 **	Achievable by 2030?
➤ Renewable energy generation	69%	£3.30 or 2%	?
➤ Leakage reduction	11%	£6.60 or 4%	?
➤ Education and making better use of water	9%	£1.50 or less than 1%	✓
➤ Moving away from fossil fuels	7%	£3.30 or 2%	?
➤ Identifying opportunities to become more energy efficient	3%	£3.30 or 2%	✓

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* Excludes offsetting needed to reach Net Zero
 ** Figures exclude the impact of inflation



Your thoughts on the roadmap

Let's pause for questions...



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Let's discuss...

- How would you prioritise the different areas of investment?



- What are the most important options to you? Why?
- Do you think they should be focusing on other areas not covered in the plan put forward?



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Trade-offs

Trade-offs

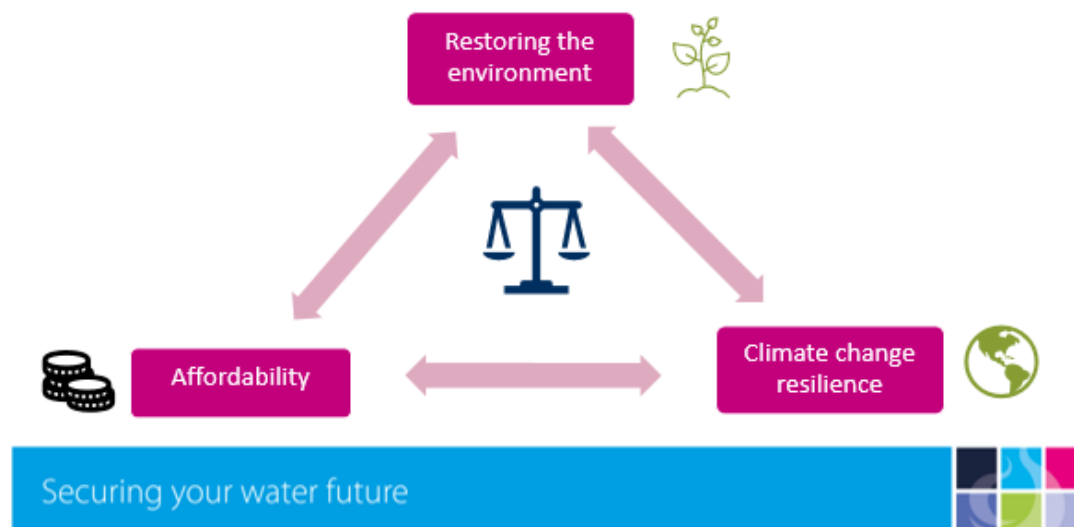


- Affordability of bills
- Innovation
- When should goals be met

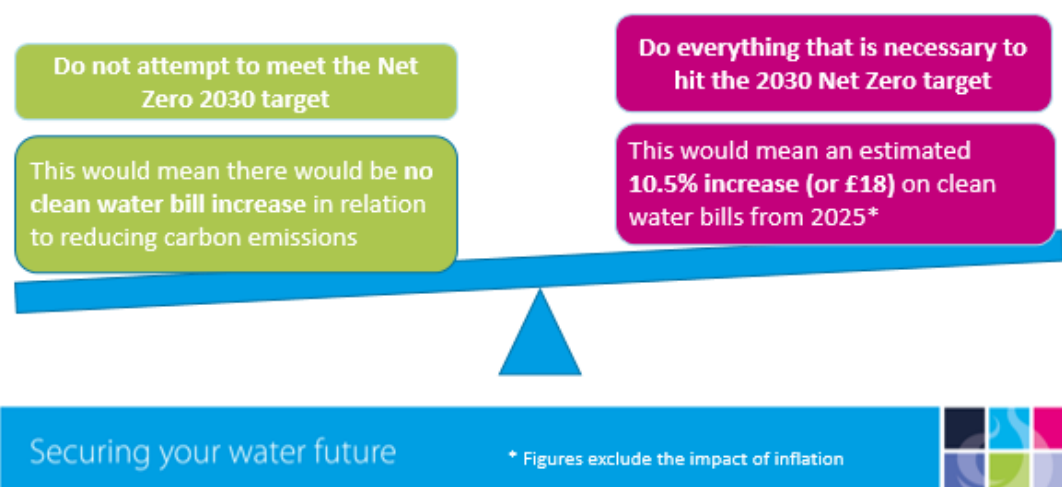
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A reminder of the 'trilemma' challenge





Trade-offs: affordability



Let's vote as a Jury


<p>Let's vote! Tell us, on a scale of 1 to 5, where you think the balance should lie?</p> <p>(1 is keeping bills as low as possible and 5 is increasing them as much as is needed)</p>	<p>Do you agree with the group vote? Why? How did you vote and why?</p>
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Securing your water future 

Trade-offs: approach to innovation

<p>Invest everything now in current technologies</p> <p>This would mean making use of the best technologies around in a cost effective way to help deliver the Net Zero target</p>	<p>Wait and see if new technologies are developed and then invest</p> <p>New technologies may be cheaper and more efficient in helping deliver the Net Zero target</p>
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Let's vote as a Jury

Let's vote!

Tell us, on a scale of 1 to 5, where you think the balance should lie? (1 is investing more now in current technologies and 5 is waiting for better solutions)



Do you agree with the group vote?
Why?

How did you vote and why?

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Recap: What is the difference between operational and embodied carbon?

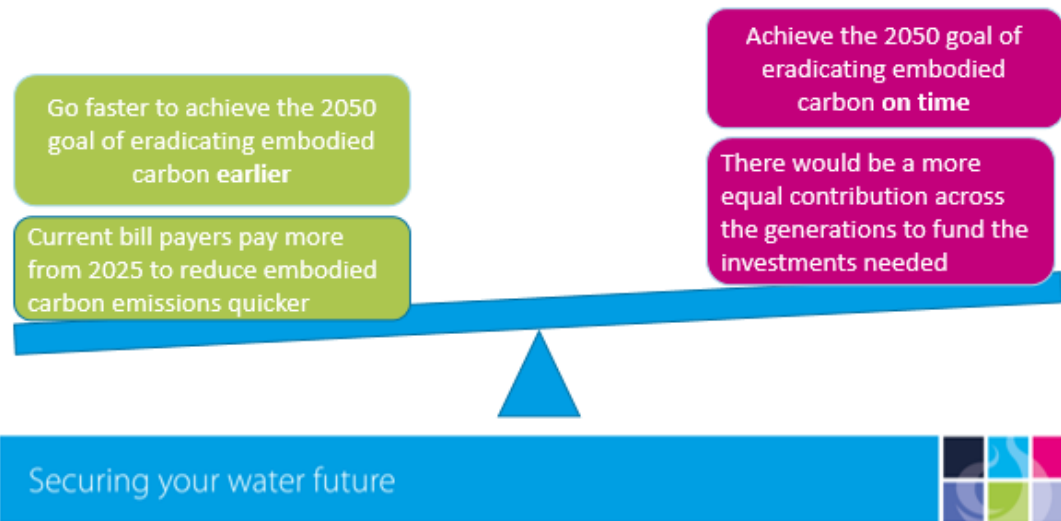


- **Operational carbon** - the emissions released **ONLY** during activities related to the processing of a product – e.g. the supply of high-quality drinking water to customers.
- **Embodied carbon** – the emissions released during the whole lifecycle of an asset (e.g. a reservoir) from the extraction of raw materials to build it, through to the end of its life.

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Trade-offs: when should goals be met?



Let's vote as a Jury

<p>Let's vote!</p> <p>Tell us, on a scale of 1 to 5, where you think the balance should lie? (1 is investing more now and 5 is an even pattern of distribution)</p>	<p>Do you agree with the group vote?</p> <p>Why?</p> <p>How did you vote and why?</p>
--	--



At the bottom of the form is a blue bar with the text "Securing your water future" and a small graphic of four colored squares (black, blue, pink, green) on the right side.



The final session...

Session 3



Welcome back to the South Staffs Water Citizens' Jury!

Session 3: The Road to Net Zero

Securing your water future



Today we will...

1. Discuss carbon off-setting, what it is and how you think South Staffs Water should be involved.
2. Talk in more detail about how we can involve you as customers in playing your part in helping South Staffs Water to achieve Net Zero.
3. Find out what's next.



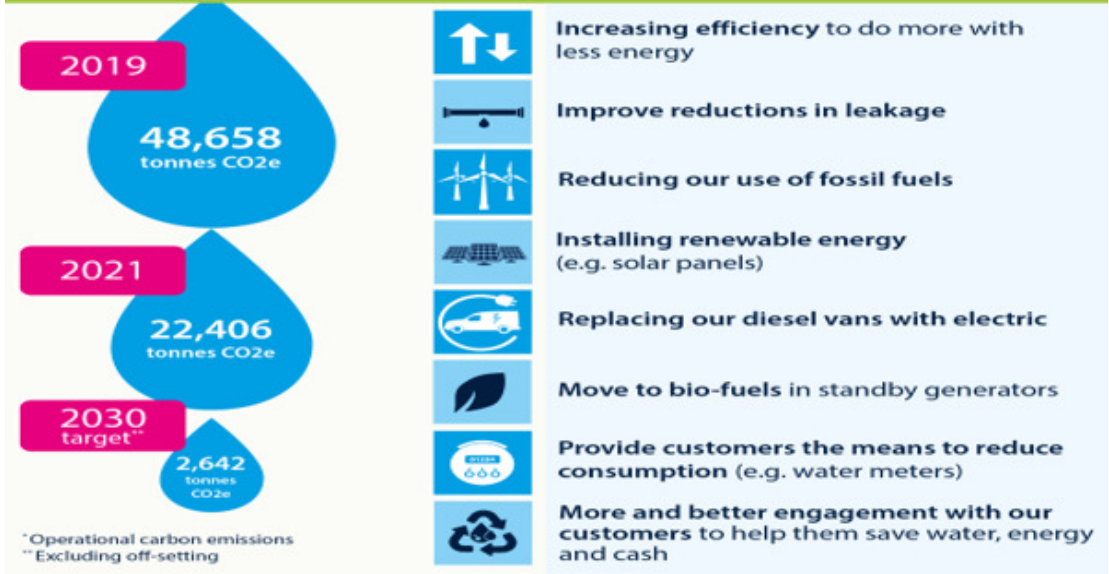
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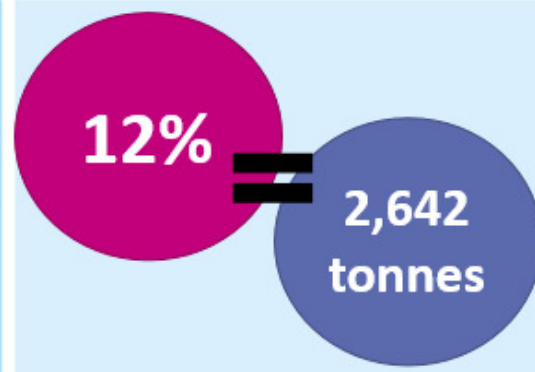
Carbon offsetting

Net zero journey* – how will we achieve this?



However....

- Despite all the plans that we have discussed, South Staffs Water has worked out that it will be **short of hitting** its Net Zero operational carbon target by 2030.
- The amount it will fall short by is currently forecast to be....



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How can the remaining emissions be dealt with?



1. Carbon offsetting

Credits are purchased which invest in projects to reduce carbon elsewhere e.g., reforestation, renewable energy, restoring coastal eco-systems etc.

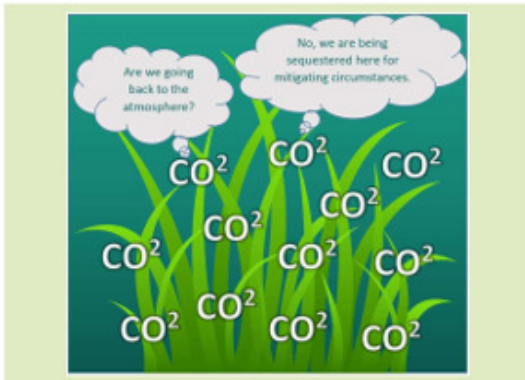
2. Carbon insetting

This is 'offsetting' carbon inside the company's value chain, including local communities, and focusses on nature-based solutions e.g., reforestation, etc.

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Carbon insetting & nature-based solutions



Carbon sequestration is the process of capturing, securing, and storing carbon dioxide from the atmosphere.

The idea is to lock carbon in solid and dissolved forms so that it doesn't cause the atmosphere to warm – e.g.

- In woodlands – trees and plants
- Peat bogs
- Seagrass in the oceans.

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Carbon insetting/offsetting

Let's pause for questions...



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South Staffs Water and carbon offsetting



- Working in partnership with other agencies, South Staffs Water is already carrying out projects in its local communities to **protect and enhance biodiversity**.
- However, it is **not formally** registered with any offsetting scheme.
- It will need to do **much more** to offset its emissions over the next few years.
- Offsetting is **one important option** on the table to reach Net Zero by 2030.

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The options



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A registered scheme (offsetting)



South Staffs Water could enrol in a scheme that already exists, in the UK or anywhere in the world. For example, restoring a section of damaged rainforest in Brazil.

These schemes are already set up, would be easy to manage and any benefits would be delivered quicker.

This approach would give much less control over the scheme and may not deliver local benefits.

There are risks that the scheme may not deliver the benefits it promises - there have been mixed reviews!

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Work with other water companies to develop a bespoke scheme (offsetting and / or insetting)



South Staffs Water could partner with other water companies to support schemes that would capture carbon. For example:

- Plant and manage areas of woodland
- Restore or create more wetland areas and bogs
- Creating protected areas for Seagrass growth.

This approach would give South Staffs Water some control over the scheme and in delivering benefits directly back to its customers and local communities.

The resources and costs of managing the scheme could be shared more widely between companies.

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Develop its own scheme targeted at local communities (insetting)



South Staffs Water could partner with local landowners and environmental organisations to rewild areas of land in its supply area, so that over time they would capture more carbon.

This could mean planting and managing woodlands or creating more wetland areas and bogs.

This approach would give South Staffs Water much more control over the scheme and deliver benefits directly back to customers and local communities.

However, the scheme would take time to set-up and would involve cost and resource to manage it to ensure it is delivering benefits.

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Do nothing



South Staffs Water could choose to not undertake any offsetting activities.

This would mean it would be very unlikely to achieve Net Zero by 2030.

But this removes any risk that carbon offsetting could take attention away from the issue of emissions being produced in the first place.

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What is carbon offsetting?

Let's pause for questions...



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Let's vote



- Which option do you think South Staffs Water should choose?

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Let's discuss



Do you agree with the vote? Why?

What was your choice? Why?

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How customers can become involved in the road to Net Zero

How customers can become involved in the road to net zero

There are **two main areas** where customers can help ensure that South Staffs Water achieve the Net Zero 2030 target.



Changing behaviours and perceptions of water



Helping to identify and fix leaks

Securing your water future



How customers can become involved in the road to net zero



Changing behaviours and perceptions of water

Securing your water future



Why this is important...



In England, we use approximately **twice as much** water per person per day as we did in 1975.

On average each person uses **145** litres per day – **141** in the South Staffs Water region.

In Germany, the average is **121** litres.

There are a number of challenges to consider:

- Need to protect water resources – reservoirs and aquifers
- Increased demand from agriculture and energy sectors
- Predicted decrease in overall rainfall levels.

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The ways South Staffs Water can support customers - now

Continue to run its **education outreach programme** in primary schools to teach good habits and the value of conserving water and provide online resources for families at home.



Work with developers of new homes to ensure they have a **low water footprint**.

For example, Eddington North West Development in Cambridge.



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The ways South Staffs Water can support customers - now

Educate and encourage people to save water – local and national campaigns.

Save water, save energy

Heating the water that we use for showers, washing machines and dishwashers, has a direct impact on our energy usage. Using less water means using less energy and can result in reduced household bills.



Give people and businesses **personalised advice and free or subsidised devices** that save water. This could include online or property visits to identify savings.

Fit more **water meters** – all households and businesses have one.....



...and **install "smart meters"** so that the company can read them more often – supported with online accounts where usage can be tracked.

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Getting customers involved

Let's pause for questions...



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Let's discuss



How many of these existing schemes were you aware of?

Do you get involved in any? Why?

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The ways South Staffs Water can support customers – in the future

There are plans to introduce **water efficiency labelling** from 2025. This will help consumers make informed choices when buying appliances that use water.



Use **special tariffs** to encourage efficient use of water.



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The ways South Staffs Water can support customers – in the future

Eco-village sustainability trial. Work with developers to create a community which is designed to make it easy to have a low water footprint.



Provide customers with a **carbon water footprint** calculator focused on their usage at home, or for a whole business – **to help make smart choices.**



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Getting customers involved

Let's pause for questions...



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Let's discuss



What do you think of these ideas?

Is anything missing that you think should be included?

How could South Staffs Water get you and your community more involved?

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How customers can become involved in the road to Net Zero



Identifying and fixing leaks

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The ways South Staffs Water can support customers – in the future

Around 30% of the volume of water lost to leaks occurs in pipes / appliances owned by customers. The roll out of **smart water meters** would enable a real-time **leakage alert** service to be provided for customers.



Customers could also be provided with **a leak bot device**.



Free leak repair support policy could be reviewed to encourage leaks on supply pipes to be fixed quicker.



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The ways South Staffs Water can support customers

Let's pause for questions...



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Let's discuss



What do you think of these ideas?

Is anything missing that you think should be included?

How could South Staffs Water get you and your community more involved?

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How should South Staffs Water communicate its net zero plans?



It's important to South Staffs Water that it understands how customers want to be communicated with about its progress towards achieving Net Zero!

What would you like to see?

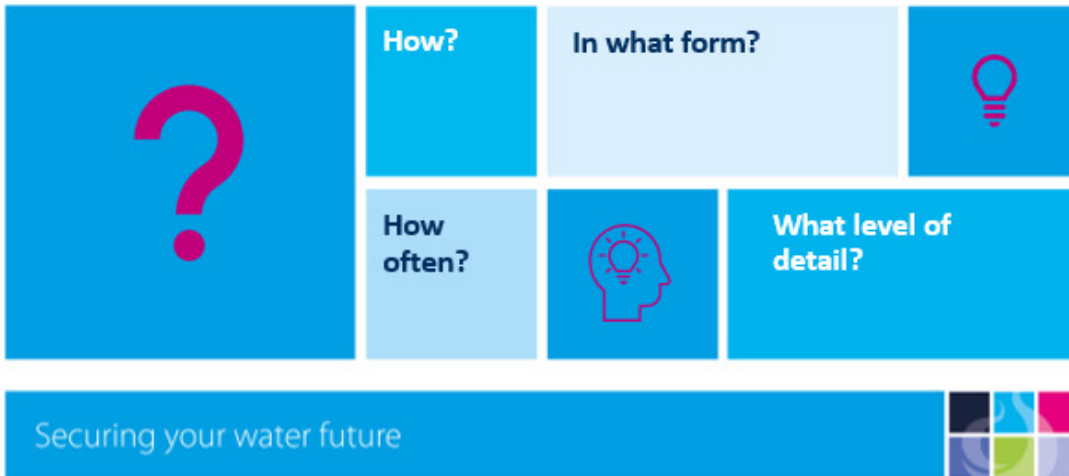
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Communication to customers

The options..



Let's discuss..



➤ What would your ideal Net Zero communication plan look like?

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Looking ahead to the future...

What's next?



This is the last session!

However, South Staffs Water is looking at the potential to form an on-going customer panel to get into more detail about its Net Zero plans and challenge how it is progressing.

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What's next?

- We hope there will be more consultation on the Net Zero plans as they progress.
- But we can't guarantee yet how or when this will take place!
- We need consent to store your details if you would like to be invited to take part in the future.

<https://survey.alchemer.eu/s3/90564905/33b81415f46d>

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Appendix D: Slide deck for F2F sessions

Please note, for all slides shown, the South Staffs Water slide deck was identical, other than showing the relevant figures and using South Staffs Water branding,



Welcome to the Cambridge Water Citizens' Jury!

The Road to Net Zero Carbon

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Today we will cover four main areas...

Setting the scene

Your thoughts on
Cambridge Water's
net zero plans

Your thoughts on
carbon offsetting
options

Future
communication
plans to customers

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Housekeeping....



- There is no fire alarm test scheduled for today. If you hear one, please find a member of the Cambridge Water team and head for the assembly point through the marked fire exits.
- Toilets are down the main hallway, just ask a member of the team for directions.
- If you do need to leave early or you smoke / vape just ask a member of the team who will escort you – the doors require a pass!
- Reception closes at 3pm today, so the team will sign you out at the end of the session.
- Refreshments and food will be provided throughout the day.

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How today will run

Welcome	10am
Setting the scene	10:00 to 10.30
The challenges that Cambridge Water is facing	10.30 to 11.10
Break	11.10 to 11.20
Your thoughts on the high-level plans	11.20 to 12noon
Lunch	12noon to 13:00
Your thoughts on the more detailed plans	13:00 to 14.30
Break	14.30 to 14.40
Carbon offsetting options	14.40 to 15.40
Future communication about the plans	15.40 to 16:00
What's next and close	16:00

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Section 1 - setting the scene



- An opportunity to get to know each other
- Your role today

- Who is Cambridge Water and what does it do?

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Let's get to know each other!

Cambridge Water was established in....



The year is 1852!

Who had the closest guess?

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Souths Staffs Water was established in....



The year is 1853!

Who had the closest guess?

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Your role today

Your role today



You are all here to act as the voice of South Staffs Water’s customers, it is really important you feel able to speak freely!

We need you to:

- **Challenge** South Staffs Water’s thinking
- Give **honest** feedback
- Tell them how they can best **align** with your priorities as customers.



Let's go back to the beginning, who is Cambridge Waterand what does it do?

Let's vote...

On a scale of 1 to 5, how confident are you in your understanding of South Staffs Water's role and what it does? (1=not at all, 5= strongly).



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Who is South Staffs Water?



Did you learn anything new?

Did anything surprise you?

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Section 2 - your thoughts on South Staffs Water's net zero plans



- The challenges that Cambridge Water is facing
- What is carbon net zero and why your feedback is important

- Your thoughts on the road map
- Your thoughts on some 'trade-offs' that can be made

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The challenges that Cambridge Wateris facing

Looking to the future

Cambridge Wateris working on its future plans

- In October 2023, it must submit to the water regulator, Ofwat, its investment plans for the period 2025 to 2030; and
- It also need to submit a plan that sets a range of ambitions and targets that it will deliver up to 2050.
- These plans focus on how it will overcome the challenges it faces. Let's take a look at these now!



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The challenges that Cambridge Water is facing

- **Increased demand** for water
- Changing rainfall patterns leading to **higher risk of flooding** or **longer periods of drought**
- Further **reducing leakage** from pipes
- **Reducing carbon emissions**
- **Educating, informing and helping customers** to use less water and reuse more.
- **Protecting the water environment**
- Ensuring services are **accessible** to all customers who need extra support and
- Providing **financial support** and advice to customers who are struggling to pay their bills.



The 'trilemma' challenge



The challenges that Cambridge Water is facing

Let's pause for questions...



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Let's discuss...

**Which of these
challenges is your
biggest concern?
Why?**





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What is carbon Net Zero and why do Cambridge Water want your feedback?

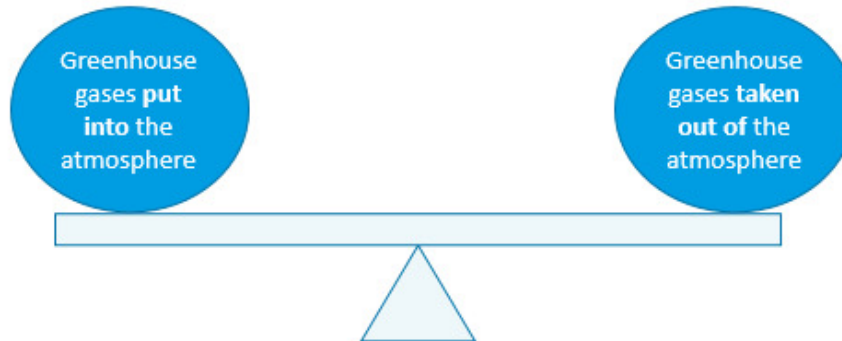
The challenge: national net zero carbon and water company targets

	<p>In 2019, the UK Government committed to reducing its greenhouse gas emissions by 100% from 1990 levels by 2050.</p>
	<p>In 2019, every water company in England pledged to reach net zero on operational carbon emissions by 2030.</p>

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But what is net zero?



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But what is Net Zero?

The water sector in England and Wales currently accounts for a third of the UK's industrial and waste-process emissions.

This is around **1%** of the UK's total greenhouse gas emissions

Facts and figures about the water sector in England and Wales



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What is the difference between operational and embodied carbon?



- **Operational carbon is** the emissions released **ONLY** during activities related to the processing of a product – e.g. the supply of high-quality drinking water to customers

- **Embodied carbon** – the emissions released during the whole lifecycle of an asset (e.g. a reservoir) from the extraction of raw materials to build it, through to the end of its life

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What is net zero?

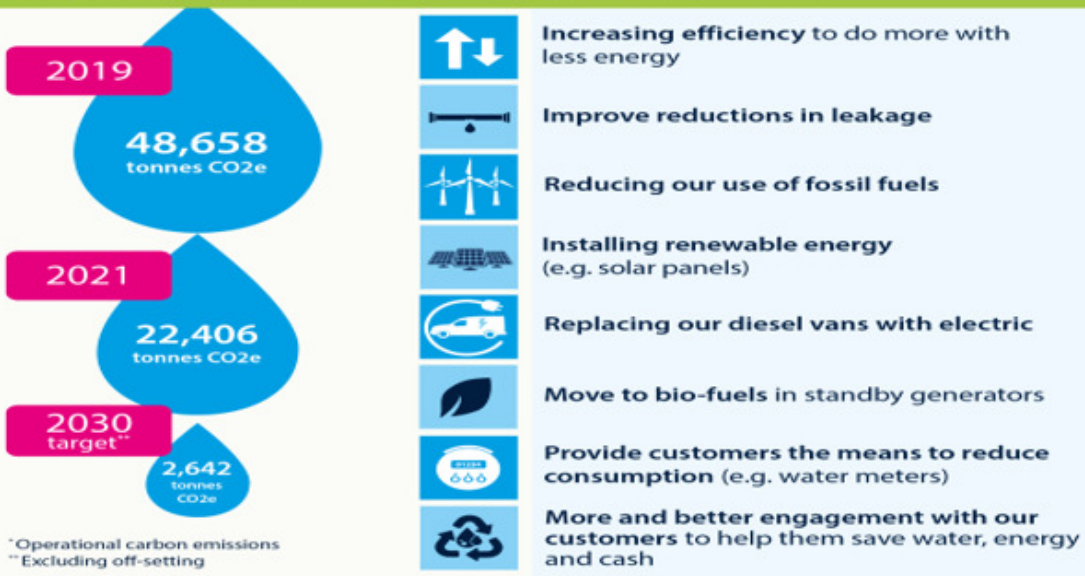
Let's pause for questions...



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Net zero journey* – how will we achieve this?



What has been achieved to date.....



- Deploying electric vans and chargers
- Assessing feasibility of renewable energy use
- Converting standby generation to biofuels
- Energy efficiency measures employed

- Prioritising leakage reduction projects
- Pump Efficiency Program
- Investing in data and IT systems
- Investing in our people and talent

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Let's vote

On a scale of 1 to 5, how pleased are you with South Staffs Water's progress to date on its journey to Net Zero? (1=not at all, 5= strongly).



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Your thoughts on South Staffs Water's roadmap

Your thoughts on the Net Zero roadmap – 5 key areas



- Leakage reduction
- Education and making better use of water
- Renewable energy generation

- Moving away from fossil fuels
- Identifying opportunities to become more energy efficient

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Renewable energy generation




Target is to have all sites (e.g. treatment works, pumping stations) powered by renewable energy by 2030.

Installing solar panels and contracting with renewable energy generating assets (e.g. solar farms) across the UK.



- +** Advantages
 - Proven technologies that reduce emissions and improve air quality
 - Flexible installations to make best use of the sites
- Disadvantages
 - Would need other sources of energy when wind not blowing and sun not shining
 - Everything has a carbon footprint from raw materials, to manufacturing, use and disposal

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Leakage reduction



In 2022/23, **23%** of the water put into supply in the South Staffs region was lost through leaks. That's the same as just over **30 Olympic sized swimming pools each day!**

By 2030 the target is to reduce the loss of water to **17.6%**, or just under 22 swimming pools.



+ Advantages

- Less energy is consumed pumping water and less chemicals used treating water
- Less water needs to be taken from underground reservoirs and rivers

- Disadvantages

- Becomes more difficult and expensive once the 'easy fixes' are made
- Can cause disruption to communities

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Education and making better use of water



Support and educate customers to reduce their water consumption at home and at work.

Current targets:

- Ensure all homes and businesses have a **"smarter"** water meter by 2035
- Reduce water used in homes by **28%** by 2050
- Reduce business use by **9%** by 2037



+ Advantages

- Less energy is consumed pumping water and less chemicals are used treating water
- Less water taken from underground reservoirs
- Can help reduce a property's water bill

- Disadvantages

- It may not be easy for customers to change
- Moving onto a meter may cause financial difficulty for some households

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Moving away from fossil fuels – operations and transport



1. Switch off fossil fuels and replace with lower carbon electricity
2. Replacing vehicles with low emissions vehicles (LEVs) over time
3. Use of technology and training to reduce vehicle journeys
4. Convert stand by generators to bio-fuels.



+ Advantages

- Reduces carbon emissions from operations
- Improved environment - lower roadside emissions

- Disadvantages

- Investment in infrastructure upgrades across sites – disruption and increased cost
- In the short-term they are more expensive

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Identifying opportunities to become more energy efficient



Make Cambridge Watera more energy efficient company by reducing energy use across all operations by **20%** by 2030.

For example:

- Energy efficient pumps and kit
- Smart systems and controls – heating, cooling, lighting.



+ Advantages

- Less energy consumed pumping water and cuts fossil fuel emissions
- Relatively low costs and typically quicker to implement

- Disadvantages

- Becomes more difficult and expensive once the 'easy fixes' are made

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A comparison of the five areas

Action in Net Zero plan	Contribution to 2030 carbon targets*	Estimated impact on annual bill from 2025 **	Achievable by 2030?
➤ Renewable energy generation	69%	£3.30 or 2%	?
➤ Leakage reduction	11%	£6.60 or 4%	?
➤ Education and making better use of water	9%	£1.50 or less than 1%	✓
➤ Moving away from fossil fuels	7%	£3.30 or 2%	?
➤ Identifying opportunities to become more energy efficient	3%	£3.30 or 2%	✓

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* Excludes offsetting needed to reach Net Zero
 ** Figures exclude the impact of inflation



Your thoughts on the roadmap

Let's pause for questions...



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Let's discuss...

- How would you prioritise the different areas of investment?



- What are the most important options to you? Why?
- What are the least important options to you? Why?
- Do you think they should be focusing on other areas not covered in the plan put forward?



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Trade-offs

Trade-offs



- Affordability of water bills
- Innovation
- When should goals be met

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A reminder of the 'trilemma' challenge



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Trade-offs: affordability



Average clean water bill
for a Cambridge
Waterhousehold in
2023/24

£173

Average clean water bill
for in England and
Wales in 2023/24

£215

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Trade-offs: affordability

Do not attempt to meet the Net
Zero 2030 target

This would mean there would be **no
clean water bill increase** in relation
to reducing carbon emissions

Do everything that is necessary to
hit the 2030 Net Zero target

This would mean an estimated
10.5% increase (or £18) on clean
water bills from 2025*



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* Figures exclude the impact of inflation



Let's vote as a Jury

Let's vote!
Tell us, on a scale of 1 to 5, where you think the balance should lie?

(1 is keeping bills as low as possible and 5 is increasing them as much as is needed to reduce carbon emissions)



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Trade-offs: approach to innovation

Invest everything now in current technologies


This would mean making use of the best technologies around in a cost effective way to help deliver the Net Zero target

Wait and see if new technologies are developed and then invest

New technologies may be cheaper and more efficient in helping deliver the Net Zero target



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Let's vote as a Jury

Let's vote!

Tell us, on a scale of 1 to 5, where you think the balance should lie? (1 is investing more now in current technologies and 5 is waiting for better solutions)



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Recap: What is the difference between operational and embodied carbon?

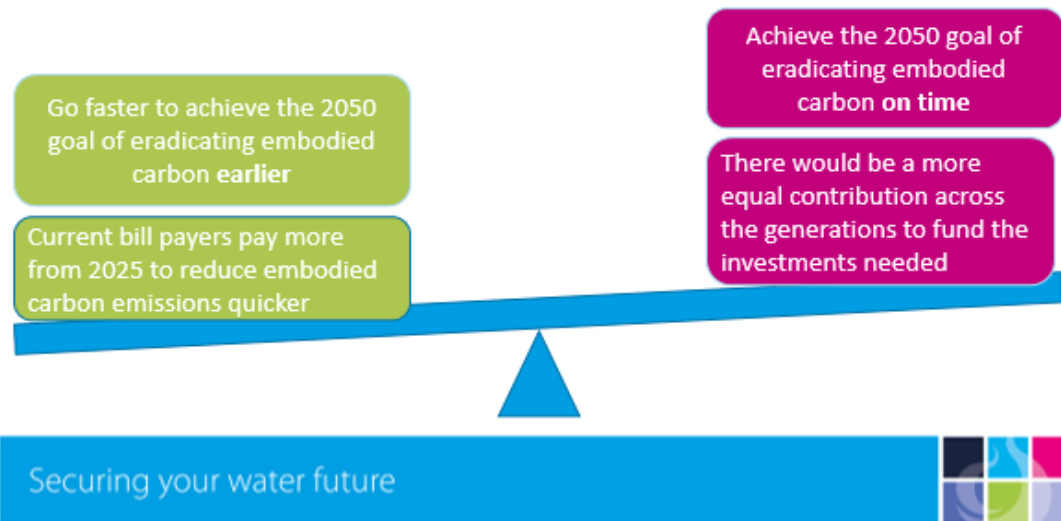


- **Operational carbon** is the emissions released **ONLY** during activities related to the processing of a product – e.g. the supply of high-quality drinking water to customers.
- **Embodied carbon** – the emissions released during the whole lifecycle of an asset (e.g. a reservoir) from the extraction of raw materials to build it, through to the end of its life.

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Trade-offs: when should goals be met?



Let's vote as a Jury


Let's vote!

Tell us, on a scale of 1 to 5, where you think the balance should lie? (1 is investing more now and 5 is an even pattern of distribution)



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Section 3- your thoughts on carbon offsetting




South Staffs Water

- **What is carbon offsetting?**

- **Your opinion on the options that Cambridge Watercould pursue**

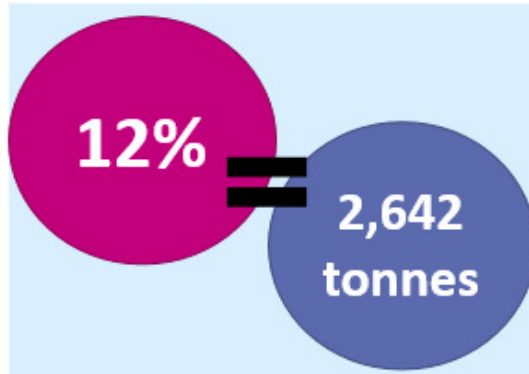
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Carbon offsetting

What is carbon offsetting?

- Despite all the plans that we have discussed, Cambridge Water has worked out that it will be **short of hitting** its Net Zero operational carbon target by 2030.
- The amount it will fall short by is currently forecast to be....



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How can the remaining emissions be dealt with?



1. Carbon offsetting

Credits are purchased which invest in projects to reduce carbon elsewhere e.g., reforestation, renewable energy, restoring coastal eco-systems etc.

2. Carbon insetting

This is 'offsetting' carbon inside the company's value chain, including local communities, and focusses on nature-based solutions e.g., reforestation, etc.

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Carbon insetting/offsetting

Let's pause for questions...



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Cambridge Waterand carbon offsetting



- Working in partnership with other agencies, Cambridge Wateris already carrying out projects in its local communities to **protect and enhance biodiversity**.
- However, it is **not formally** registered with any offsetting scheme.
- It will need to do **much more** to offset its emissions over the next few years.
- Offsetting is **one important option** on the table to reach Net Zero by 2030.

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The options



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A registered scheme (offsetting)



Cambridge Watercould enrol in a scheme that already exists, in the UK or anywhere in the world. For example, restoring a section of damaged rainforest in Brazil.

These schemes are already set up, would be easy to manage and any benefits would be delivered quicker.

This approach would give much less control over the scheme and may not deliver local benefits.

There are risks that the scheme may not deliver the benefits it promises - there have been mixed reviews!

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Work with other water companies to develop a bespoke scheme (offsetting and / or insetting)



Cambridge Watercould partner with other water companies to support schemes that would capture carbon. For example:

- Plant and manage areas of woodland
- Restore or create more wetland areas and bogs
- Creating protected areas for Seagrass growth.

This approach would give Cambridge Watersome control over the scheme and in delivering benefits directly back to its customers and local communities.

The resources and costs of managing the scheme could be shared more widely between companies.

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Develop its own scheme targeted at local communities (insetting)



Cambridge Watercould partner with local landowners and environmental organisations to rewild areas of land in its supply area, so that over time they would capture more carbon.

This could mean planting and managing woodlands or creating more wetland areas and bogs.

This approach would give Cambridge Watermuch more control over the scheme and deliver benefits directly back to customers and local communities.

However, the scheme would take time to set-up and would involve cost and resource to manage it to ensure it is delivering benefits.

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Do nothing



Cambridge Water could choose to not undertake any offsetting activities.

This would mean it would be very unlikely to achieve Net Zero by 2030.

But this removes any risk that carbon offsetting could take attention away from the issue of emissions being produced in the first place.

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What is carbon offsetting?

Let's pause for questions...



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Let's vote



- Which option do you think Cambridge Water should choose?
- Why?

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How should Cambridge Water communicate its net zero plans?



It's important to Cambridge Water that it understands how customers want to be communicated with about its progress towards achieving Net Zero!

What would you like to see?

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Section 3- communication to customers

 <p>South Staffs Water</p>	<ul style="list-style-type: none">• What would your ideal communication plan look like?

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The options..

	How?	In what form?	
	How often?		What level of detail?

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Let's discuss..



➤ What would your ideal Net Zero communication plan look like?

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Looking ahead to the future...

What's next?



We have reached the end of the session!
Cambridge Water will send out answers to any questions asked today and provide a summary of the report if you are interested?

However, Cambridge Water is looking at the potential to form an on-going customer panel to get into more detail about its Net Zero plans and challenge how it is progressing.

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What's next?

- We hope there will be more consultation on the Net Zero plans as they progress.
- But we can't guarantee yet how or when this will take place!

- We need consent to store your details if you would like to be invited to take part in the future.
- Please sign the piece of paper being circulated if you are interested.

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Thank you!!!



Author: Ashley Tate & Kathryn Allen

Figure check: Anna Johnson

Report check: Kirsty Laing

Final sign off: Kirsty Laing