

# Accent



# Affordability and Acceptability Testing Qualitative Fieldwork Materials

Final Report

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# 1 SSC A&AT Qualitative Research Materials Sample Framework

Minimum sample requirements - Guidance for water companies: testing customers' views of the acceptability and affordability of PR24 business plans

Customer segment	Approach	Time required	Minimum Sample required: Water only company (WoC)
Household customers (bill payers) – across all demographics	Deliberative discussion	3+ hours	24
Household customers (future billpayers – aged 18+)	Deliberative discussion or paired or triad in-depth interviews	3+ hours	8
Non-household (micro-organisations with less than 10 employees)	Deliberative discussion	3 hours	8
Non-household (small to large organisations with 10 or more employees)	In-depth interviews or paired in-depth interviews or triad in-depth interviews Note: This to allow people in larger businesses with different roles to take part	1 hour	4
Optional: Household customers on low incomes – a mix of those either on a social tariff or eligible for a social tariff	In-depth interviews or paired in-depth interviews or triad in-depth interviews (which can be assisted)	1 hour	8
Optional: Household	In depth interviews (which can be assisted) Note: participants	1 hour	8

customers with health vulnerabilities – a mix of those already on, or eligible for Priority Services Register	can be accompanied by carers or family members as needed		
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## 1.1 Sample framework – deliberative discussions

The table below details the sample of customers that took part in the deliberative group discussion approaches used to engage different segments of customers.

Customer segment	Demographic	Quota: South Staffs Water (SSW)	Quota: Cambridge Water (CAM)	Achieved: SSW	Achieved: CAM
In-person deliberative discussion: household (HH)	SEG	ABC1 = 6 C2DE = 6 Min. 2x DE	ABC1 = 6 C2DE = 6 Min. 2x DE	10x ABC1 5x C2DE	11x ABC1 5x C2DE
	Gender	Min. 4x Women Min. 4x Men	Min. 4x Women Min. 4x Men	9x Women 6x Men	9x Women 7x Men
	Age	Spread of age Min. 2x aged 65+	Spread of age Min. 2x aged 65+	3x Aged 65+	3x Aged 65+
	Life stage	2x Family 2x Pre-family 2x Empty-nesters	2x Family 2x Pre-family 2x Empty-nesters	7x Family 4x Pre-family 4x Empty-nesters	9x Family 1x Pre-family 6x Empty-nesters
	Ethnicity	[Of those who are ABC1] Min. 2x BAME [Of those who are C2DE] Min. 2x BAME	[Across all SEGs] Min. 3x BAME	[Of those who are ABC1] 5x BAME [Of those who are C2DE] 1x BAME	5x BAME
	Metered	Min. 4x Metered Min. 4x Unmetered	Min. 2x Unmetered	7x Metered 8x Unmetered	12x Metered 4x Unmetered
	Dwelling	2x Suburban 2x Urban 2x Rural	2x Suburban 2x Urban 2x Rural	8x Suburban 7x Urban 0x Rural	6x Suburban 5x Urban 5x Rural



In-person deliberative discussion: non-household (NHH) – Micro	Sector	3x Service 3x Manufacturing	Min. 1x Agricultural Min. 1x Hi-tech	6x Service 1x Manufacturing 1x Agricultural	1x Service 1x Hi-tech
	Size	<10 Employees	<10 Employees	8x <10 Employees	2x <10 Employees
	Reliance on water	Min. 2x Water-dependent Min. 2x Not water-dependent	Min. 2x Water-dependent Min. 2x Not water-dependent	6x Water dependent 2x Not water dependent	1x Water dependent 1x Not water dependent
Online deliberative discussion: Future customers	Location	8x SSW	8x CAM	8x SSW	8x CAM
	Gender	4x Men 4x Women	4x Men 4x Women	3x Men 4x Women 1x Non-binary	4x Men 4x Women
	SEG	Spread of SEG	Spread of SEG	Spread	Spread
	Ethnicity	Min. 2x BAME	Min. 2x BAME	1x BAME	3x BAME
	Life Stage	Min. 2x 'First-jobbers' Min. 2x Students Min. 2x Living at home	Min. 2x 'First-jobbers' Min. 2x Students Min. 2x Living at home	6x First-jobbers 2x Students	1x First-jobbers 7x Students

## 1.2 Sample framework – in-depth interviews

The table below details the sample of customers that took part in the in-depth discussions used to engage different segments of customers.

Customer segment	Demographic	Quota	Achieved
In-depth interviews: NHH – Small-Large	Location	5 x SSW 5 x CAM	5x SSW 2x CAM
	Sector	[Of those in SSW] Min. 2x Service Min. 2x Manufacturing [Of those in CAM] Min. 1x Agricultural, Min 1x Hi-tech, Min. 1 Service	[Of those in SSW] 3x Service 2x Manufacturing [Of those in CAM] 2x Hi-tech

	Size – number of employees	3x 10-50 3x 50-250 3x >250	3x 10-50 2x 50-250 2x 250+
	Water reliance	Min. 3x Water-dependent Min. 3x Not water-dependent	3x Water-dependent 4x Not water-dependent
In-depth interviews: HH Vulnerable	Location	6 x SSW 4 x CAM	5x SSW 5x CAM
	Gender	5x Women 5x Men	7x Women 3x Men
	Age	Spread of age Min. 2x 75+ if not represented in face-to-face session	1x 75+
	Ethnicity	Min. 3x BAME	1x BAME *Remainder picked up via in-person deliberative discussions
	English as a second language	Min. 2x English as a second language	1x English as a second language
HH - Financially vulnerable	Benefits	Min. 3x Receiving benefits	2x Receiving benefits *Remainder picked up via in-person deliberative discussions
	Social tariff	Min. 3x Receiving social tariff (target £15-20k income band)	1x Receiving social tariff (target £15-20k income band) *Remainder picked up via in-person deliberative discussions
HH - Health vulnerable	Age	Min. 2x who are either very old or very young	2x who are either very old or very young
	Long-term health condition (LTCH) incl. disability	Min. 2x with LTCH (incl. disability) - e.g. dialysis, Chrons, etc	7x with LTCH (incl. disability) - e.g. dialysis, Chrons, etc
	Water dependence	Min. 2x with critical dependence upon water	5x with critical dependence upon water

# APPENDIX A

Recruitment questionnaires



7	Cambridge, St Ives and surrounding areas	Cambridge Water GROUPS 12/06/23
8	St Ives, Cambridgeshire and surrounding areas	
9	Milton Keynes and surrounding areas	THANK AND CLOSE
10	Kings Lynn/Ely and surrounding areas	
11	North and West Birmingham	South Staffs Water GROUPS 05/06/23
12	South Staffordshire including Burton upon Trent, Rugeley, Cannock, Lichfield, Tamworth, Walsall, Dudley and surrounding areas	
13	Elsewhere	THANK AND CLOSE

F2F GROUPS:  
RECRUIT 12X SSW  
RECRUIT 12X CAM

Q8. [ASK FREE-FIND ONLY] What is your post-code? WRITE DOWN

Q9. INTERVIEWER RECORD GENDER – DO NOT ASK:

Male  
Female  
Non-binary/other  
Prefer not to say

F2F SSW & CAM GROUPS, IN EACH:  
RECRUIT MIN.4 X WOMEN  
RECRUIT MIN.4 X MEN  
REMAINDER TO FALL OUT

Q10. What is your job title? If you are now retired, what job did you use to do? (WRITE IN)

- IF SELF-EMPLOYED: ASK IF MANUAL/NON-MANUAL SKILLED/QUALIFIED OR NOT, NUMBER OF EMPLOYEES – THEN LOOK UP SELF EMPLOYED TABLE
- IF MANAGER/EXECUTIVE: ASK FOR INDUSTRY SECTOR, NUMBER OF EMPLOYEES IN COMPANY AND MANAGEMENT STATUS
- IF RANK/GRADE (CIVIL SERVANT, NURSING, MILITARY, NAVY, POLICE ETC.) RECORD RANK/GRADE SPECIFICALLY
- IF PENSIONERS: ASK IF STATE (GRADE "E") OR PRIVATE/OCCUPATIONAL PENSION (GRADE ON PREVIOUS OCCUPATION)
- IF UNEMPLOYED: IF MORE THAN 6 MONTHS AGO (GRADE "E"), IF LESS THAN 6 MONTHS AGO (GRADE ON PREVIOUS OCCUPATION)

CODE SEG :

1. A	RECRUIT MIN. 8X A8
2. B	RECRUIT B
3. C1	
4. C2	RECRUIT 6
5. D	RECRUIT MIN. 2X DE

6. E

F2F SSW & CAM GROUPS, IN EACH:

- RECRUIT 8X ABC1
- RECRUIT 6X CDE
- RECRUIT MIN. 2X DE

Q11. How old are you?   CODE AGE GROUP BELOW

1. Under 18 THANK & CLOSE
2. 18-25 RECRUIT FOR FUTURE GROUPS SEPARATELY
3. 26-35
4. 36-45
5. 46-50
6. 51-65
7. 66-70 CODE AS PSR/PSR ELIGIBLE
8. 70 or older CODE AS PSR/PSR ELIGIBLE
9. Refused THANK & CLOSE

AIM FOR MIX OF AGES IN F2F SSW & CAM GROUPS

F2F SSW & CAM GROUPS, IN EACH:  
RECRUIT 2X PSR ELIGIBLE

Q12. Which of the following age of people live in your household?

1. Adults aged 16+, including yourself
2. Children aged 5-16 (school)
3. Children under 5 years of age (pre-school)

F2F SSW & CAM GROUPS, IN EACH:  
RECRUIT MIN.2 FAMILY  
RECRUIT MIN.2 PRE-FAMILY  
RECRUIT MIN.2 EMPTY-NESTERS

Q13. Which of the following best describes the area you live in?

1. Urban
2. Suburban
3. Rural

F2F SSW & CAM GROUPS, IN EACH:  
RECRUIT MIN.2 URBAN  
RECRUIT MIN.2 SUB-URBAN  
RECRUIT MIN.2 RURAL

Q14. BILL PAYERS ONLY: Do you have a water meter at your home?

Yes MEASURED  
No UNMEASURED  
Don't know

FOR SSW F2F GROUP:  
RECRUIT MIN.4 METERED  
RECRUIT MIN.4 METERED

FOR CAM F2F GROUP:  
RECRUIT MIN.2 UNMETERED, MAX 5 UNMETERED

Q15. Are you registered on [South Staffs] OR [Cambridge] Water's Priority Services Register?

The Priority Services Register is for water customers who may need extra support or additional services - e.g. braille bills, or bottled water deliveries in the event of the water supply being interrupted. SINGLE CODE

Yes  
No  
Don't know

IF Q15=YES, THEN CODE AS ON PSR

Q16. We want to make sure we speak to a range of people in different situations. Do the following apply to you or anyone else in your household? MULTICODE

1. Chronic/serious illness
2. Dependant on medical equipment
3. Physical impairment
4. Unable to answer the door

5. Restricted hand movement
6. Blind
7. Partially sighted
8. Hearing/speech difficulties (including deaf)
9. Living with dementia
10. Developmental condition
11. Mental health condition
12. None of the above EXCLUSIVE  
Prefer not to say EXCLUSIVE

CODES 1-11 CODE AS PSR/PSR ELIGIBLE

F2F SSW & CAM GROUPS, IN EACH:  
2X PSR/PSR ELIGIBLE

OFFER THOSE WITH HEALTH CONDITIONS WHO DO NOT WANT TO ATTEND THE IN PERSON EVENT THE OPTION OF A DEPTH INTERVIEW. STRESS: THIS WILL REQUIRE A LOWER TIME COMMITMENT (30 MINUTES COMPARED WITH 3 HRS) AND OFFERS A LOWER INCENTIVE.

Q17. Which one of the following best describes the total level of annual income of your household (before tax and deductions, but including any benefits/allowances) SINGLECODE

1. Below £10,000
2. £10,001-15,000
3. £15,001-19,050
4. £19,050-30,000
5. £30,001-40,000
6. £40,001-50,000
7. Above £50,001
8. Prefer not to answer

CODES 1-3 CODE AS FINANCIALLY VULNERABLE

F2F SSW & CAM GROUPS, IN EACH:  
2X FINANCIALLY VULNERABLE (WITH INCOME <£19,050)

TARGET £15-19K INCOME BAND (GIVEN ELIGIBILITY FOR SOCIAL TARIFF)

Q18. Many people have told us that their income has been adversely affected by the pandemic and more recently the cost of living crisis and this means that they may struggle to pay some household bills.

Which of the following best describes how affordable you find your water and sewerage bill and other household bills? Please remember, this research is entirely confidential and that it is only by talking to people in debt, or struggling to pay their bills, that change can be influenced. SINGLE CODE

1	I always pay my water bill, and other household bills, on time	
2	I always pay my water bill on time, but sometimes struggle, or am late, paying other bills	
3	I sometimes pay my water bill late	
4	I often find it difficult to pay my water bill on time	STRUGGLING/IN DEBT AND SOCIAL GRADE DE
5	I am rarely, or never, able to pay my water bill on time	STRUGGLING/IN DEBT AND SOCIAL GRADE DE
6	Prefer not to answer	



F2F - SSW & CAM GROUPS, IN EACH:  
MIN 2X PER EVENT TO BE SRUGGLUNG/IN DEBT

Q19. To which of these ethnic groups do you consider you belong to?

**WHITE**

1. British
2. Irish
3. European
4. Any other White background

**MIXED**

5. White and Black Caribbean
6. White and Black African
7. White and Asian
8. Any other Mixed background

**ASIAN OR ASIAN BRITISH**

9. Indian
10. Pakistani
11. Bangladeshi
12. Any other Asian background

**BLACK OR BLACK BRITISH**

13. Caribbean
14. African
15. Any other Black background

**CHINESE OR OTHER ETHNIC GROUP**

16. Chinese
17. Any other ethnic group
18. Prefer not to say.

F2F GROUPS:  
SSW – [OF THOSE WHO ARE ABC1] MIN. 2X BAME, [OF THOSE WHO ARE C2DE] MIN. 2X BAME

CAM – [ACROSS ALL SEGS] MIN. 3X BAME

**Invitation: Group [F2F] discussion**

Thank you for answering those questions. Would you be interested in participating in this research project on behalf of [South Staffs] OR [Cambridge] Water? All research will be conducted in accordance with the Market Research Society's Code of Conduct.

Yes PROCEED TO TEXT BELOW  
No TRY TO PERSUADE/THANK AND CLOSE

Thank you. As I mentioned earlier the research will consist of:

A reminder of the two stage process is listed below.

- **First stage:** a 20 minute exercise to review materials about [South Staffs] OR [Cambridge] Water and its plan and answer a question

**Second stage:** participation at an in person discussion group together with other [South Staffs] OR [Cambridge] Water business and household customers. This will last for 3 hours and will be held on [5<sup>th</sup>] OR [12<sup>th</sup>] June, 2023 from 5-8pm. The total thank you incentive will be £140.

Would you be willing to commit yourself to both stages of the process to help inform its future plans?

Yes PROCEED TO TEXT BELOW  
No THANK AND CLOSE

There will be about 17 other people at the face-to-face event.

**PRE-TASK**

**TELL PARTICIPANT ABOUT PRE-TASKS.** We will email details outlining the pre-group exercises. These need to be completed before attendance at the group sessions but they shouldn't take too long to complete and hopefully you will find them interesting and enjoyable.

We will be asking you to download an app onto your mobile device for completion of the exercises. The app is quick and fun to use and you will be incentivised fully for your commitment to each part. If you would rather receive a paper copy of the exercises please note that we will need these returning by post before you attend the event.

**VERY IMPORTANT: INTERVIEWER: PLEASE TICK TO CONFIRM YOU HAVE EXPLAINED ALL ABOUT THE PRE-TASK.**

Q20. IS THE PARTICIPANT CLEAR ABOUT THE PRE-TASKS?

Yes  
No THEN RE-EXPLAIN

Q21. DID THE PARTICIPANT SAY THEY WOULD DO THE PRE-TASKS?

Yes  
No THEN PERSUADE POLITELY

Q22. WILL THE PRE-TASK BE COMPLETED VIA THE APP OR ON A PAPER COPY?

Email COLLECT EMAIL ADDRESS  
Paper HAND OVER COPY TOGETHER WITH SAE

**ASK ALL: DATA COLLECTION AND SHARING CONSENT**

Q23. DATA COLLECTION & SHARING CONSENT

The face to face discussion may be joined by up to two representatives of [South Staffs] OR [Cambridge Water] and / or a member of their independent challenge group, so they can watch the discussion and learn as much from it as possible from it. They will not actively participate in the discussion.

The discussion will be audio recorded for analysis purposes and to ensure accuracy. All recordings will be securely stored for a period of 12 months (for reference purposes) before being destroyed.

In our reporting of the findings from this research everything that you say will be confidential and will be reported in grouped format only.

Please confirm that is OK?

Yes CONTINUE WITH DETAILS  
No [Click here and type HOLD IN RESERVE or THANK AND CLOSE]

Q24. The discussion group will take place on:

Group	Date	Time	Place
F2F – SSW	5 <sup>th</sup> June 2023	5pm to 8pm	Village Hotel Walsall Tempus Drive, Walsall WS2 8TJ
F2F – CAM	12 <sup>th</sup> June 2023	5pm to 8pm	Cambridge Water's offices, Fubourg Road

Would you be able to attend? reassure & persuade  
IF PARTICIPANT AGREES, CONFIRM DATE, TIME, LOCATION then continue:

Great, thanks. I'll just take a few details, and will let you get on with your day. We will send you more information by email shortly with details of the next steps.

If for any reason you find you are unable to attend, please could you let me know as soon as possible so that we can invite someone else to take your place?

Please contact us on 020 8742 2211 if you have any queries about your incentive. Thank you.

**RECRUITER: Please ensure you have filled in the cover page of the RQ, including email address and mobile number of participant, then complete the following confirmations.**

**THANK PARTICIPANT FOR THEIR HELP IN THIS RESEARCH**

**Recruiter Confirmations**

**RECRUITER – VERY IMPORTANT – PLEASE TICK TO CONFIRM YOU FULLY READ OUT THE DATA SHARING AND CONSENT QUESTION, AND THAT IT MADE SENSE TO BOTH YOU AND THE PARTICIPANT.**

Yes

Q25. IS THE PARTICIPANT CLEAR ABOUT THE PRE-TASK & DID THEY SAY THEY WOULD DO IT?

Clear   
Will do

**MRS DECLARATION**

Q26. I confirm that this interview was conducted under the terms of the MRS Code of Conduct and is completely confidential

INTERVIEWER'S SIGNATURE:


**THANK PARTICIPANT FOR THEIR HELP IN THIS RESEARCH**

**INTERVIEWER: PLEASE ENSURE YOU REMOVE THIS PAGE BEFORE RETURNING THIS RECRUITMENT QUESTIONNAIRE TO ACCENT**

PROPERTY NAME OR NUMBER	
2 <sup>ND</sup> LINE OF ADDRESS	
TOWN/VILLAGE	
POSTCODE	



# Recruitment questionnaire – Micro (NHH)



**3610 SSC A&AT**  
**3hr Deliberative Event**  
**Final Recruitment Questionnaire: NHH**

RQ NUMBER (ON PARTICIPANT LIST):  URN:

Interviewer name:  Interviewer no:  Date:  Time:

**Checked (SUPERVISOR ONLY – USE RED TO FILL IN)**

Quality controlled by  on  RECRUIT  RESERVE

Added to participant list/log on  by  Are you sure? Y / N

If depth, executive informed by email on  by  Acknowledged by exec? Y / N

**Confirmation letter/email (SUPERVISOR ONLY – USE RED TO FILL IN)**

Confirmation sent via by  on  by (initials)

IF CONFIRMATION SENT BY EMAIL, PHONE & CHECK IF RECEIVED A FEW MINUTES AFTER EMAIL SENT:  
 Has email been received? Call made on  by (initials)

**Confirmation call (SUPERVISOR ONLY – USE RED TO FILL IN)**

IF 24 HRS AHEAD OF GROUPS/DEPTHS – THEN UPDATE STATUS ON LIST OR LOG OF PARTICIPANTS FOR MODERATOR/EXEC

Confirmation call made on (date and time): on  by

PRE TASK STATUS (IF APPLICABLE):  OUTCOME:

I hereby confirm that I have read again the date, time and all other venue details needed for the participant to attend the group/take part in the depth interview and ensured that they had all this information available and diarised. Signed:

**Contact details for (F2F or Zoom) Groups – INTERVIEWER SECTION**

PARTICIPANT NAME	
ADDRESS (only if postal confirmation needed)	
LANDLINE TELEPHONE NUMBER	MOBILE <input type="text"/>
EMAIL ADDRESS (read back and double-check)	
Anything else? (taxi, parking to reimburse, dietary requirements, probs, misc.)	

RECRUIT  RESERVE  IF RESERVE, DON'T PUT THROUGH AS "L. CONTINUE" ON ACCIS – EXPLAIN WHY IN RESERVE BELOW PLEASE:

Call back by:  at  (time)

IF RESERVE TO BE CALLED BACK BY A CERTAIN TIME, PLEASE SCHEDULE AS DEFINITE APPOINTMENT ON ACCIS

**Quotas/group structure – INTERVIEWER SECTION**

F2F – NHH CUSTOMERS		
RECRUIT MAX. 8 FOR 6 AT F2F EACH EVENT		
Location	6x SSW	6x CAM
Sector	3x Service 3x Manufacturing	Min. 1x Agricultural Min. 1x Hi-tech Min. 1x Service
Size	<10 Employees	<10 Employees
Reliance on Water	Min. 2x Water-dependent Min. 2x Not water-dependent	Min. 2x Water-dependent Min. 2x Not water-dependent

- All must be SSC customers
- All should have senior responsibility for water and wastewater services (or other issues related to water) within the business or should be named on the business' water bill.
- All to have between 1 and 9 employees
- All to run from non domestic premises / have separate business premises

**Introduction**

Q1. Good morning/afternoon/evening. My name is ..... and I am calling from Roots, calling on behalf of [South Staffs] OR [Cambridge] Water and its research partner Accent. Please could I speak to #name on sample#?

- IF "NO" TRY AND PERSUADE ELSE THANK & CLOSE
- IF "CALL BACK" PLEASE RECORD DATE AND TIME OF APPOINTMENT ON ACCIS, THANK AND CLOSE
- IF "YES" PLEASE PROCEED TO SCREENING SECTION

WHEN SPEAKING TO APPROPRIATE CONTACT CONTINUE WITH SCREENING

**Screening**

Please may I speak to #name on sample#?

WHEN SPEAKING TO THE CORRECT PARTICIPANT REPEAT TEXT ABOVE & CONTINUE:

The research is being conducted under the Market Research Society Code of Conduct, which means that any answers you give will be treated in confidence.

[South Staffs] OR [Cambridge] Water is wanting to understand customers' views on its proposed plans and whether you support them and the costs associated with delivering them. This is an exciting opportunity for you to help your water company shape its short and long term plans to meet the needs of all types of customers. Your views will potentially help influence any changes that customers want to see made.

We're looking for customers to help us in this research project which will consist of two phases:

- First stage:** a 20 minute exercise to review materials about [South Staffs] OR [Cambridge] Water and its plan and answer a question

- Second stage:** participation at an in person discussion group together with other [South Staffs] OR [Cambridge] Water business and household customers. This will last for 3 hours and will be held on [5<sup>th</sup>] OR [12<sup>th</sup>] June, 2023 from 5-8pm. After the workshop there will be a 20-minute exercise to be completed.

The total incentive you will receive as a thank you for participating in both stages of this research will be £180. This can be paid as a bank transfer via BACS or as a charity donation to WaterAid or Trussell Trust.

This call may be recorded for quality control purposes.

INTCHECK. INTERVIEWER: PLEASE CONFIRM YOU HAVE ADVISED THE PARTICIPANT OF:

MRS Code of Conduct  
 Calls being recorded

INTCHECK2. INTERVIEWER: PLEASE CONFIRM YOU HAVE ASKED AND CHECKED THAT THE PARTICIPANT IS NOT TAKING THE INTERVIEW ON A MOBILE DEVICE AND/OR WHILE DRIVING OR OPERATING EQUIPMENT

Yes, it is safe for the participant to proceed  
 No, it isn't safe – we need to call back later GO TO APPY SCREEN

Q2. You have received this call because SOUTH STAFFORDSHIRE WATER PLC incorporating the South Staffs Water and Cambridge Water regions is conducting this customer research which is required by Ofwat, the water regulator, as it is for all other water companies. This is being conducted by a research agency called ACCENT MARKETING & RESEARCH LTD, who are supported by [Roots Research Limited]. South Staffs / Cambridge Water is sharing a limited set of personal data with [Accent] and [Roots] for the purpose of this research. They will collect and use personal data for only the purpose of the research and also to update us South Staffs / Cambridge Water if you inform them that any of your details are incorrect. South Staffs / Cambridge Water do this in accordance with its privacy policy. South Staffs / Cambridge Water process your personal data in this way as they are required by law to do so, including for statutory and government purposes.

**[If a customer questions why their personal data has been given to Accent/Roots without providing their direct consent to South Staffs / Cambridge Water]**

This communication has been sent to you because South Staffordshire Water Plc incorporating the South Staffs Water and Cambridge Water regions is undertaking research to inform its business plan for the period 2025 - 2030. South Staffs / Cambridge Water's records indicate that you have not opted out of receiving communications about market research. Communications regarding market research are not direct marketing, and do not require your direct consent". However, if you wish to opt out of communications about market research from now then please give your consent for us to tell South Staffs / Cambridge Water to update their records accordingly.

Any data collected over the course of this interview that could be used to identify you, such as your name, address, or other contact details, will be held securely and will not be shared with any third party unless you give permission (or unless we are legally required to do so). Our privacy statement is available at [www.accent-mr.com/privacy/](http://www.accent-mr.com/privacy/).

Do you agree to proceeding with the interview on this basis?

Yes  No  THANK AND CLOSE

Q3. Do you or any of your close family work or have worked in the recent past in the water sector (including for [South Staffs] OR [Cambridge] Water) or Market Research professions?

Yes  THANK & CLOSE  
 No

Q4. Have you ever participated in a market research group discussion? IF YES, PROBE WHEN

Yes, in last six months  
 Yes, between 6 months and 2 years ago  
 over 2 years ago GO TO Q7  
 no GO TO Q7

TWO THIRDS OF RECRUITS MUST HAVE NEVER BEEN TO A GROUP DISCUSSION BEFORE

Q5. How many groups have you been to in that period?

One  
 2-3  
 More than 3 THANK & CLOSE

Q6. What was the subject matter of the groups you attended? PROBE AND WRITE DOWN

IF WATER THANK & CLOSE

Q7. Does your business operate from a separate commercial premises (i.e. office/workshop/factory/retail space) or from a shared residential premises?

Commercial  
 Shared residential THANK AND CLOSE

Q8. Are you solely or jointly responsible as the decision maker for your organisation's water and wastewater service at that property?

Yes  No  THANK AND CLOSE

Q9. How many sites does your business operate within the [South Staffs] OR [Cambridge] supply area (shaded [Grey] OR [Blue] in the map below)?



Zero **THANK AND CLOSE**  
 1  
 2  
 3 or more

Q10. What is the post-code for the address of your organisation?

RECORD POSTCODE:

Q11. Is your business billed directly by [South Staffs] OR [Cambridge] Water for the services it supplies or is it included in your rent?

Billed directly  
 Included in rent **THANK AND CLOSE**

Q12. What is the amount of your annual bill paid for your **water and waste water** services?

RECORD BILL AMOUNT:

Q13. How many employees does your organisation have?

None, sole trader **ELIGIBLE FOR NHH MICRO RECRUITMENT (MINIMUM 1/MAXIMUM 3)**  
 Fewer than 10 employees **ELIGIBLE FOR NHH MICRO RECRUITMENT (MINIMUM 3)**  
 11 to 49 employees **NOT ELIGIBLE FOR NHH MICRO RECRUITMENT, BUT CONSIDER FOR S/M/L BUSINESS DEPTHS**  
 50 to 249 employees **NOT ELIGIBLE FOR NHH MICRO RECRUITMENT, BUT CONSIDER FOR S/M/L BUSINESS DEPTHS**  
 250+ employees **NOT ELIGIBLE FOR NHH MICRO RECRUITMENT, BUT CONSIDER FOR S/M/L BUSINESS DEPTHS**

Q14. Which of the following areas does your business operate in? **SINGLE CODE**

1. Agriculture, forestry and fishing
2. Mining and quarrying, Utilities, Waste Management and Remediation Activities
3. Manufacturing
4. Construction
5. Wholesale and retail trade; repair of motor vehicles and motorcycles
6. Transportation and storage
7. Accommodation and food service activities
8. Information and communication
9. Financial and insurance activities
10. Real estate activities
11. Professional, scientific and technical activities
12. Administrative and support service activities
13. Public administration and defence, compulsory social security
14. Education
15. Human health and social work activities
16. Arts, entertainment and recreation
17. Other service activities
18. Other - please specify \_\_\_\_\_

**ENSURE A GOOD MIX:**

**SSW**  
 RECRUIT MIN. 3 SERVICE INDUSTRY (CODES 7 TO 16)  
 MIN. 3 MANUFACTURING INDUSTRY (CODES 1 TO 6)

**CAM**  
 RECRUIT MIN. 1 AGRICULTURAL INDUSTRY (CODE 1), MIN. 1 HI-TECH INDUSTRY (CODE 8 OR 11), MIN. 1 SERVICE (CODES 7, 9-16)

Q15. Thinking about water consumption, which of the following best describes your organisation?

**Lower water consumption** - For example, you are not a heavy water user such as a hairdresser, retail shop, office with fewer than 10 employees  
**Medium water consumption** - For example, an office with up to 10 employees, a car wash, a large business where water is not a key component, small farmer  
**High water consumption** - For example, larger manufacturing business, a larger chemical company, larger (arable) farming operation  
 Don't know

**RECORD**

Q16. Which of these statements best describes how your organisation uses its water?

1. We only really use tap water or drinking water, toilets/hygiene and to provide refreshments for our staff (e.g. any/office)
2. The use of tap water is a key part of what our organisation does (e.g. café, bar, pub, hotel, manufacturing)
3. We use tap water as part of a healthcare service or duty of care that we have for people we look after (e.g. school, care home, hospice)
4. We store and/or treat the tap water supply on-site (e.g. to remove water hardness, extra purification) as we need a higher quality to run our day-to-day business operations
5. Other - please specify \_\_\_\_\_

**CODE 1= NOT WATER DEPENDENT, CODES 2-4 = WATER DEPENDENT, CODE 5 = RECORD**

**F2F GROUPS IN EACH:**  
 RECRUIT MIN. 2 WATER DEPENDENT  
 RECRUIT MIN. 2 NON-WATER DEPENDENT

Q17. Do not ask, but record gender:

- Male
- Female
- Non-binary/other
- Prefer not to say

**AIM FOR A MIX**

Q18. Which of the following age bands do you fall into:

- Under 35
- 35 to 50
- 50 plus

**AIM FOR A MIX**

Q19. To which of these ethnic groups do you consider you belong to?

- WHITE**
1. British
  2. Irish
  3. European
  4. Any other White background

- MIXED**
5. White and Black Caribbean
  6. White and Black African
  7. White and Asian
  8. Any other Mixed background

- ASIAN OR ASIAN BRITISH**
9. Indian
  10. Pakistani
  11. Bangladeshi
  12. Any other Asian background

- BLACK OR BLACK BRITISH**
13. Caribbean
  14. African
  15. Any other Black background

- CHINESE OR OTHER ETHNIC GROUP**
16. Chinese
  17. Any other ethnic group
  18. Prefer not to say.

**AIM FOR A MIX**

**Invitation: Group (F2F) discussion**

Thank you for answering those questions. Would you be interested in participating in this research project on behalf of [South Staffs] OR [Cambridge] Water? All research will be conducted in accordance with the Market Research Society's Code of Conduct.

Yes **PROCEED TO TEXT BELOW**

No **TRY TO PERSUADE/THANK AND CLOSE**

Thank you. As I mentioned earlier the research will consist of:

**A reminder of the two stage process is listed below.**

- **First stage:** a 20 minute exercise to review materials about [South Staffs] OR [Cambridge] Water and its plan and answer a question.
- **Second stage:** participation at an in person discussion group together with other [South Staffs] OR [Cambridge] Water business and household customers. This will last for 3 hours.

The total thank you incentive will be £180. This can be paid as a bank transfer via BACS or as a charity donation to WaterAid or Trussell Trust.

Would you be willing to commit yourself to both stages of the process to help inform their future plans?

Yes **PROCEED TO TEXT BELOW**  
 No **THANK AND CLOSE**

There will be about 17 other people at the face to face event.

**PRE-TASK**

**TELL PARTICIPANT ABOUT PRE-TASKS:** We will email details outlining the pre-group exercises. These need to be completed before attendance at the group sessions, but they shouldn't take too long to complete and hopefully you will find them interesting and enjoyable.

We will be asking you to download an app onto your mobile device for completion of the exercises. The app is quick and fun to use and you will be incentivised fully for your commitment to each part.

If you would rather receive a paper copy of the exercises please note that we will need these returning by post before you attend the event.

**VERY IMPORTANT!** INTERVIEWER: PLEASE TICK TO CONFIRM YOU HAVE EXPLAINED ALL ABOUT THE PRE-TASK.

Q20. **IS THE PARTICIPANT CLEAR ABOUT THE PRE-TASKS?**

- Yes
- No **THEN RE-EXPLAIN**

Q21. **DID THE PARTICIPANT SAY THEY WOULD DO THE PRE-TASKS?**

- Yes
- No **THEN PERSUADE POLITELY**

Q22. **WILL THE PRE-TASK BE COMPLETED VIA THE APP OR ON A PAPER COPY?**

- Email **COLLECT EMAIL ADDRESS**
- Paper **HAND OVER COPY TOGETHER WITH SAE**

**ASK ALL: DATA COLLECTION AND SHARING CONSENT**

Q23. **DATA COLLECTION & SHARING CONSENT**



The face to face discussion may be joined by up to two representatives of (South Staffs) OR (Cambridge Water) and / or a member of their independent challenge group, so they can watch the discussion and learn as much from it as possible from it. They will not actively participate in the discussion.

The discussion will be audio recorded for analysis purposes and to ensure accuracy. All recordings will be securely stored for a period of 12 months (for reference purposes) before being destroyed.

In our reporting of the findings from this research everything that you say will be confidential and will be reported in grouped format only.

Please confirm that is OK?

Yes **CONTINUE WITH DETAILS**

No (Click here and type **HOLD IN RESERVE** or **THANK AND CLOSE**)

Q24. The face to face discussion group will take place on:

Group	Date	Time	Place
F2F - SSW	5 <sup>th</sup> June 2023	5pm to 8pm	TBC
F2F - CAM	12 <sup>th</sup> June 2023	5pm to 8pm	Cambridge Water's offices, Fulbourn Road

Would you be able to attend? reassure & persuade

**IF PARTICIPANT AGREES, CONFIRM DATE, TIME, LOCATION then continue:**

Great, thanks. I'll just take a few details, and will let you get on with your day. We will send you more information by email shortly with details of the next steps.

If for any reason you find you are unable to attend, please could you let me know as soon as possible so that we can invite someone else to take your place?

Please contact us on 020 8742 2211 if you have any queries about your incentive. Thank you.

**RECRUITER:** Please ensure you have filled in the cover page of the RQ, including email address and mobile number of participant, then complete the following confirmations.

**THANK PARTICIPANT FOR THEIR HELP IN THIS RESEARCH**

#### Recruiter Confirmations

**RECRUITER - VERY IMPORTANT - PLEASE TICK TO CONFIRM YOU FULLY READ OUT THE DATA SHARING AND CONSENT QUESTION, AND THAT IT MADE SENSE TO BOTH YOU AND THE PARTICIPANT.**

Yes

Q25. IS THE PARTICIPANT CLEAR ABOUT THE PRE-TASK & DID THEY SAY THEY WOULD DO IT?

Clear   
Will do

#### MRS DECLARATION

Q26. I confirm that this interview was conducted under the terms of the MRS Code of Conduct and is completely confidential

INTERVIEWER'S SIGNATURE:

**THANK PARTICIPANT FOR THEIR HELP IN THIS RESEARCH**

**INTERVIEWER: PLEASE ENSURE YOU REMOVE THIS PAGE BEFORE RETURNING THIS RECRUITMENT QUESTIONNAIRE TO ACCENT**

PROPERTY NAME OR NUMBER	
2 <sup>ND</sup> LINE OF ADDRESS	
TOWN/VILLAGE	
POSTCODE	

# Recruitment questionnaire - Small & Large (NHH)

**3610 SSC A&T**  
**NHH Depth Interview**  
**NHH Recruitment Questionnaire**

---

RQ NUMBER (ON PARTICIPANT LIST):  URN:

Interviewer name:  Interviewer no:  Date: </p></div>

Can you please spare 5 minutes to run through a few questions to check that you are eligible to take part in this research?

This call may be recorded for quality control purposes.

**NOTE TO INTERVIEWER:** SAMPLE SOURCE IS: #sourcetext#

**INTCHECK. INTERVIEWER:** PLEASE CONFIRM YOU HAVE ADVISED THE PARTICIPANT OF:

MRS Code of Conduct  
 Calls being recorded

**INTCHECK.2. INTERVIEWER:** PLEASE CONFIRM YOU HAVE ASKED AND CHECKED THAT THE PARTICIPANT IS NOT TAKING THE INTERVIEW ON A MOBILE DEVICE AND/OR WHILE DRIVING OR OPERATING EQUIPMENT

Yes, it is safe for the participant to proceed  
 No, it isn't safe - we need to call back later Q17 TO APTF SCREEN

**Screening**

Q2. You have received this call because SOUTH STAFFORDSHIRE WATER PLC incorporating the South Staffs Water and Cambridge Water regions is conducting this customer research which is required by Ofwat, the water regulator, as it is for all other water companies. This is being conducted by a research agency called ACCENT MARKETING & RESEARCH LTD, who are supported by [Scout FE].

Any data collected over the course of this interview that could be used to identify you, such as your name, address, or other contact details, will be held securely and will not be shared with any third party unless you give permission (or unless we are legally required to do so). Our privacy statement is available at [www.accent-mr.com/privacy/](http://www.accent-mr.com/privacy/).

Do you agree to proceeding with the interview on this basis?

Yes  
 No **THANK AND CLOSE**

Q3. Do you or any of your close family work or have worked in the recent past in the water sector (including for [South Staffs] OR [Cambridge] Water) or Market Research professions?

Yes **THANK & CLOSE**  
 No

Q4. Have you participated in a market research depth interview in the past six months?

Yes GO TO Q3  
 No GO TO Q5

Q5. What was the subject matter of the interview? **PROBE AND WRITE DOWN**

**Water THANK & CLOSE**

Q6. What is your job title?



Q11. Which of these statements best describes how your organisation uses its water?

1. We only really use tap water or drinking water, toilets/hygiene and to provide refreshments for our staff (e.g. shops/café)
2. The use of tap water is a key part of what our organisation does (e.g. café, bar, pub, hotel, manufacturing)
3. We use tap water as part of a healthcare service or duty of care that we have for people we look after (e.g. school, care home, hospice)
4. We store and/or treat the tap water supply on-site (e.g. to remove water hardness, extra purification) as we need a higher quality to run our day-to-day business operations
5. Other – please specify

CODE 1= NON-WATER DEPENDENT, CODES 2-5= WATER DEPENDENT, CODE 5= RECORD

RECRUIT MIN. 3 WATER DEPENDENT  
RECRUIT MIN. 3 NON-WATER DEPENDENT

Q12. Is your business billed directly by your water company for the service they supply or is it included in your rent?

Billed directly  
included in rent **THANK & CLOSE**

Q13. What is the amount of your annual bill paid for your **water and waste water** services?

RECORD BILL AMOUNT:

Q14. How many people are employed at your business?

None, sole trader **THANK & CLOSE**  
2 to 11 employees **THANK & CLOSE**  
12 to 50 employees  
50 to 250 employees  
250+ employees

RECRUIT MIN. 3 50-90  
RECRUIT MIN. 3 90-250  
RECRUIT MIN. 3 >250

Q15. Which of the following areas does your business operate in? **SINGLE CODE**

1. Agriculture, forestry and fishing
2. Mining and quarrying, Utilities, Waste Management and Remediation Activities
3. Manufacturing
4. Construction
5. Wholesale and retail trade, repair of motor vehicles and motorcycles
6. Transportation and storage
7. Accommodation and food service activities
8. Information and communication
9. Financial and insurance activities
10. Real estate activities
11. Professional, scientific and technical activities
12. Administrative and support service activities
13. Public administration and defence; compulsory social security

14. Education
15. Human health and social work activities
16. Arts, entertainment and recreation
17. Other service activities
18. Other - please specify

[OF THOSE IN SSW]  
RECRUIT MIN. 2 SERVICE [CODES 7-16], RECRUIT MIN 2. MANUFACTURING INDUSTRY [CODES 1-6]  
[OF THOSE IN CAM]  
RECRUIT MIN. 1 AGRICULTURAL [CODE 1], RECRUIT MIN. 1 MANUFACTURING [CODES 2-5], RECRUIT MIN. 1 SERVICE INDUSTRY [CODES 7-16]

Q16. Do not ask, but record gender:

Male  
Female  
**Prefer not to say**  
Prefer not to say

**AIM FOR A MIX**

Q17. Which of the following age bands do you fall into:

Under 33  
**33 to 50**  
50 plus  
**AIM FOR A MIX**

Q18. To which of these ethnic groups do you consider you belong to?

**WHITE**  
1. British  
2. Irish  
3. European  
4. Any other White background

**MIXED**  
5. White and Black Caribbean  
6. White and Black African  
7. White and Asian  
8. Any other Mixed background

**ASIAN OR ASIAN BRITISH**  
9. Indian  
10. Pakistani  
11. Bangladeshi  
12. Any other Asian background

**BLACK OR BLACK BRITISH**  
13. Caribbean  
14. African  
15. Any other Black background

**CHINESE OR OTHER ETHNIC GROUP**  
16. Chinese  
17. Any other ethnic group  
18. Prefer not to say

**AIM FOR A MIX**

#### PRE-TASK

**TELL PARTICIPANT ABOUT PRE-TASKS:** We will email details outlining the pre-interview exercises. These need to be completed before attendance at depth interview but they shouldn't take too long to complete and hopefully you will find them interesting and enjoyable.

We will be asking you to download an app onto your mobile device for completion of the exercises. The app is quick and fun to use and you will be incentivised fully for your commitment to each part.

**VERY IMPORTANT!** INTERVIEWER: PLEASE TICK TO CONFIRM YOU HAVE EXPLAINED ALL ABOUT THE PRE-TASK.

Q19. IS THE PARTICIPANT CLEAR ABOUT THE PRE-TASKS?

Yes  
No **THEN RE-EXPLAIN**

Q20. DID THE PARTICIPANT SAY THEY WOULD DO THE PRE-TASKS?

Yes  
No **THEN PERSUADE POLITELY**

#### Invitation: Depth (Zoom)

Q21. Thank you for answering those questions. Would you be interested in participating in this research project on behalf of [South Staffs] OR [Cambridge] Water?

As I mentioned earlier the research will consist of a 20 min homework exercise and a 90 min depth interview. You will be paid a total of £120 on completion of the interview. This can be paid via a BACS transfer or a charity donation to WaterAid or Trussell Trust. The interview can be arranged at a time to suit you. Would you be able to take part in our research? **PERSUADE AND REASSURE.**

Yes **PROCEED DATA COLLECTION AND SHARING CONSENT**  
No **THANK AND CLOSE**

#### ASK ALL: DATA COLLECTION AND SHARING CONSENT

Q22. **DATA COLLECTION & SHARING CONSENT**

The online interview will be video recorded, to ensure accuracy and for analysis purposes. All recordings will be securely stored for a period of 12 months (for reference purposes) before being destroyed. The video recording will remain confidential to Accent.

The interview will be held in accordance with the Code of Conduct of the Market Research Society and any views you express during the discussion will be treated with complete confidence and will not be attributed to you personally.

In our reporting of the findings from this research everything that you say will be confidential and will be reported in grouped format only.

Please confirm that is OK?

Yes **CONTINUE WITH DETAILS**  
No **[Click here and type HOLD IN RESERVE or THANK AND CLOSE]**

Q23. The Zoom interview will take place on. Interviewer to arrange suitable time in accordance with interviewer availability

Date	Time
<b>[Click here and type date]</b>	<b>[Click here and type time]</b>

Would you be able to attend? reassure & persuade  
IF PARTICIPANT AGREES, CONFIRM DATE, TIME, LOCATION then continue:

Great, thanks. I'll just confirm your contact details, and will let you get on with your day. We will send you more information by email shortly with details of the next steps.

If for any reason you find you are unable to attend, please could you let me know as soon as possible so that we can invite someone else to take your place?

Please contact us on 020 8742 2211 if you have any queries about your incentive. Thank you.

**RECRUITER:** Please ensure you have filled in the cover page of the RQ, including email address and mobile number of participant, then complete the following confirmations.

#### THANK PARTICIPANT FOR THEIR HELP IN THIS RESEARCH

##### Recruiter Confirmations

**RECRUITER – VERY IMPORTANT – PLEASE TICK TO CONFIRM YOU FULLY READ OUT THE DATA SHARING AND CONSENT QUESTION, AND THAT IT MADE SENSE TO BOTH YOU AND THE PARTICIPANT.**

Yes


##### MRS DECLARATION

Q24. I confirm that this interview was conducted under the terms of the MRS Code of Conduct and is completely confidential

INTERVIEWER'S SIGNATURE:

#### THANK PARTICIPANT FOR THEIR HELP IN THIS RESEARCH

# Recruitment questionnaire – Customers in Vulnerable Circumstances (CIVS)



3610 SSC A&AT  
Health and Financially Vulnerable Depth Interview  
HH Recruitment Questionnaire

RQ NUMBER (ON PARTICIPANT LIST):  URN:

Interviewer name:  Interviewer role:  Date:  Time:

**Checked (SUPERVISOR ONLY – USE RED TO FILL IN)**

Quality controlled by  on  RECRUIT RESERVE

Added to participant list/log on  by  Are you sure? Y / N

If depth, executive informed by email on  by  Acknowledged by exec? Y / N

**Confirmation letter/email (SUPERVISOR ONLY – USE RED TO FILL IN)**

Confirmation sent via by  on  by (initials)

**IF CONFIRMATION SENT BY EMAIL, PHONE & CHECK IF RECEIVED A FEW MINUTES AFTER EMAIL SENT:**

Has email been received? Call made on  by (initials)

**Confirmation call (SUPERVISOR ONLY – USE RED TO FILL IN)**

IF 24 HRS AHEAD OF GROUPS/DEPTHS – THEN UPDATE STATUS ON LIST OR LOG OF PARTICIPANTS FOR MODERATOR/EXEC

Confirmation call made on (date and time): on  by

PRE TASK STATUS (IF APPLICABLE):  OUTCOME:

I hereby confirm that I have read again the date, time and all other venue details needed for the participant to attend the group/take part in the depth interview and ensured that they had all this information available and clarified. Signed:

**Contact details for Zoom Depths – INTERVIEWER SECTION**

PARTICIPANT NAME	JOB TITLE
COMPANY NAME	EMAIL
TELEPHONE NUMBER	MOBILE
PREFERRED INTERVIEW DATE	TIME
EXECUTIVE ASSIGNED	CHOICE A <input type="checkbox"/> CHOICE B <input type="checkbox"/>
EXTRA COMMENTS	
ADDRESS DETAILS FOR ANY INCENTIVE TO BE SENT (IF APPLICABLE)	

RECRUIT RESERVE  IF RESERVE, DON'T PUT THROUGH AS "L. CONTINUE" ON ACCS – EXPLAIN WHY IN RESERVE BELOW PLEASE:

Call back by:  at  (time)

IF RESERVE TO BE CALLED BACK BY A CERTAIN TIME, PLEASE SCHEDULE AS DEFINITE APPOINTMENT ON ACCS

**Quotas/group structure – INTERVIEWER SECTION**

HH CUSTOMERS IN VULNERABLE CIRCUMSTANCES	Location	6X SSW 4X CAM
	Gender	3X Male 3X Female

	Age	Spread of age Min. 2X 75+
	Ethnicity	Min. 3X BAME
	English as a second language	Min. 2X English as a second language
HH – 5X FINANCIALLY VULNERABLE	Benefits	Min. 2X Receiving benefits BUT NOT receiving SSW or CAM social tariff (total household income less than £20k per year)
	Social tariff	Min. 2 X Receiving SSW OR CAM social tariff called Assure (target £15-20k income band)
HH – 5X HEALTH VULNERABLE	Age	Min. 2X who are either very old or very young
	Long-term health condition (incl. disability)	2X with LTMC (incl. disability) - e.g. dialysis, Chrons, etc.
	Water dependence	2X with critical dependence upon water

### Introduction

**Q1.** Good morning/afternoon/evening. My name is ..... and I am calling from Roots, calling on behalf of [South Staffs] OR [Cambridge] Water and its research partner Accent. Please could I speak to #name on sample#?

- IF "NO" TRY AND PERSUADE ELSE THANK & CLOSE
- IF "CALL BACK" PLEASE RECORD DATE AND TIME OF APPOINTMENT ON ACCS, THANK AND CLOSE
- IF "YES" PLEASE PROCEED TO SCREENING SECTION

WHEN SPEAKING TO APPROPRIATE CONTACT CONTINUE WITH SCREENING

### Screening

Please may I speak to #name on sample#?

**WHEN SPEAKING TO THE CORRECT PARTICIPANT REPEAT TEXT ABOVE & CONTINUE:**

The research is being conducted under the Market Research Society Code of Conduct, which means that any answers you give will be treated in confidence.

[South Staffs] OR [Cambridge] Water is wanting to understand customers' views on its proposed plans and whether you support them and the costs associated with delivering them. This is an exciting opportunity for you to help your water company shape its short and long term plans to meet the needs of all types of customers. Your views will potentially help influence any changes that customers want to see made.

We're looking for customers to help us in this research project which will consist of two phases:

We're looking for customers to help us in this research project. The research has two phases:

- **First stage:** a 20 minute exercise to review materials about [South Staffs] OR [Cambridge] Water and its plan and answer a question
- **Second stage:** a 90-minute depth interview, which will take place on an online Zoom or a face-to-face session, if you prefer. This will be followed by a 20-minute exercise to be completed after the interview.

The total incentive you will receive as a thank you for participating in both elements of this research will be **£60 – paid by BACS transfer** on completion of the interview.

Can I just ask you a few questions to check that you are eligible to take part?

This call may be recorded for quality control purposes.

**INTCHECK. INTERVIEWER:** PLEASE CONFIRM YOU HAVE ADVISED THE PARTICIPANT OF:

MRS Code of conduct.  
Calls being recorded

**INTCHECK2. INTERVIEWER:** PLEASE CONFIRM YOU HAVE ASKED AND CHECKED THAT THE PARTICIPANT IS NOT TAKING THE INTERVIEW ON A MOBILE DEVICE AND/OR WHILE DRIVING OR OPERATING EQUIPMENT

Yes, it is safe for the participant to proceed  
No, it isn't safe – we need to call back later (GO TO 4077 SCREEN)

**Q2.**

You have received this call because SOUTH STAFFORDSHIRE WATER PLC incorporating the South Staffs Water and Cambridge Water regions is conducting this customer research which is required by Ofwat, the water regulator, as it is for all other water companies. This is being conducted by a research agency called ACCENT MARKETING & RESEARCH LTD, who are supported by [Roots Research Limited]. South Staffs / Cambridge Water is sharing a limited set of personal data with [Accent] and [Roots] for the purpose of this research. They will collect and use personal data for only the purpose of the research and also to update us South Staffs / Cambridge Water if you inform them that any of your details are incorrect. South Staffs / Cambridge Water do this in accordance with its privacy policy. South Staffs / Cambridge Water process your personal data in this way as they are required by law to do so, including for statutory and government purposes.

**[If a customer questions why their personal data has been given to Accent/Roots without providing their direct consent to South Staffs / Cambridge Water]**

This communication has been sent to you because South Staffordshire Water Plc incorporating the South Staffs Water and Cambridge Water regions is undertaking research to inform its business plan for the period 2025 - 2030. South Staffs / Cambridge Water's records indicate that you have not opted out of receiving communications about market research. Communications regarding market research are not direct marketing, and do not require your direct consent\*. However, if you wish to opt out of communications about market research from now then please give your consent for us to tell South Staffs / Cambridge Water to update their records accordingly.

Any data collected by Roots on behalf of Accent, over the course of this interview that could be used to identify you, such as your name, address, or other contact details, will be held securely and will not be shared with any third party unless you give permission (or unless we are legally required to do so). Our privacy statement is available at [www.accent-ml.com/privacy](http://www.accent-ml.com/privacy).

Do you agree to proceeding with the interview on this basis?

Yes  
No THANK AND CLOSE

**Q3.** Do you or any of your close family work or have worked in the recent past in any of the following professions: Market research or the water sector (including [South Staffs] OR [Cambridge Water] or any of their contractors)?

Yes THANK & CLOSE  
No

**Q4.** Have you participated in a market research depth interview in the past six months?

Yes GO TO Q5  
No GO TO Q8

**Q5.** What was the subject matter of the interview? PROBE AND WRITE DOWN

IF Water THANK & CLOSE

**Q6.** This research will be conducted over Zoom – the online meeting platform. How proficient would you say you are at using the Internet, and Zoom specifically?

I feel very confident about using the internet and Zoom GO TO Q7  
I feel quite confident about using the internet and Zoom GO TO Q7  
I don't feel confident about using the internet and Zoom GO TO Q8  
I would rather not use the internet if I didn't have to GO TO Q8  
I do not use the internet at all GO TO Q8

**Q7.** Do you have access to a desktop or laptop computer, or a large-format tablet (such as an iPad with a large screen), which is connected to a reliable and stable internet connection, on which you could take part in a Zoom interview?

Yes GO TO Q8  
No GO TO Q8 Unsure THANK AND CLOSE

**Q8.** Would you prefer to have this research conducted as a face-to-face session in your home?

Yes GO TO Q8  
No THANK AND CLOSE

**Q9.** Could I please confirm [South Staffs] OR [Cambridge Water] is your household's water provider?

Yes GO TO Q10  
No THANK AND CLOSE

[ACROSS HEALTH & FINANCIALLY VULNERABLE]  
RECRUIT MIN. 6 SSW  
RECRUIT MIN. 4 CAM

**Q10.** (ASK FREE AND ONLY) What is your post-code? WRITE DOWN





Yes  
No THEN RE-EXPLAIN

Q25. DID THE PARTICIPANT SAY THEY WOULD DO THE PRE-TASKS?

Yes  
No THEN PERSUADE POLITELY

#### ASK ALL: DATA COLLECTION AND SHARING CONSENT

Q26. DATA COLLECTION & SHARING CONSENT

The interview will be audio recorded, to ensure accuracy and for analysis purposes. All recordings will be securely stored for a period of 12 months (for reference purposes) before being destroyed. The recording will remain confidential to Accent. The interview will be held in accordance with the Code of Conduct of the Market Research Society and any views you express during the discussion will be treated with complete confidence and will not be attributed to you personally.

In our reporting of the findings from this research everything that you say will be confidential and will be reported in grouped format only.

Please confirm that is OK

Yes CONTINUE WITH DETAILS  
No [Click here and type HOLD IN RESERVE or THANK AND CLOSE]

Q27. The interview will take place on: Interviewer to arrange suitable time in accordance with interviewer availability

Date	Time	Address (For F2F ONLY)
[Click here and type date]	[Click here and type time]	

Would you be able to attend? measure & persuade  
IF PARTICIPANT AGREES, CONFIRM DATE, TIME, LOCATION then continue:

Great, thanks. I'll just confirm your contact details, and will let you get on with your day. We will send you more information by email shortly with details of the next steps.

If for any reason you find you are unable to attend, please could you let me know as soon as possible so that we can invite someone else to take your place?

Please contact us on 020 8742 2211 if you have any queries about your incentive. Thank you.

RECRUITER: Please ensure you have filled in the cover page of the RQ, including email address and mobile number of participant, then complete the following confirmations.

THANK PARTICIPANT FOR THEIR HELP IN THIS RESEARCH

#### Recruiter Confirmations

RECRUITER - **VERY IMPORTANT** - PLEASE TICK TO CONFIRM YOU FULLY READ OUT THE DATA SHARING AND CONSENT QUESTION, AND THAT IT MADE SENSE TO BOTH YOU AND THE PARTICIPANT.

Yes

#### MRS DECLARATION

Q28. I confirm that this interview was conducted under the terms of the MRS Code of Conduct and is completely confidential

INTERVIEWER'S SIGNATURE


THANK PARTICIPANT FOR THEIR HELP IN THIS RESEARCH

INTERVIEWER: PLEASE ENSURE YOU REMOVE THIS PAGE BEFORE RETURNING THIS RECRUITMENT QUESTIONNAIRE TO ACCENT

PROPERTY NAME OR NUMBER	
2 <sup>ND</sup> LINE OF ADDRESS	
TOWN/VILLAGE	
POSTCODE	



# Recruitment questionnaire – Future customers



**3610 SSC A&AT**  
**1.5hr Online FUTURE Groups**  
**Final Recruitment Questionnaire**

RQ NUMBER (ON PARTICIPANT LIST):  URN:

Interviewer names:  Interviewer no:  Dates:  Time:

**Checked SUPERVISOR ONLY – USE RED TO FILL IN**

Quality controlled by  on  RECRUIT  RESERVE

Added to participant list/log on  by  Are you sure? Y / N

If depth, executive informed by email on  by  Acknowledged by exec? Y / N

**Confirmation letter/email SUPERVISOR ONLY – USE RED TO FILL IN**

Confirmation sent via by  on  by (initials)

**IF CONFIRMATION SENT BY EMAIL, PHONE & CHECK IF RECEIVED A FEW MINUTES AFTER EMAIL SENT:**

Has email been received? Call made on  by (initials)

**Confirmation call SUPERVISOR ONLY – USE RED TO FILL IN**

IF 24 HRS AHEAD OF GROUPS/DEPTHS – THEN UPDATE STATUS ON LIST OR LOG OF PARTICIPANTS FOR MOODRATOR/EXEC:

Confirmation call made on (date and time) on  by

**PRE TASK STATUS (IF APPLICABLE):**  **OUTCOME:**

I hereby confirm that I have read again the date, time and all other venue details needed for the participant to attend the group/take part in the depth interview and ensured that they had all this information available and clarified. Signed:

**Contact details for (F2F or Zoom) Groups – INTERVIEWER SECTION**

PARTICIPANT NAME	
ADDRESS (only if postal confirmation needed)	
LANDLINE TELEPHONE NUMBER	MOBILE
EMAIL ADDRESS (read back and double-check)	
Anything else? (avis, parking to reimburse, dietary requirements, probab, misc.)	

RECRUIT  RESERVE  IF RESERVE, DON'T PUT THROUGH AS "I CONTINUE" ON ACCS – EXPLAIN WHY IN RESERVE BELOW PLEASE:

Call back by:  at ( time)

IF RESERVE TO BE CALLED BACK BY A CERTAIN TIME, PLEASE SCHEDULE AS DEFINITE APPOINTMENT ON ACCS

## Quotas/group structure – INTERVIEWER SECTION

	DIGITAL – FUTURE	
	RECRUIT 8X FOR 6X PARTICIPANTS IN EACH GROUP	
Location	8x SSW	8x CAM
Gender	8x Women 8x Men	8x Women 8x Men
Age	18-25	
Sex	Spread of sex	
Ethnicity	Min. 3x BAME	Min. 2x BAME
Life stage	Min. 2x 'First-jobbers' Min. 2x Students Min. 2x Living at home	Min. 2x 'First-jobbers' Min. 2x Students Min. 2x Living at home

- All must be SSC customers
- All must be aged under 26, and over 18.

## Introduction

Q1. Good morning/afternoon/evening. My name is \_\_\_\_\_ and I am calling from Roots, calling on behalf of South Staffs) OR (Cambridge) Water and its research partner Accent. Please could I speak to #name on sample#?

- IF "NO" TRY AND PERSUADE ELSE THANK & CLOSE
- IF "CALL BACK" PLEASE RECORD DATE AND TIME OF APPOINTMENT ON ACCS, THANK AND CLOSE
- IF "YES" PLEASE PROCEED TO SCREENING SECTION

WHEN SPEAKING TO APPROPRIATE CONTACT CONTINUE WITH SCREENING

## Screening

Please may I speak to #name on sample#?

WHEN SPEAKING TO THE CORRECT PARTICIPANT REPEAT TEXT ABOVE & CONTINUE:

[South Staffs] OR [Cambridge] Water is wanting to understand customers' views on its proposed plans and whether you support them and the costs associated with delivering them. This is an exciting opportunity for you to help your water company shape its short and long term plans to meet the needs of all types of customers. Your views will potentially help influence any changes that customers want to see made.

We're looking for customers to help us in this research project which will consist of two phases:

- **First stage:** a 20 minute exercise to review materials about [South Staffs] OR [Cambridge] Water and its plan and answer a question
- **Second stage:** participation in an online discussion group (on Zoom) together with other [South Staffs] OR [Cambridge] Water household customers. The online discussion will last for 1.5 hours, after which there will be a 20-minute exercise to be completed.

The total incentive you will receive as a thank you for participating in both elements of this research will be £70.

This call may be recorded for quality control purposes.

**NOTE TO INTERVIEWER: SAMPLE SOURCE IS: #sourcetext#**

**INTCHECK. INTERVIEWER: PLEASE CONFIRM YOU HAVE ADVISED THE PARTICIPANT OF:**

MRS Code of Conduct  
Calls being recorded

**INTCHECK2. INTERVIEWER: PLEASE CONFIRM YOU HAVE ASKED AND CHECKED THAT THE PARTICIPANT IS NOT TAKING THE INTERVIEW ON A MOBILE DEVICE AND/OR WHILE DRIVING OR OPERATING EQUIPMENT**

Yes, it is safe for the participant to proceed  
No, it isn't safe – we need to call back later GO TO JUMP SCREEN

Q2. You have received this call because SOUTH STAFFORDSHIRE WATER PLC incorporating the South Staffs Water and Cambridge Water regions is conducting this customer research which is required by Ofwat, the water regulator, as it is for all other water companies. This is being conducted by a research agency called ACCENT MARKETING & RESEARCH LTD, who are supported by (Roots Research Limited). South Staffs / Cambridge Water is sharing a limited set of personal data with (Accent) and (Roots) for the purpose of this research. They will collect and use personal data for only the purpose of the research and also to update us South Staffs / Cambridge Water if you inform them that any of your details are incorrect. South Staffs / Cambridge Water do this in accordance with its privacy policy. South Staffs / Cambridge Water process your personal data in this way as they are required by law to do so, including for statutory and government purposes.

**[If a customer questions why their personal data has been given to Accent/Roots without providing their direct consent to South Staffs / Cambridge Water]**

This communication has been sent to you because South Staffordshire Water Plc incorporating the South Staffs Water and Cambridge Water regions is undertaking research to inform its business plan for the period 2025 - 2030. South Staffs / Cambridge Water's records indicate that you have not opted out of receiving communications about market research. Communications regarding market research are not direct marketing, and do not require your direct consent. However, if you wish to opt out of communications about market research from now then please give your consent for us to tell South Staffs / Cambridge Water to update their records accordingly.

Any data collected over the course of this interview that could be used to identify you, such as your name, address, or other contact details, will be held securely and will not be shared with any third party unless you give permission (or unless we are legally required to do so). Our privacy statement is available at [www.accent-mr.com/privacy](http://www.accent-mr.com/privacy).

Do you agree to proceeding with the interview on this basis?

Yes  
No **THANK AND CLOSE**

Q3. Do you or any of your close family work or have worked in the recent past in the water sector (including for South Staffs & Cambridge Water) or Market Research professions?

YES **THANK & CLOSE**  
NO

Q4. Have you ever participated in a market research group discussion? IF YES, PROBE WHEN

Yes, in last six months  
Yes, between 6 months and 2 years ago  
Over 2 years ago GO TO Q7  
No GO TO Q7

**TWO THIRDS OF RESPONDENTS MUST HAVE NEVER BEEN TO A GROUP DISCUSSION BEFORE**

Q5. How many groups have you been to in that period?

One  
2-5  
More than 3 **THANK & CLOSE**

Q6. What was the subject matter of the groups you attended? **PROBE AND WRITE DOWN**

**IF WATER THANK & CLOSE**

Q7. This research will be conducted over Zoom – the online meeting platform. How proficient would you say you are at using the Internet, and Zoom specifically?

I feel very confident about using the Internet and Zoom GO TO Q8  
I feel quite confident about using the Internet and Zoom GO TO Q8  
I don't feel confident about using the Internet and Zoom **THANK AND CLOSE**  
I would rather not use the internet if I didn't have to **THANK AND CLOSE**  
I do not use the internet at all **THANK AND CLOSE**

Q8. Do you have access to a desktop or laptop computer, or a large-format tablet (such as an iPad with a large screen), which is connected to a reliable and stable internet connection, on which you could take part in a Zoom interview?

Yes GO TO Q8  
No **THANK AND CLOSE**

Q9. Which of the following areas do you live in?

1. Southampton and surrounding areas	THANK AND CLOSE
2. Chatham and surrounding areas	THANK AND CLOSE
3. Luton and surrounding areas	THANK AND CLOSE
4. Amersham and surrounding areas	THANK AND CLOSE
5. Oxford and surrounding areas	THANK AND CLOSE
6. Central London	THANK AND CLOSE
7. Cambridge, St Ives and surrounding areas	Cambridge Water GROUPS 62/04/23
8. St Ives, Cambridgeshire and surrounding areas	THANK AND CLOSE
9. Milton Keynes and surrounding areas	THANK AND CLOSE
10. Kings Lynn/ly and surrounding areas	THANK AND CLOSE
11. North and West Birmingham	South Staffs Water GROUPS 05/06/23
12. South Staffordshire including Burton upon Trent, Pugeley, Cannock, Lichfield, Tamworth, Walsall, Dudley and surrounding areas	THANK AND CLOSE
13. Elsewhere	THANK AND CLOSE

ONLINE FUTURE GROUPS:  
RECRUIT BX SSW  
RECRUIT BX CAM

Q10. What is your post-code? **WRITE DOWN**

Q11. INTERVIEWER RECORD GENDER – DO NOT ASK:

Male  
Female  
Non-binary/other  
Prefer not to say

ONLINE FUTURE GROUPS, IN EACH:  
RECRUIT BX MEN  
RECRUIT BX WOMEN

Q12. If you have a job, what is your job title? (WRITE IN)

- IF SELF-EMPLOYED: ASK IF MANUAL/NON-MANUAL, SKILLED/QUALIFIED OR NOT, NUMBER OF EMPLOYEES – THEN LOOK UP SELF EMPLOYED TABLE
- IF MANAGER/EXECUTIVE: ASK FOR INDUSTRY SECTOR, NUMBER OF EMPLOYEES IN COMPANY AND MANAGEMENT STATUS
- IF RANK/GRADE (CIVIL SERVANT, NURSING, MILITARY, NAVY, POLICE ETC.) RECORD RANK/GRADE SPECIFICALLY
- IF UNEMPLOYED: IF MORE THAN 6 MONTHS AGO (GRADE "E"), IF LESS THAN 6 MONTHS AGO (GRADE OR PREVIOUS OCCUPATION)

CODE SEG :

1. A \_\_\_\_\_  
2. B \_\_\_\_\_  
3. C1 \_\_\_\_\_  
4. C2 \_\_\_\_\_  
5. D \_\_\_\_\_  
6. E \_\_\_\_\_

ONLINE FUTURE GROUPS, IN EACH:  
AIM FOR SPREAD OF SEG

Q13. How old are you? **AGE GROUP BELOW**

1. Under 18 **THANK & CLOSE**  
2. 18-25 **GO TO Q14**  
3. 26-35 **THANK & CLOSE**  
4. 36-45 **THANK & CLOSE**  
5. 46-50 **THANK & CLOSE**  
6. 51-65 **THANK & CLOSE**  
7. 66-70 **THANK & CLOSE**  
8. 70 or older **THANK & CLOSE**

9. Refused **THANK & CLOSE**

ONLINE FUTURE GROUPS:  
RECRUIT BX 18-25 YEAR-OLDS – 8 SSW AND 8 CAM

Q14. ASK UNDER 25S ONLY (Q13=1) Which of the following most closely represents your situation in respect to paying your water bills? **SINGLE CODE**

1. I have complete or shared responsibility for payment	CUSTOMER – THANK & CLOSE
2. I have no responsibility, but I know it is paid by my landlord and included in my rent	FUTURE CUSTOMER – RECRUIT 16
3. I have no responsibility, but I know it is paid by my parents/guardian	
4. I have no responsibility for payment and I don't know who pays the bills	
5. Other no responsibility for payment - please tell us what	THANK & CLOSE
6. Don't know	

IF Q13=2 (UNDER 25) AND Q14=2 OR 3 OR 4 OR 5 (NON-BILL PAYER) – FUTURE CUSTOMER

Q15. Which of the following most closely matches your current study/work situation?

1. in an apprenticeship **RECRUIT**  
2. At university (undergraduate or post graduate studies) **RECRUIT**  
3. Working full or part time **RECRUIT**  
4. Prefer not to answer **THANK AND CLOSE**

AIM FOR A MIX IN EACH ONLINE FUTURE GROUP

Q16. Which of the following best describes your current living situation?

1. I live in student accommodation and water bills are included within my payments  
2. I am a student and a parent/guardian pays my water bill  
3. I live with parent(s)/guardian(s) and they are responsible for paying the water bill  
4. I live in shared accommodation and someone else is responsible for paying the water bill  
5. I live in rented accommodation and water bills are included within my rent  
6. Other: write in:  
7. Prefer not to say **THANK AND CLOSE**

FOR EACH SSW & CAM ONLINE FUTURE GROUP:  
RECRUIT MIN.2 'FIRST-JOBBER'S'  
RECRUIT MIN.2 STUDENTS  
RECRUIT MIN.2 LIVING AT HOME

Q17. To which of these ethnic groups do you consider you belong to?

- WHITE**  
1. British  
2. Irish  
3. European  
4. Any other White background
- MIXED**  
5. White and Black Caribbean  
6. White and Black African

7. White and Asian  
8. Any other Mixed background
- ASIAN OR ASIAN BRITISH**  
9. Indian  
10. Pakistani  
11. Bangladeshi  
12. Any other Asian background

**BLACK OR BLACK BRITISH**  
13. Caribbean  
14. African  
15. Any other Black background

**CHINESE OR OTHER ETHNIC GROUP**  
16. Chinese  
17. Any other ethnic group

18. Prefer not to say.

ONLINE FUTURE GROUPS, IN EACH:  
RECRUIT MIN.4 BAME

#### Invitation: Group (Zoom) discussion

Thank you for answering those questions. Would you be interested in participating in this research project on behalf of South Staffs & Cambridge Water? All research will be conducted in accordance with the Market Research Society's Code of Conduct.

Yes **PROCEED TO TEXT BELOW**  
No **TRY TO PERSUADE/THANK AND CLOSE**

Thank you. As I mentioned earlier the research will consist of:

A reminder of the two stage process is listed below.

- **First stage:** a 20 minute exercise to review materials about [South Staffs] OR [Cambridge] Water and its plan and answer a question
- **Second stage:** participation in an online discussion group (on Zoom) together with other [South Staffs] OR [Cambridge] Water business and household customers. This will last for 1.5 hours, which will take place on Zoom..

The total thank you incentive will be **£70**.

Would you be willing to commit yourself to both stages of the process to help inform their future plans?

Yes **PROCEED TO TEXT BELOW**  
No **THANK AND CLOSE**

There will be about 7 other people partaking in the online discussion.

#### PRE-TASK

**TELL PARTICIPANT ABOUT PRE-TASKS:** We will email details outlining the pre-group exercises. These need to be completed before attendance at the group sessions but they shouldn't take too long to complete and hopefully you will find them interesting and enjoyable.

We will be asking you to download an app onto your mobile device for completion of the exercises. The app is quick and fun to use and you will be incentivised fully for your commitment to each part.

**VERY IMPORTANT:** INTERVIEWER: PLEASE TICK TO CONFIRM YOU HAVE EXPLAINED ALL ABOUT THE PRE-TASK.

Q18. IS THE PARTICIPANT CLEAR ABOUT THE PRE-TASKS?

Yes  
No **THEN RE-EXPLAIN**

Q19. DID THE PARTICIPANT SAY THEY WOULD DO THE PRE-TASKS?

Yes  
No **THEN PERSUADE POLITELY**

#### ASK ALL: DATA COLLECTION AND SHARING CONSENT

Q20. DATA COLLECTION & SHARING CONSENT

The online discussion may be joined by up to two representatives of [South Staffs] OR [Cambridge] Water and / or a member of their independent challenge group, so they can watch the discussion and learn as much from it as possible from it. They will not actively participate in the discussion.

The discussion will be audio and video recorded for analysis purposes and to ensure accuracy. All recordings will be securely stored for a period of 12 months (for reference purposes) before being destroyed.

In our reporting of the findings from this research everything that you say will be confidential and will be reported in grouped format only.

Please confirm that is OK?

Yes **CONTINUE WITH DETAILS**  
No **[Click here and type: HOLD IN RESERVE or THANK AND CLOSE]**

Q21. The discussion group will take place on:

Group	Date	Time	Place
FUTURE – SSW	XX June	XX	Online – Zoom
FUTURE – CAM	XX June	XX	Online – Zoom

Would you be able to attend? reassure & persuade

IF PARTICIPANT AGREES, CONFIRM DATE, TIME, LOCATION then continue.

Great, thanks. I'll just take a few details, and will let you get on with your day. We will send you more information by email shortly with details of the next steps.

If for any reason you find you are unable to attend, please could you let me know as soon as possible so that we can invite someone else to take your place?

Please contact us on 020 8742 2211 if you have any queries about your incentive. Thank you.

**RECRUITER:** Please ensure you have filled in the cover page of the RQ, including email address and mobile number of participant, then complete the following confirmations.

**THANK PARTICIPANT FOR THEIR HELP IN THIS RESEARCH**

#### Recruiter Confirmations

**RECRUITER – VERY IMPORTANT – PLEASE TICK TO CONFIRM YOU FULLY READ OUT THE DATA SHARING AND CONSENT QUESTION, AND THAT IT MADE SENSE TO BOTH YOU AND THE PARTICIPANT.**

Yes

**Q22. IS THE PARTICIPANT CLEAR ABOUT THE PRE-TASK & DID THEY SAY THEY WOULD DO IT?**

Clear   
Will do

#### MRS DECLARATION

**Q23. I confirm that this interview was conducted under the terms of the MRS Code of Conduct and is completely confidential**

INTERVIEWER'S SIGNATURE:

**THANK PARTICIPANT FOR THEIR HELP IN THIS RESEARCH**

# APPENDIX B

Pre-task materials



# Cambridge Water - Scripts (HH, NHH, Future Customers)

Hello and thank you very much for agreeing to be part of our exciting research project for Cambridge Water.

As part of this important project, we will be talking to customers served by Cambridge Water. We're delighted that you will be coming along to one of these sessions where we will present and discuss Cambridge Water's business plan for 2025-2030. Your feedback will help the company to finalise its plan.

Before you come along, we need you to read through this exercise that we need you to complete before attending the session, which is all laid out on the following screens. It has been designed to take no longer than 20 minutes of your time.

The exercise includes eleven tasks for you to read through and then a few questions to answer at the end. Some of the information about your water company may be new to you, but please be reassured that you don't need to understand everything you read ahead of the session. If you have questions then please type them in as you go along in the spaces provided. We will collate any questions/responses when we can recap at the beginning of the session on 12 June.

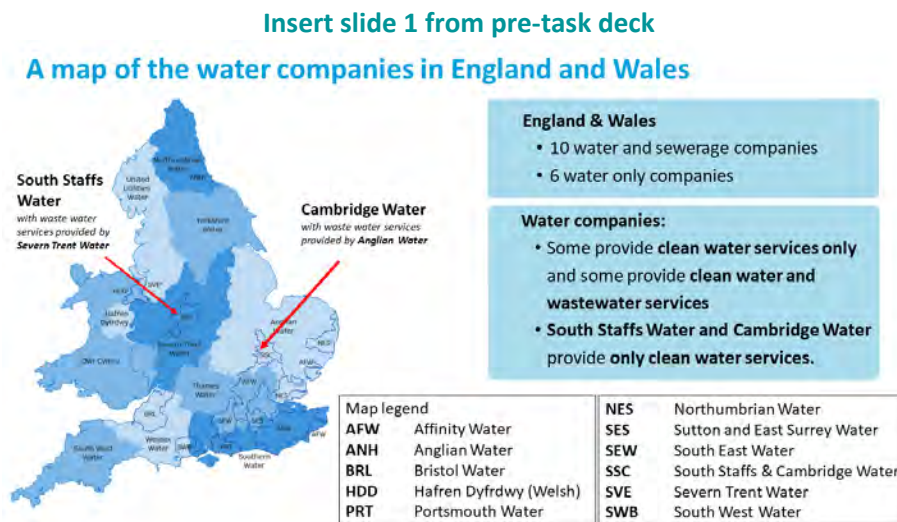
If you have any technical issues related to this platform and completing the exercise then please contact [omar.shareef@accent-mr.com](mailto:omar.shareef@accent-mr.com).

We are really looking forward to meeting you.

Rachel, Nancy and Sharon – Accent Research Team

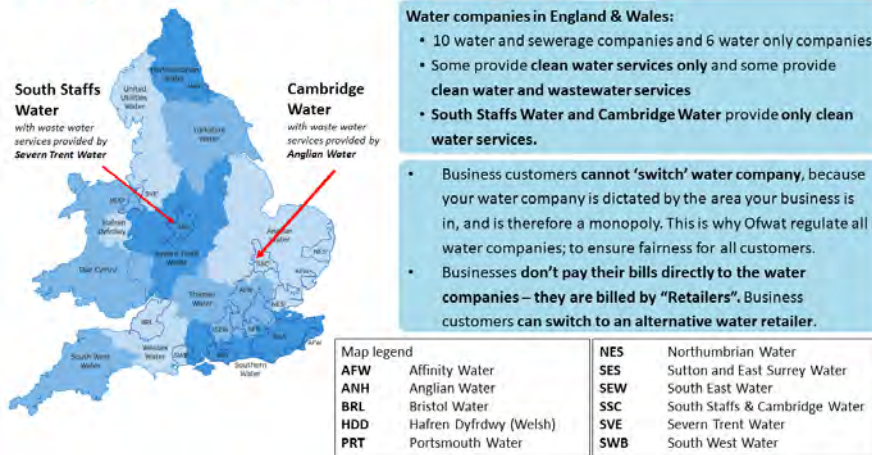
## Introduction to Task One

On the first slide there is a map of England and Wales that shows South Staffs and Cambridge Water's operating area:



**NHH Only**

**A map of the water companies in England and Wales**



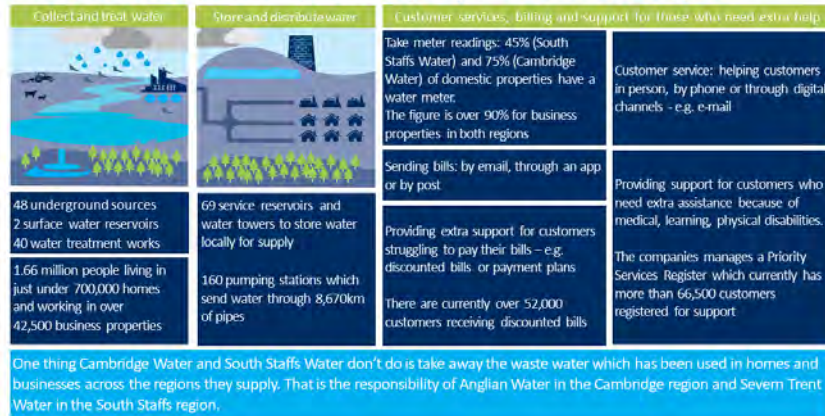
If you have any questions then please write in the space below.

**Introduction to Task Two**

The next slide shows you some key facts about what South Staffs and Cambridge Water do and the service they provide:

**Insert slide 2 from pre-task deck**

**Cambridge Water was merged with South Staffs Water in 2013 – here's an overview of what they do every day across the two regions**



If you have any questions then please write in the space below.

**Introduction to Task Three**

Next you will see some key facts about the customers that South Staffs and Cambridge Water serve and the infrastructure that they manage:

**Insert slide 3 from pre-task deck**



## More about the areas that Cambridge Water and South Staff serve



- Serves 1.3 million people across an area of 1,500 km<sup>2</sup>
- Living in around 556,000 homes and working in almost 35,000 business properties
- Supply 305 million litres water per day – or 1.67 million full bath tubs
- Drinking water comes from 2 surface water sources (River Severn and Blithfield reservoir) and 25 underground water sources



- Serves almost 360,000 people across 1,175sq km
- Living in around 140,000 homes and working in almost 9,000 business properties
- Supply close to 83 million litres water per day - or 333,000 full bath tubs.
- Drinking water comes from 23 underground water sources, which feed the regions chalk streams.

To learn more about Cambridge Water and the region you live in please watch this video



Click [here](#) to watch video or [here](#) to read video transcript

If you have any questions then please write in the space below.

### Introduction to Task Four

This slide includes a video with more information about Cambridge Water. Please click on the link to watch the video or read the video transcript if you can't get the video to work.

Insert slide 4 from pre-task deck

## More about Cambridge Water

To know more about Cambridge Water please watch this video or read the transcript



Click [here](#) to watch video or [here](#) to read video transcript

### Video transcript: about Cambridge Water and its challenges

#### Cambridge Water

- We supply clean water to **360,000** people - living in 140,000 homes and working in 9,000 business properties. As clean-water supplier, this means we do not take away your waste water.
- On average, our customers use a combined total of **330,000 full bath tubs** of water every day or just over 1 tub each.
- This water comes from **23 underground water sources (which feed the regions chalk streams)**
- Every day our people focus on
  - Collecting water from the environment, treating it and transporting it to customers premises through **2,470km** of pipes stations – **that's the Equivalent of Cambridge to Athens** - powered by **47** pumping stations
  - Maintaining, repairing and renewing of all these assets
  - Working with landowners and local communities to help restore the natural environment
  - Providing customer service and supporting more than **3,360** customers with discounted bills and assisting more than **8,900** customers who need extra help accessing our services.
- We have always been privately owned. The amount of money that will go to shareholders between 2020 and 2025 is **2 - 5%** of customers' bills each year.

We are facing many challenges:

- Only **14%** of rivers in England are in a healthy condition and able to fully recover if damaged. We need to restore the environment
- **The population is likely to grow by 19% by 2045** and changing rainfall patterns means our region is now classed as "high risk". This means that there will not be enough to meet human demand. We need to make better use of the water we have and find new sources
- **Our carbon emissions need to be reduced as fast as possible** to combat the impacts of global warming and we need to remove non-recyclable plastic from our operations
- Our customers **are demanding ever higher levels of customer service**, and we need to find new and better ways to help those who need extra support to access their water services.

If you have any questions then please write in the space below.





### Introduction to Task Five



Next you will see some information on how the water industry is overseen by a number of regulators.

Insert slide 5 from pre-task deck

## How the water industry is overseen

Regulators	Main roles
<b>Environment Agency</b> 	<ul style="list-style-type: none"> <li>• Holds water companies to account to protect and restore the environment</li> <li>• Works with water companies to ensure long-term plans to maintain water supplies are done in a sustainable way</li> </ul>
<b>Drinking Water Inspectorate</b> 	<ul style="list-style-type: none"> <li>• Holds water companies to account that the water supplied in England and Wales is safe and that drinking water quality is acceptable for customers</li> </ul>
<b>Consumer Council for Water</b> 	<ul style="list-style-type: none"> <li>• Represents customers on matters relating to their water supply and services – the “water watchdog”</li> <li>• Investigates complaints and provides advice to ensure water services remain fair and affordable for customers</li> </ul>
<b>Office of Water Services</b> 	<ul style="list-style-type: none"> <li>• The water regulator makes sure companies do their job properly, including fair pricing for customers and ensuring there is always a reliable water supply and that companies improve their service</li> </ul>

If you have any questions then please write in the space below.

### Introduction to Task Six

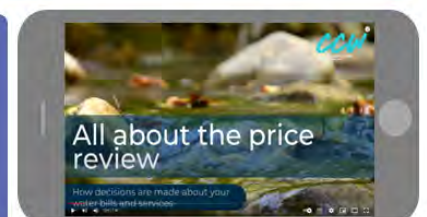
This provides a bit of background on the role of the water regulator, Ofwat, specifically:

Insert slide 6 from pre-task deck

## More about the role of Ofwat

- Ofwat (Water Services Regulation Authority) is the economic regulator for the water and sewerage sectors in England and Wales. It is responsible for making sure that water companies are regulated to provide customers with a good quality and efficient service at a fair price.
- Every five years, water companies develop a ‘business plan’ that sets out how they want to develop their services, and the proposed cost to customers. As customers are not able to choose their water company, water companies must give them a say about what they want from their services and the price they pay. Talking to customers also helps water companies prioritise what to do first or what to do most of – because they are not able to fund everything they would like to do or do all of the things that customers might want them to do
- The business plan and prices are then finalised by Ofwat in a process known as the Price Review. There is more information about this here: ‘All about the price review’. Available at: <https://www.youtube.com/watch?v=OWmivC93AF8>

- One of the ways that people have their say is through this research, which will explain what the plans are for where you live, and ask what you think – whether the plans are ‘acceptable’ to you and whether you can afford the proposed water bills from 2025-2030
- Water companies also have to show Ofwat that their plans reflect what their customers want otherwise they can be penalised – that means refining the plans based on what customers tell them.



If you have any questions then please write in the space below.

### Introduction to Task Seven

The next slides give you some information about how Cambridge Water's performance is monitored by Ofwat:

Insert slides 7 and 8 from pre-task deck

## How water company performance is monitored

Water companies are currently part way through their five-year business plan for 2020 to 2025. They have service level targets, called 'performance commitments', in every five-year business plan. These targets are based on what customers have previously told companies they would like them to do, and on Ofwat's assessment of what companies should deliver. These targets cover a wide range of the different services that water companies provide.

Ofwat monitors water company performance against each performance commitment every year to see if they have met the target service level in their business plan. We are going to show you how well your water company is doing on some of its performance commitments, compared to other water companies in England and Wales.

These **performance commitments** are a snapshot out of the wide range of services companies provide. We are showing these examples as customers have told us they are particularly important to them.



## How water company performance is monitored

- Water companies have to provide reliable services, and plan for their services to be resilient to changing weather patterns and demand from consumers
- Companies can miss or exceed performance commitment targets for a number of reasons. For example, leaks from pipes happen more often after very cold weather, which can contribute to a company not meeting the target

- If a company **misses a target** then they receive a **penalty** to reflect the poorer service that customers have received



- If they not just meet but **exceed a target** then they can receive a **reward** to reflect this



In the year 2021/22, out of **17 financial Performance Commitments**, South Staffs Water and Cambridge Water passed **12 and failed 5**. At the end of each year the company adds up all the rewards and penalties it has received.

South Staffs Water and Cambridge Water are responsible for paying any penalties for missing targets; this cost is not covered by an increase to customer bills.



If you have any questions then please write in the space below.

### Introduction to Task Eight

We will now show you how Cambridge Water has performed against some of the key targets it has, and a comparison against how other water and waste water companies are performing.

An explanation on what's contained on these slides is shown below:

Insert slide 9 from pre-task deck

## How to read comparison information about water company performance

Next, we will show you 3 pages displaying water companies' performance. The blue boxes below show you how to read the information.

**Supply interruptions: the average length of time properties are without water**

South Staffs Water are currently performing better than target

If a water supply is interrupted without warning for between 3 and 6 hours, it would not be possible to draw water from the taps or flush the toilet; it may be necessary to buy bottled water.

Duration without water for more than 3 hours by minutes per property. (A lower bar number is better.)

Target number for customer contact: Performing at or better than target (blue), Performing poorer than target (pink)

Company Performance against target

Company	Performance against target
Anglian	86%
Welsh Water	184%
Hafren Dyffwrdd	311%
Northumbrian	13%
Severn Trent	106%
South West	13%
Southern	53%
Thames	80%
United Utilities	80%
Wessex	-32%
Yorkshire	73%
Attinity	-39%
Bristol	-50%
Cambridge	-53%
Essex and Suffolk	-59%
Portsmouth	-62%
South East	108%
South Staffs	-51%
SWS Water	-52%

Company performance against targets. (A negative percentage is better.)

Blue = at or better than target  
Pink = poorer than target  
Shorter bar = better  
Dashed line = target

More information on what is being measured and how

The table shows performance against the target and how far from the target  
Blue means on or better than target  
Pink means poorer/ below target  
Smaller number is better (which means -52% is better than -20%)

**NEW PAGE:** This first slide shows you how Cambridge Water is performing on the measure of water supply interruptions:

Insert slide 10 from pre-task deck



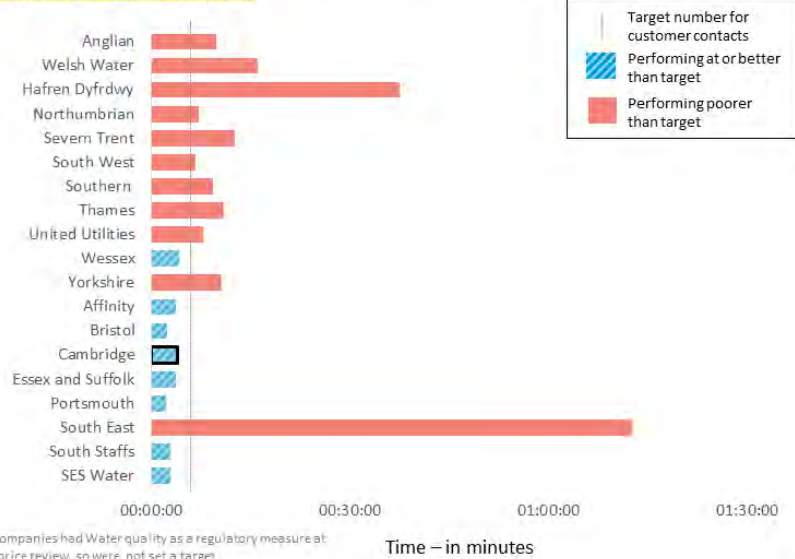
## Supply interruptions: the average length of time properties are without water

**Cambridge Water is currently performing better than target**

If a water supply is interrupted without warning for between 3 and 6 hours, it would not be possible to draw water from the taps or flush the toilet; it may be necessary to buy bottled water.



Duration without water for more than 3 hours by minutes per property.  
**(A lower bar number is better.)**



Company	Performance against target
Anglian	60%
Welsh Water	164%
Hafren Dyfrdwy	511%
Northumbrian	18%
Severn Trent	106%
South West	11%
Southern	53%
Thames	80%
United Utilities	30%
Wessex	-32%
Yorkshire	73%
Affinity	-39%
Bristol	-59%
<b>Cambridge</b>	<b>-35%</b>
Essex and Suffolk	-39%
Portsmouth	-62%
South East	1083%
South Staffs	-51%
SES Water	-52%

Company performance against targets.  
**(A negative percentage is better.)**

**NEW PAGE:** This next slide shows you how South Staffs and Cambridge Water is performing on the measure of the **appearance, taste and smell of tap water:**

Insert slide 11 from pre-task deck

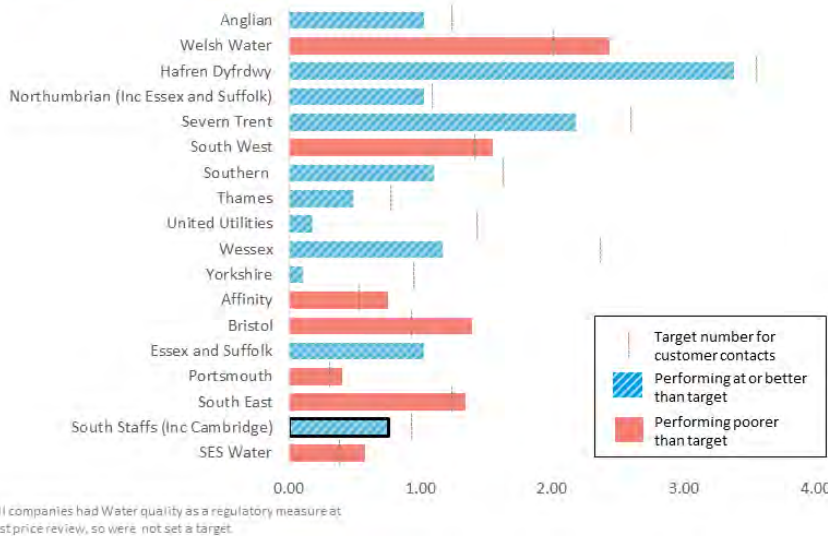
## Water quality: Appearance, taste and smell of tap water

**South Staffs and Cambridge Water are currently performing better than target**

Tap water may look discoloured or taste/smell different to usual. Although still safe to drink, people may prefer bottled water as a precaution until it returns to normal.



Number of customer contacts received regarding water quality incidents, per 1,000 properties. **(A lower number is better.)**



Company	Performance against target
Anglian	-21%
Welsh Water	20%
Hafren Dyfrdwy	-4%
Northumbrian (Inc Essex & Suffolk)	-10%
Severn Trent	-16%
South West	6%
Southern	-34%
Thames	-42%
United Utilities	-88%
Wessex	-51%
Yorkshire	-89%
Affinity	23%
Bristol	39%
Essex and Suffolk	2%
Portsmouth	4%
South East	4%
<b>South Staffs (Inc Cambridge)</b>	<b>-24%</b>
SES Water	23%

Company performance against targets.  
**(A negative percentage is better.)**

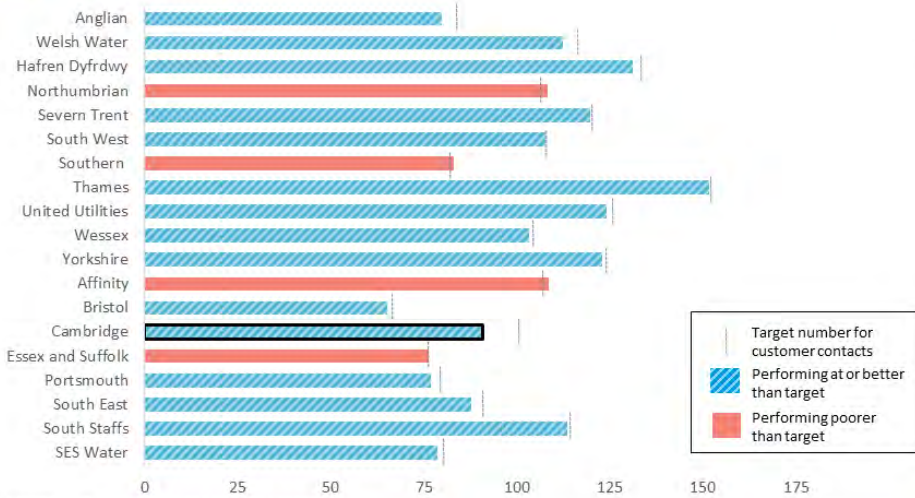
**NEW PAGE:** This next slide shows you how Cambridge Water is performing on the measure of **water leakage from its network:**

Insert slide 12 from pre-task deck

## Leaks: The amount of water lost due to leaks from water mains and pipes

**Cambridge Water is currently performing better than target**

Leakage per property per day  
**(A lower number is better.)**



Not all companies had Water quality as a regulatory measure at the last price review, so were not set a target.

Leaks can affect customers directly if their water supply is affected. They are sometimes unnoticed if underground. But leakage is often seen in the media and has a cost to people on their bills and a cost to the environment.



Company	Performance against target
Anglian	-1%
Welsh Water	-1%
Hafren Dyfrdwy	-5%
Northumbrian	-3%
Severn Trent	-1%
South West	0%
Southern	1%
Thames	0%
United Utilities	-3%
Wessex	-7%
Yorkshire	-1%
Affinity	1%
Bristol	0%
<b>Cambridge</b>	<b>-9%</b>
Essex and Suffolk	1%
Portsmouth	-6%
South East	-3%
South Staffs	-2%
SES Water	-3%

Company performance against targets.  
**(A lower percentage is better.)**

That's all the graphs and tables for now.

Please write in whether you have any questions or comments about Cambridge Water's performance on those key measures:

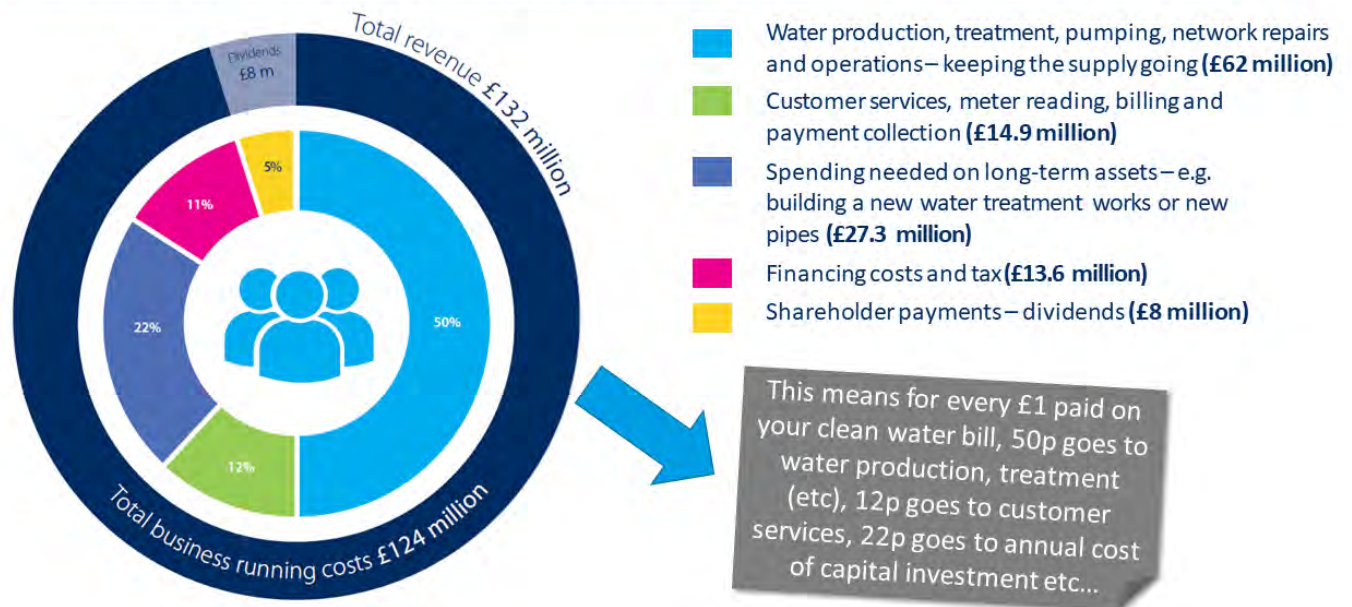
### Introduction to Task Nine

Please review this slide. It tells you about how every £1 of your clean water bill is spent to run the company, split across a number of important areas:

[Insert slide 13 from pre-task deck](#)

## How Cambridge Water uses the money it gets from customers' bills

Customers are charged separately for their wastewater services, provided by Anglian Water. The money collected from customers' clean water bill by Cambridge Water funds many areas.



If you have any questions then please write in the space below.

### Introduction to Task Ten




The next two slides will introduce you to the main highlights of Cambridge Water's proposed Business Plan. We will discuss this in detail at the face to face session, but this gives you some information before we meet.

The first slide shows part of the business plan. It outlines three of the biggest investment areas Cambridge Water intends to focus on to deliver improvements and upgrades to the service over the period 2025-2030. For example, you will see that it shows that there will be investment in the 'environmental' areas to tackle the challenges the company faces and that those improvements will cost each customer just over £12 a year more on their combined water and wastewater bill, over that five year period.

**Insert slide 14 from pre-task deck**



## The proposed plan to meet the challenges faced

Bill Impact	£116m or £12.10 on the average annual bill	£24m or £2.50 on the average annual bill	£22m or £2.30 on the average annual bill
	<b>Environmental challenges</b> <ul style="list-style-type: none"> <li>Currently, only 14% of rivers in England are classed as healthy and able to fully recover if damaged.</li> <li>Population growth (close to 20%) and climate change means less water for the environment and more pressure on supplies to meet human demand</li> <li>Reducing carbon emissions from our operations to help tackle global warming.</li> </ul>	<b>Water quality challenges</b> <ul style="list-style-type: none"> <li>The water environment is becoming increasingly polluted, which means finding better ways to treat it to make safe for human consumption.</li> <li>There are risks in the pipe network – such as lead pipes. Around 1 in 4 properties are supplied by lead pipes.</li> </ul>	<b>Resilience challenges</b> <ul style="list-style-type: none"> <li>Ageing infrastructure that needs investment to ensure it is fit for the future.</li> <li>More storms, cold snaps and periods of very hot weather means we need to protect our sites to reduce the chance of them failing.</li> </ul>
	<b>Investment</b> <ul style="list-style-type: none"> <li>£16m* to help restore the water environment.</li> <li>£37m* to roll out new metering technology across our customer base.</li> <li>£57m* to lay the preparations for new water sources – a major new reservoir and a water transfer. <b>Must-do</b></li> <li>£6m to replace our fleet with electric vehicles. <b>Should-do</b></li> </ul>	<b>Investment</b> <ul style="list-style-type: none"> <li>£4m* to improve the filtration process across water treatment sites and mains cleaning to remove sediment build up.</li> <li>£13m* on improved disinfection processes at seven of our sites, including ultraviolet (UV) treatment. <b>Must-do</b></li> <li>£7m to increase the rate at which lead pipes are removed from properties, including targeting vulnerable groups. <b>Should-do</b></li> </ul>	<b>Investment</b> <ul style="list-style-type: none"> <li>£9m on laying more pipes, so if one fails we can still move water around to customers.</li> <li>£10m on upgrading our sites – e.g. power generators to ensure resilience to power cuts</li> <li>£3m on using smart sensors and technology to identify issues before they cause damage to pipes and other parts of the network. <b>Should-do</b></li> </ul>
	<b>Benefits of investments</b> <ul style="list-style-type: none"> <li>More water environments to have a healthy level of water flowing in them and to allow habitats to flourish.</li> <li>Water usage can be better understood, help spot leaks faster and offer customers new tariffs to help encourage people to use less.</li> <li>Ensures secure and reliable water supplies, now and in the future.</li> </ul>	<b>Benefits of investments</b> <ul style="list-style-type: none"> <li>Fewer customers impacted by unwanted changes to their water supply - taste, smell and colour</li> <li>Extra layer of protection from potential water quality risks.</li> <li>Reduced dependence on chemicals added to treat water in the long run.</li> <li>Reduced number of lead supply pipes found on customer properties.</li> </ul>	<b>Benefits of investments</b> <ul style="list-style-type: none"> <li>Less chance of any failures which shut down water production sites, which therefore keeps water flowing, even with increasing extreme weather conditions.</li> <li>Improved ability to identify issues proactively to better manage our network for domestic and business users.</li> </ul>

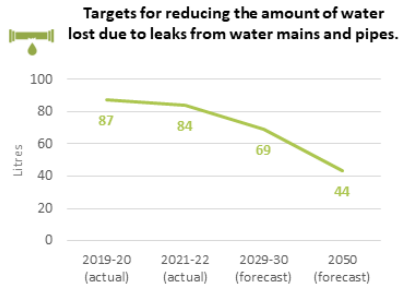
\* These investments are the ones that your water company has put forward in its plan as the best way to meet statutory/legal requirements

**NEW PAGE:** This next slide shows the performance levels that Cambridge Water intends to deliver across the three different measures we looked at before. The legal and environmental regulators have not set any specific targets for further improving water quality and reducing the number of water supply interruptions, so the targets shown in the charts are what Cambridge Water think the target should be to deliver improvements in the service for customers. There is a national mandatory target to reduce leakage levels by 2050 by 50% (from the 2017/18 level) which Cambridge Water is aiming to achieve.

Insert slide 15 from pre-task deck

# Cambridge Water's proposed performance targets for 2025-2030

## Reducing leaks



Amount of water lost from pipes, expressed per property per day, in litres. A lower number is better.

### Performance:

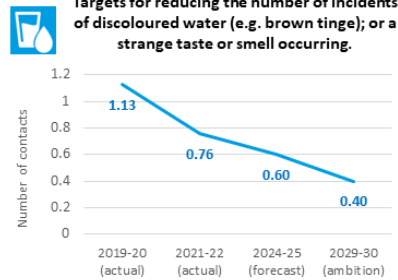
- 2021/22 industry rank: 8<sup>th</sup> of 17

Impacted by factors such as condition and age of network and more extreme weather. However, we are working hard to meet our end of period target. Our ambition is reduce leakage by 50% by the 2050 target from 2017/18 levels, and our interim targets reflect this trajectory.

### Strategy:

Use advanced leakage detection techniques and increased smart metering to find leaks quicker on both our pipes and those on customer properties. This means we will take less water from the environment.

## Appearance, taste and smell of tap water



Number of customer contacts received about water quality incidents, expressed per 1,000 properties. A lower number is better.

### Performance:

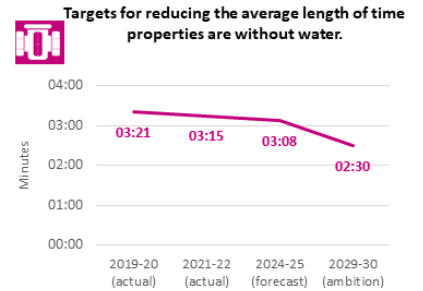
- 2021/22 industry rank: 5<sup>th</sup> of 17

Improvements in recent years through setting challenging targets that go above and beyond statutory requirements across our whole water supply chain. The latest major upgrades to our two largest water treatment works due for completion in 2025 will help maintain the positive trend.

### Strategy:

Building on our largest-ever investment programme for water quality, we will further invest in addressing specific risks to achieve sector leading levels of customer contacts about the colour, taste and smell of their water.

## Unplanned interruptions



Average duration properties are without water, when the interruption to supply lasts for more than 3 hours, expressed by minutes per property. A lower number is better.

### Performance

- 2021/22 industry rank: 4<sup>th</sup> of 17

Delivered and maintained a step-change in performance from over 8 minutes in 2017-18. Achieved through redesigning our operations to facilitate rapid responses to customer supply interruptions. Our ambition is to continue this trend and maintain our top 4 position, in at least 4 of the years between 2020-2025.

### Strategy:

Build on our performance by continuing to invest in our pipe networks and invest in technology to allow more real time intelligence on our networks. This will allow us to react even quicker in the future.

We will discuss these plans in the face to face sessions but please write in whether you have any questions or comments about Cambridge Water's intended performance on those key measures or the proposed investment schemes.

## Introduction to Task Eleven

**Future customers only:** Before we get together, please answer the question below about your water company.

**NHH and HH customers only:** Before we get together, please answer the question below about the affordability of your current combined water and wastewater bill. Cambridge Water has provided this from its latest records, which covers charges over a year period. This relates to the water bill your household pays.

**NHH customers only: Question:** Please write in your organisation's current water and sewerage services bill for the most recent 12 months, including site area (surface water) drainage where relevant: £

**NHH customers only: Question:** How easy or difficult is it for your organisation to afford to pay your current water and sewerage bill?

Please answer one only:

1. Very easy
2. Fairly easy
3. Neither easy nor difficult
4. Fairly difficult
5. Very difficult

6. Don't know

**NHH customers only: Question:** Which of the following aspects of service is most important for the day-to-day operation of your business?

Please rank in order of importance with 1 being most important. Equal ranking are allowed.

1. A reliable water supply service – not prone to interruptions
2. Consistent water pressure
3. Reliable and consistent water supply quality (taste, smell, appearance of water)
4. Responsive customer service when there is a problem
5. Accurate bills
6. Reliable removal and treatment of water used at the business premises
7. Reliable removal of rainwater from the site
8. Other – specify:

Please tell us what your other priority is. If you don't have one, please leave it ranked last on the list above you have ordered.

**NHH customers only: Question:** What are your business's expectations for future clean water **services** – what would you most like to see improved? Please rank by priority with 1 being the highest priority. Equal rankings are allowed.

1. A reliable water supply service – not prone to interruptions
2. Consistent water pressure
3. Reliable and consistent water supply quality (taste, smell, appearance of water)
4. Responsive customer service when there is a problem
5. Accurate bills
6. Reliable removal and treatment of water used at the business premises
7. Reliable removal of rainwater from the site

**HH customers only: Question:** Your current water bill is **FROM SAMPLE**. How easy or difficult is it for you to afford to pay your current water bill?

Please answer one only:

1. Very easy
2. Fairly easy
3. Neither easy nor difficult
4. Fairly difficult
5. Very difficult
6. Don't know

**Future customers only: Question:** The information has probably given you an impression of the water company operating in your area to supply water. If 10 is 'very interesting' and 0 is 'very unimpressed', how are you feeling about your water company. Please write a sentence or two explaining your view:



10 – Very interesting

9

8

7

6

5

4

3

2

1

0 – Very unimpressed

**All customers: Question:** As we mentioned at the beginning of this pre-task, we will start the session discussing your reactions to the information you have just read. As you've read through it, please list the 3 or 4 things that are new / interesting / surprising to you:

1)

2)

3)

4)

Please have these to hand during the research group discussion.

We are looking forward to meeting you. If you have any questions before the session, please contact us at:

[omar.shareef@accent-mr.com](mailto:omar.shareef@accent-mr.com).

See you very soon.

Rachel, Nancy and Sharon

Accent Research Team

# Cambridge Water - Scripts – CVIS

Hello and thank you very much for agreeing to be part of our exciting research project for Cambridge Water.

As part of this important project, we will be talking to customers served by Cambridge Water. We're delighted that you will be coming along to an interview, conducted via Zoom, where we will present and discuss Cambridge Water's business plan for 2025-2030. Your feedback will help the company to finalise its plan.

Before your interview, we need you to read through and complete this exercise, which is all laid out on the following screens. It has been designed to take no longer than 20 minutes of your time.

The exercise includes twelve tasks for you to read through and then a few questions to answer at the end. Some of the information about your water company may be new to you, but please be reassured that you don't need to understand everything you read ahead of the session. If you have questions then please type them in as you go along in the spaces provided. We will collate any questions/responses and respond to these during your interview.

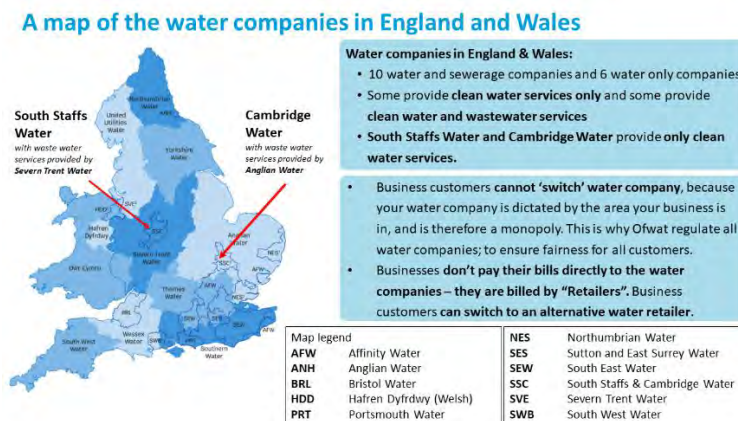
If you have any technical issues related to this platform and completing the exercise then please contact [omar.shareef@accent-mr.com](mailto:omar.shareef@accent-mr.com).

Accent Research Team

## Introduction to Task One

On the first slide there is a map of England and Wales that shows South Staffs and Cambridge Water's operating area:

Insert slide 1 from pre-task deck



If you have any questions then please write in the space below.

## Introduction to Task Two

The next slide shows you some key facts about what South Staffs and Cambridge Water do and the service they provide:

Insert slide 2 from pre-task deck

### Cambridge Water was merged with South Staffs Water in 2013 – here's an overview of what they do every day across the two regions

Collect and treat water	Store and distribute water	Customer services, billing and support for those who need extra help
 <p>48 underground sources 2 surface water reservoirs 40 water treatment works</p> <p>1.66 million people living in just under 700,000 homes and working in over 42,500 business properties</p>	 <p>69 service reservoirs and water towers to store water locally for supply</p> <p>160 pumping stations which send water through 8,670km of pipes</p>	<p>Take meter readings: 45% (South Staffs Water) and 75% (Cambridge Water) of domestic properties have a water meter. The figure is over 90% for business properties in both regions</p> <p>Customer service: helping customers in person, by phone or through digital channels - e.g. e-mail</p> <p>Sending bills: by email, through an app or by post</p> <p>Providing support for customers who need extra assistance because of medical, learning, physical disabilities.</p> <p>Providing extra support for customers struggling to pay their bills – e.g. discounted bills or payment plans</p> <p>The companies manages a Priority Services Register which currently has more than 66,500 customers registered for support.</p> <p>There are currently over 52,000 customers receiving discounted bills</p>
<p>One thing South Staffs Water and Cambridge Water don't do is take away the waste water which has been used in homes and businesses across the regions they supply. That is the responsibility of Severn Trent Water in the South Staffs region and Anglian Water in the Cambridge region.</p>		

If you have any questions then please write in the space below.

### Introduction to Task Three

Next you will see some key facts about the customers that South Staffs and Cambridge Water serve and the infrastructure that they manage:

Insert slide 3 from pre-task deck

## More about the areas that Cambridge Water and South Staff serve



- Serves 1.3 million people across an area of 1,500 km<sup>2</sup>
- Living in around 556,000 homes and working in almost 35,000 business properties
- Supply 305 million litres water per day – or 1.67 million full bath tubs
- Drinking water comes from 2 surface water sources (River Severn and Blithfield reservoir) and 25 underground water sources



- Serves almost 360,000 people across 1,175sq km
- Living in around 140,000 homes and working in almost 9,000 business properties
- Supply close to 83 million litres water per day - or 333,000 full bath tubs.
- Drinking water comes from 23 underground water sources, which feed the regions chalk streams.

To learn more about Cambridge Water and the region you live in please watch this video



Click [here](#) to watch video or [here](#) to read video transcript

If you have any questions then please write in the space below.

### Introduction to Task Four



This slide includes a video with more information about South Staffs Water. Please click on the link to watch the video or read the video transcript if you can't get the video to work.

**Insert slide 4 from pre-task deck**

## More about Cambridge Water

To know more about Cambridge Water please watch this video or read the transcript



Click [here](#) to watch video or [here](#) to read video transcript

**Video transcript: about Cambridge Water and its challenges**

### Cambridge Water

- We supply clean water to **360,000** people - living in 140,000 homes and working in 9,000 business properties. As clean-water supplier, this means we do not take away your waste water.
- On average, our customers use a combined total of **330,000 full bath tubs** of water every day or just over 1 tub each.
- This water comes from **23 underground water sources (which feed the regions chalk streams)**
- Every day our people focus on
  - Collecting water from the environment, treating it and transporting it to customers premises through **2,470km** of pipes stations – **that's the Equivalent of Cambridge to Athens** - powered by **47** pumping stations
  - Maintaining, repairing and renewing of all these assets
  - Working with landowners and local communities to help restore the natural environment
  - Providing customer service and supporting more than **3,360** customers with discounted bills and assisting more than **8,900** customers who need extra help accessing our services.
- We have always been privately owned. The amount of money that will go to shareholders between 2020 and 2025 is **2 - 5%** of customers' bills each year.

We are facing many challenges:

- Only **14%** of rivers in England are in a healthy condition and able to fully recover if damaged. We need to restore the environment
- **The population is likely to grow by 19% by 2045** and changing rainfall patterns means our region is now classed as "high risk". This means that there will not be enough to meet human demand. We need to make better use of the water we have and find new sources
- **Our carbon emissions need to be reduced as fast as possible** to combat the impacts of global warming and we need to remove non-recyclable plastic from our operations
- Our customers **are demanding ever higher levels of customer service**, and we need to find new and better ways to help those who need extra support to access their water services.

If you have any questions then please write in the space below.

### Introduction to Task Five

Next you will see some information on how the water industry is overseen by a number of regulators.

**Insert slide 5 from pre-task deck**

### How the water industry is overseen

Regulators	Main roles
 <p>Environment Agency</p>	<ul style="list-style-type: none"> <li>• Holds water companies to account to protect and restore the environment</li> <li>• Works with water companies to ensure long-term plans to maintain water supplies are done in a sustainable way</li> </ul>
 <p>Drinking Water Inspectorate</p>	<ul style="list-style-type: none"> <li>• Holds water companies to account that the water supplied in England and Wales is safe and that drinking water quality is acceptable for customers</li> </ul>
 <p>Consumer Council for Water</p>	<ul style="list-style-type: none"> <li>• Represents customers on matters relating to their water supply and services – the "water watchdog"</li> <li>• Investigates complaints and provides advice to ensure water services remain fair and affordable for customers</li> </ul>
 <p>Office of Water Services</p>	<ul style="list-style-type: none"> <li>• The water regulator makes sure companies do their job properly, including fair pricing for customers and ensuring there is always a reliable water supply and that companies improve their service</li> </ul>

If you have any questions then please write in the space below.

### Introduction to Task Six

This provides a bit of background on the role of the water regulator, Ofwat, specifically:

**Insert slide 6 from pre-task deck**

## More about the role of Ofwat

- Ofwat (Water Services Regulation Authority) is the economic regulator for the water and sewerage sectors in England and Wales. It is responsible for making sure that water companies are regulated to provide customers with a good quality and efficient service at a fair price.
- Every five years, water companies develop a 'business plan' that sets out how they want to develop their services, and the proposed cost to customers. As customers are not able to choose their water company, water companies must give them a say about what they want from their services and the price they pay. Talking to customers also helps water companies prioritise what to do first or what to do most of – because they are not able to fund everything they would like to do or do all of the things that customers might want them to do
- The business plan and prices are then finalised by Ofwat in a process known as the Price Review. There is more information about this here: 'All about the price review'. Available at: <https://www.youtube.com/watch?v=OWmivC93AE8>

- One of the ways that people have their say is through this research, which will explain what the plans are for where you live, and ask what you think – whether the plans are 'acceptable' to you and whether you can afford the proposed water bills from 2025-2030
- Water companies also have to show Ofwat that their plans reflect what their customers want otherwise they can be penalised – that means refining the plans based on what customers tell them.



If you have any questions then please write in the space below.

## Introduction to Task Seven

The next slides give you some information about how Cambridge Water's performance is monitored by Ofwat:

Insert slides 7 and 8 from pre-task deck

### How water company performance is monitored

Water companies are currently part way through their five-year business plan for 2020 to 2025. They have service level targets, called 'performance commitments', in every five-year business plan. These targets are based on what customers have previously told companies they would like them to do, and on Ofwat's assessment of what companies should deliver. These targets cover a wide range of the different services that water companies provide.

Ofwat monitors water company performance against each performance commitment every year to see if they have met the target service level in their business plan. We are going to show you how well your water company is doing on some of its performance commitments, compared to other water companies in England and Wales.

These performance commitments are a snapshot out of the wide range of services companies provide. We are showing these examples as customers have told us they are particularly important to them.



### How water company performance is monitored

- Water companies have to provide reliable services, and plan for their services to be resilient to changing weather patterns and demand from consumers
- Companies can miss or exceed performance commitment targets for a number of reasons. For example, leaks from pipes happen more often after very cold weather, which can contribute to a company not meeting the target

- If a company **misses a target** then they receive a **penalty** to reflect the poorer service that customers have received



- If they not just meet but **exceed a target** then they can receive a **reward** to reflect this



In the year 2021/22, out of **17 financial Performance Commitments**, South Staffs Water and Cambridge Water passed **12** and failed **5**. At the end of each year the company adds up all the rewards and penalties it has received.

South Staffs Water and Cambridge Water are responsible for paying any penalties for missing targets; this cost is not covered by an increase to customer bills.

If you have any questions then please write in the space below.

## Introduction to Task Eight

We will now show you how Cambridge Water has performed against some of the key targets it has, and a comparison against how other water and waste water companies are performing.

An explanation on what's contained on these slides is shown below:

### Insert slide 9 from pre-task deck

#### How to read comparison information about water company performance

Next, we will show you 3 pages displaying water companies' performance. The blue boxes below show you how to read the information.

This title tells you the type of performance commitment

This summarises how well South Staffs and Cambridge Water did on meeting the target set

The chart shows how well each company performs, with separate figures for South Staffs and Cambridge Water. Blue = at or better than target. Pink = poorer than target. Shorter bar = better. Dashed line = target

Supply interruptions: the average length of time properties are without water

More information on what is being measured and how

The table shows performance against the target and how far from the target. Blue means on or better than target. Pink means poorer/ below target. Smaller number is better (which means -52% is better than -20%)

**NEW PAGE:** This first slide shows you how Cambridge Water is performing on the measure of water supply interruptions:

### Insert slide 10 from pre-task deck

## Supply interruptions: the average length of time properties are without water

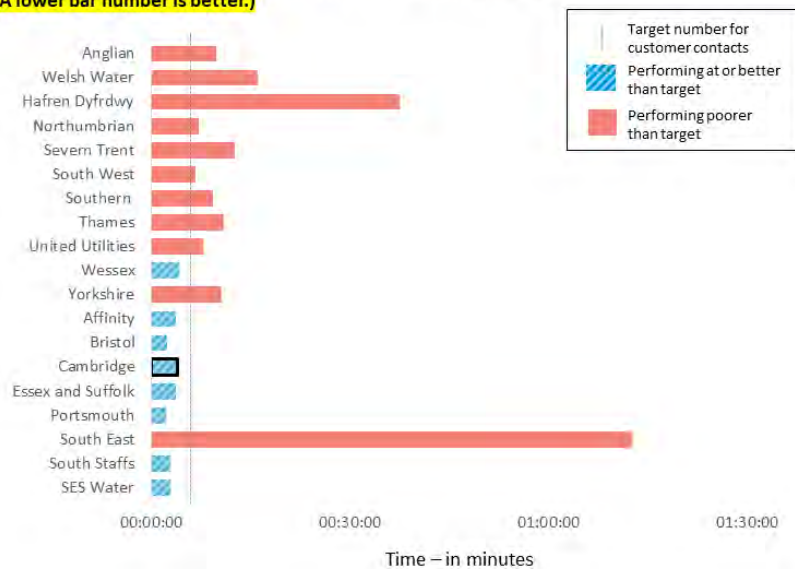
**Cambridge Water is currently performing better than target**

If a water supply is interrupted without warning for between 3 and 6 hours, it would not be possible to draw water from the taps or flush the toilet; it may be necessary to buy bottled water.



Duration without water for more than 3 hours by minutes per property.

**(A lower bar number is better.)**



Company	Performance against target
Anglian	60%
Welsh Water	164%
Hafren Dyfrdwy	511%
Northumbrian	18%
Severn Trent	106%
South West	11%
Southern	53%
Thames	80%
United Utilities	30%
Wessex	-32%
Yorkshire	73%
Affinity	-39%
Bristol	-59%
<b>Cambridge</b>	<b>-35%</b>
Essex and Suffolk	-39%
Portsmouth	-62%
South East	1083%
South Staffs	-51%
SES Water	-52%

Company performance against targets. **(A negative percentage is better.)**

**NEW PAGE:** This next slide shows you how South Staffs and Cambridge Water is performing on the measure of the appearance, taste and smell of tap water:

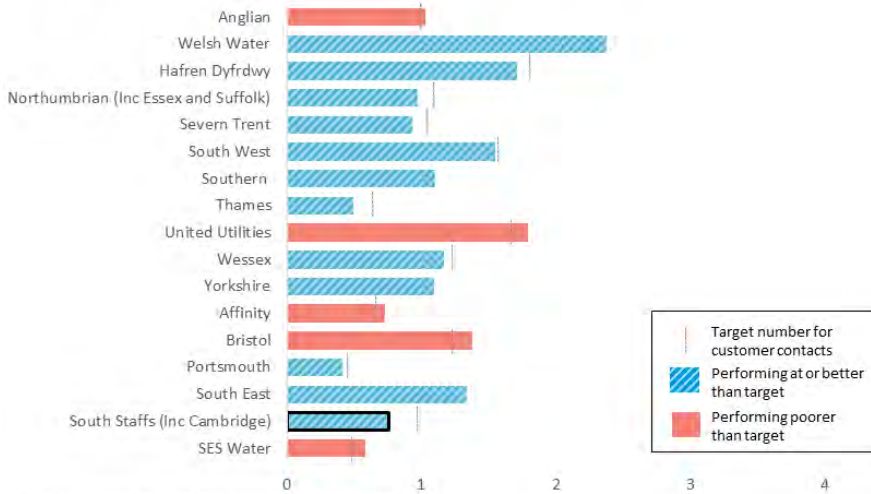
### Insert slide 11 from pre-task deck



## Water quality: Appearance, taste and smell of tap water

**South Staffs and Cambridge Water are currently performing better than target**

Number of customer contacts received regarding water quality incidents, per 1,000 properties. **(A lower number is better.)**



Not all companies had Water quality as a regulatory measure at the last price review, so were not set a target.

Tap water may look discoloured or taste/smell different to usual. Although still safe to drink, people may prefer bottled water as a precaution until it returns to normal.



Company	Performance against target
Anglian	1.9%
Welsh Water	-4%
Hafren Dyfrdwy	-13%
Northumbrian (Inc Essex & Suffolk)	-16%
Severn Trent	-3%
South West	-18%
Southern	12%
Thames	-4%
United Utilities	9%
Wessex	27%
Yorkshire	-5%
Affinity	-24%
Bristol	14%
Portsmouth	-5%
South East	-18%
<b>South Staffs (Inc Cambridge)</b>	<b>-24%</b>
SES Water	14%

Company performance against targets. **(A negative percentage is better.)**

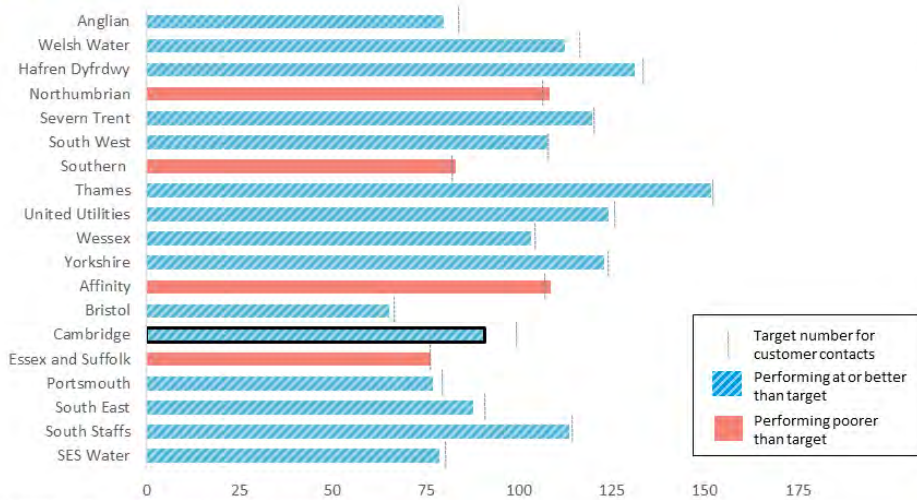
**NEW PAGE:** This next slide shows you how South Staffs Water is performing on the measure of water leakage from its network:

Insert slide 12 from pre-task deck

## Leaks: The amount of water lost due to leaks from water mains and pipes

**Cambridge Water is currently performing better than target**

Leakage per property per day **(A lower number is better.)**



Not all companies had Water quality as a regulatory measure at the last price review, so were not set a target.

Leaks can affect customers directly if their water supply is affected. They are sometimes unnoticed if underground. But leakage is often seen in the media and has a cost to people on their bills and a cost to the environment.



Company	Performance against target
Anglian	-1%
Welsh Water	-1%
Hafren Dyfrdwy	-5%
Northumbrian	3%
Severn Trent	-1%
South West	0%
Southern	1%
Thames	0%
United Utilities	-3%
Wessex	-7%
Yorkshire	-1%
Affinity	1%
Bristol	0%
<b>Cambridge</b>	<b>-9%</b>
Essex and Suffolk	1%
Portsmouth	-6%
South East	-3%
South Staffs	-2%
SES Water	-3%

Company performance against targets. **(A lower percentage is better.)**

That's all the graphs and tables for now.

Please write in whether you have any questions or comments about South Staffs Water’s performance on those key measures:

### Introduction to Task Nine

This slide details how Cambridge Water provide assistance to customers who may need extra support.

Insert slide 13 from pre-task deck

## Cambridge Water currently offers the following to help customers who need extra support

### Help with accessing services

All water companies run a **Priority Services Register (PSR)** where they keep details of the extra support that people need to access their services:

- The PSR ensures support is provided for customers who need extra assistance because of medical, learning or physical disabilities
- There are currently more than **8,900** people registered for support across the region
- In 2022/23 the company’s latest independent research showed that **30%** of customers were aware that the company offer extra help for customers who need support to access its services.

#### Priority Services Register

This includes dropping **bottled water** to customers who can’t get out and about to collect or buy bottled water during a period when the water supply is temporarily cut off – e.g. if a pipe in the road bursts.

The PSR also **helps with bills** – such as providing braille versions or phone support to discuss bills. Customers can also nominate a friend or relative to manage their account or set-up password protection on an account – e.g. if a customer is suffering from a learning or other condition, such as dementia. More information on this can be found [here](#).

### Help with paying water bills

There are currently over **3,360** customers receiving discounted water bills across the Cambridge Water region.

- If a customer is on water meter, **support and advice** can also be offered to help lower the water bill
- In 2022/23 the company’s latest independent research showed that **52%** of customers were aware that the company offers support for customers struggling to pay their bills – the figure was under 10% in 2015/26
- If a customer does not qualify for discounted bill, the company also offers any customer **payment breaks** and **payment plans** which are designed to help customers manage their payments over the year

#### Assure – by Cambridge Water

The company’s discounted tariff for households with an income of less than £19,050. For each dependent child living at the property this amount increased by £1,500. Customers receive 60% off their water bill in Year 1 and 40% off their water bill in Year 2. More information on this can be found [here](#).

#### WaterSure – national scheme

This tariff provides a capped bill to households with a water meter that receive one or more of a number of benefits. It also covers households with a person living with a medical condition that requires lots of water to manage and/or those with three or more dependent children. More information on this can be found [here](#).

This slide details the support that Cambridge Water is planning to provide from 2025-2030 for customers who may require extra assistance.

Insert slide 14 from pre-task deck

# Cambridge Water's plans for 2025-2030 to help customers who need extra support

## Help with accessing services

- Continue to grow the PSR and offer a **dedicated helpline** where customers can contact and be contacted to discuss their needs
- Continue to **improve clarity and effectiveness of communications** and promote real-life stories of how being on the PSR can help customers, to encourage those who are reluctant to sign-up
- **Improve links with more stakeholders** in communities to make sure more customers are pro-actively identified to go onto the PSR.



The three main areas of focus – making it easy to access support, removing any barriers to signing up and contacting the company for support and raising awareness of the support so more people can get help

## Help with paying water bills

The number of low-income households that will require this support over the coming years is expected to be more than **90,000**. To account for this increase, SSC will focus on securing funding that will enable the company to maintain and increase the number of customers supported on its Assure discounted tariff. Additional areas of support include the following:

- Trial an **innovative tariff** to offer support to customers who are financially struggling yet don't qualify for Assure as their household income is over £19,000. Customers will need to be on a water meter and the cost of water for any essential use will be discounted
- Deliver a **digital financial calculator** that can be used by employees and customers to find out what financial help is available and make sure they are on the best payment plan
- Create a **digital application for our Assure tariff**, to be used by employees and customers, that will make the application process easier. This removes barriers and increases ease of access by removing the need for printed forms, postage and communications with customer service teams
- Design and deliver a **Customer Affordability and Vulnerability Charter** and **training programme** and ensure that all customer-facing staff receive this training. This will help ensure customers get the best support possible

If you have any questions then please write in the space below.

## Introduction to Task Ten

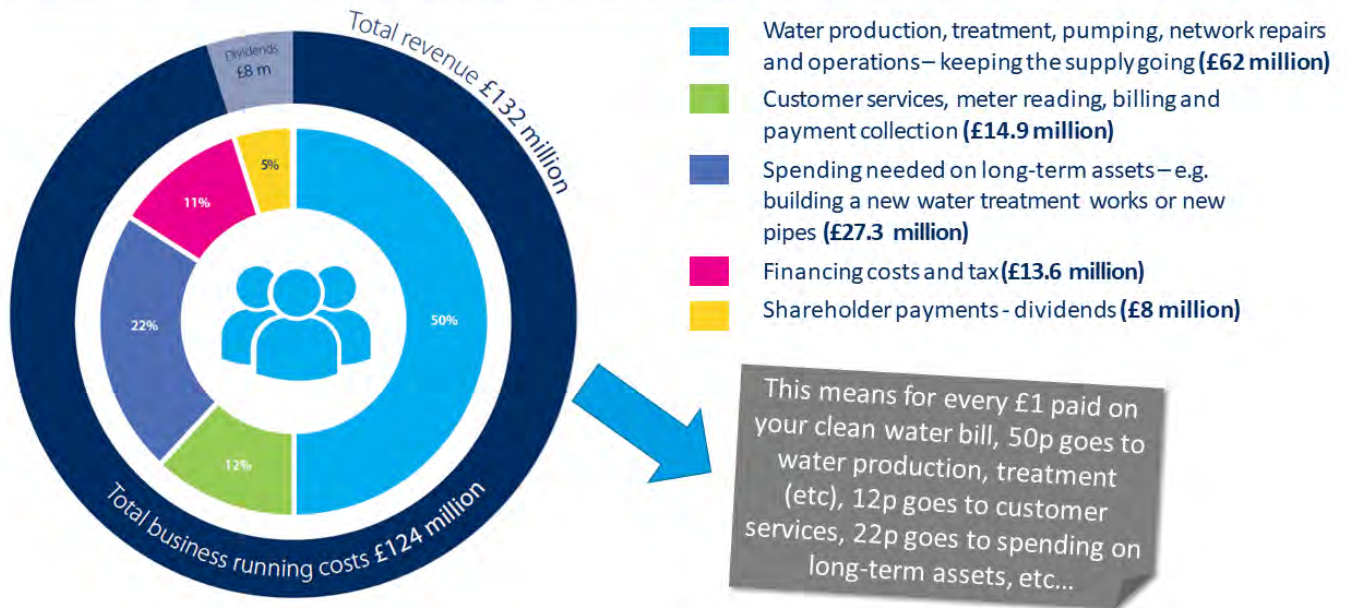
Please review this slide. It tells you about how every £1 of your clean water bill is spent to run the company, split across a number of important areas:

[Insert slide 15 from pre-task deck](#)



## How South Staffs Water uses the money it gets from customers' bills

Customers are charged separately for their wastewater services, provided by Severn Trent Water. The money collected from customers' clean water bill by South Staffs Water funds many areas.



If you have any questions then please write in the space below.



### Introduction to Task Eleven

The next two slides will introduce you to the main highlights of South Staffs Water's proposed Business Plan. We will discuss this in detail during the online session, but this gives you some information before we meet.

The first slide shows part of the business plan. It outlines three of the biggest investment areas South Staffs Water intends to focus on to deliver improvements and upgrades to the service over the period 2025-2030. For example, you will see that it shows that there will be investment in the 'environmental' areas to tackle the challenges the company faces and that those improvements will cost each customer just over £12 a year more on their combined water and wastewater bill, over that five year period.

**Insert slide 16 from pre-task deck**

## The proposed plan to meet the challenges faced

Bill Impact	£116m or £12.10 on the average annual bill	£24m or £2.50 on the average annual bill	£22m or £2.30 on the average annual bill
 <p><b>Challenges</b></p>	<p><b>Environmental challenges</b> <span style="color: blue; font-weight: bold;">+£12.10 per year</span></p> <ul style="list-style-type: none"> <li>Poor river quality.</li> <li>Population growth and climate change placing more pressure on supplies to meet demand.</li> <li>Reducing carbon emissions from our operations to help tackle global warming.</li> </ul>	<p><b>Water quality challenges</b> <span style="color: magenta; font-weight: bold;">+£2.50 per year</span></p> <ul style="list-style-type: none"> <li>Increasingly polluted water environment, that poses risk to human safety.</li> <li>There are risks in the pipe network – such as lead pipes.</li> </ul>	<p><b>Resilience challenges</b> <span style="color: green; font-weight: bold;">+£2.30 per year</span></p> <ul style="list-style-type: none"> <li>Ageing infrastructure that needs investment.</li> <li>Increasingly erratic weather events means we need to protect our sites to reduce the chance of them failing.</li> </ul>
<p>£</p> <p><b>Investment</b></p>	<ul style="list-style-type: none"> <li>£16m* - restore the water environment.</li> <li>£37m* - roll out new metering technology across our customer base.</li> <li>£57m* - lay the preparations for new sources. <span style="color: red; font-weight: bold;">Must-do</span></li> <li>£6m to replace our fleet with electric vehicles <span style="color: green; font-weight: bold;">Should-do</span></li> </ul>	<ul style="list-style-type: none"> <li>£4m* - improve filtration at water treatment sites and mains cleaning, removing sediment build up.</li> <li>£13m* - improve disinfection processes, including ultraviolet (UV) treatment. <span style="color: red; font-weight: bold;">Must-do</span></li> <li>£7m to increase the rate of lead pipes removal from properties, targeting vulnerable groups. <span style="color: green; font-weight: bold;">Should-do</span></li> </ul>	<ul style="list-style-type: none"> <li>£9m on laying more pipes, so if one fails we can still move water around to customers.</li> <li>£10m on upgrading our sites.</li> <li>£3m on using smart sensors and technology to identify issues before they damage the network. <span style="color: green; font-weight: bold;">Should-do</span></li> </ul>
 <p><b>Benefits of investments</b></p>	<ul style="list-style-type: none"> <li>Healthier water environments allowing habitats to flourish.</li> <li>Better understanding of water usage and improved technology for spotting leaks.</li> <li>Ensures secure and reliable water supplies, now and in the future.</li> </ul>	<ul style="list-style-type: none"> <li>Fewer incidents of unwanted changes to water supply - taste, smell and colour and protection from water quality risks.</li> <li>Reduced dependence on chemicals for treatment.</li> <li>Reduced number of lead supply pipes.</li> </ul>	<ul style="list-style-type: none"> <li>Increased network resilience enabling constant supply even with increasing extreme weather conditions.</li> <li>Improved ability to identify issues proactively to better manage our network.</li> </ul>

\* These investments are the ones that your water company has put forward in its plan as the best way to meet statutory/legal requirements

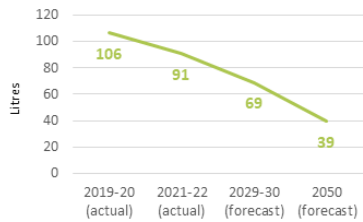
**NEW PAGE:** This next slide shows the performance levels that South Staffs Water intends to deliver across the three different measures we looked at before. The legal and environmental regulators have not set any specific targets for further improving water quality and reducing the number of water supply interruptions, so the targets shown in the charts are what South Staffs Water think the target should be to deliver improvements in the service for customers. There is a national mandatory target to reduce leakage levels by 2050 by 50% (from the 2017/18 level) which South Staffs Water is aiming to achieve.

Insert slide 17 from pre-task deck

# Cambridge Water's proposed performance targets for 2025-2030

## Reducing leaks

**Targets for reducing the amount of water lost due to leaks from water mains and pipes.**



Amount of water lost from pipes, expressed per property per day, in litres. A lower number is better.

### Performance:

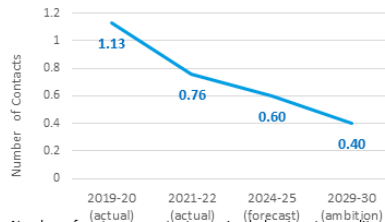
- **2021/22 industry rank: 14<sup>th</sup> of 17**  
Performance impacted by the condition of network and extreme weather events. Our ambition is to reduce leakage by 50% by the 2050 target from 2017/18, which will see an extra £4m investment over the next 2 years.

### Strategy:

Use advanced leakage detection techniques and increased smart metering to find leaks quicker.

## Appearance, taste and smell of tap water

**Targets for reducing the number of incidents of discoloured water (e.g. brown tinge); or a strange taste or smell occurring.**



Number of customer contacts received about water quality incidents, expressed per 1,000 properties. A lower number is better.

### Performance:

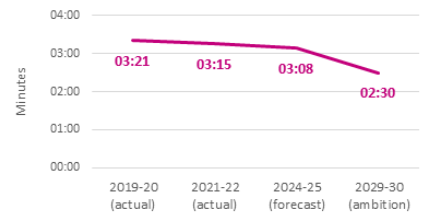
- **2021/22 industry rank: 5<sup>th</sup> of 17**  
Challenging targets have driven improvements in recent years. This will continue due to major upgrades to water treatment works due for completion in 2025.

### Strategy:

Building on our largest-ever investment programme for water quality, focusing on reducing risks to customers' water quality (e.g. colour, taste and smell of their water).

## Unplanned interruptions

**Targets for reducing the average length of time properties are without water.**



Average duration properties are without water, when the interruption to supply lasts for more than 3 hours, expressed by minutes per property. A lower number is better.

### Performance

- **2021/22 industry rank: 4<sup>th</sup> of 17**  
Delivered a step-change in performance from over 8 minutes in 2017-18, by redesigning operations to facilitate rapid responses to customer supply interruptions.

### Strategy:

Continue to invest in our pipe networks and technology to allow more real time intelligence on our networks. This will allow us to react even quicker in the future.

We will discuss these plans in the online session but please write in whether you have any questions or comments about Cambridge Water's intended performance on those key measures or the proposed investment schemes.

## Introduction to Task Twelve

Before we get together, please answer the question below about the affordability of your current combined water and wastewater bill. Cambridge Water has provided this from its latest records, which covers charges over a year period. This relates to the water bill your household pays.

**[FREE-FIND Only]:** Please write in your household's current water and sewerage bill for the most recent 12 months: £

**Question 1:** Your current water bill is **FROM SAMPLE**. How easy or difficult is it for you to afford to pay your current water bill?

Please answer one only:

7. Very easy
8. Fairly easy
9. Neither easy nor difficult
10. Fairly difficult
11. Very difficult
12. Don't know



Question 2: Please indicate from the following list, which things you receive from your water company:

1) A bill in your preferred format:

Braille

Large print

A talking bill

Other – specify:

2) Password used by meter readers and other water company staff who may visit

3) Delivery of bottled water to your home if your water supply is disrupted for more than a few hours

4) A reduced water bill as your household is on a low income

5) Other – specify

6) None of these

We are looking forward to speaking with you. If you have any questions before the session, please contact us at:

[omar.shareef@accent-mr.com](mailto:omar.shareef@accent-mr.com).

See you very soon.

Accent Research Team

# South Staffs Water - Scripts (HH, NHH, Future Customers)

Hello and thank you very much for agreeing to be part of our exciting research project for South Staffs Water.

As part of this important project, we will be talking to customers served by South Staffs Water. We're delighted that you will be coming along to one of these sessions where we will present and discuss South Staffs Water's business plan for 2025-2030. Your feedback will help the company to finalise its plan.

Before you come along, we need you to read through this exercise that we need you to complete before attending the session, which is all laid out on the following screens. It has been designed to take no longer than 20 minutes of your time.

The exercise includes eleven tasks for you to read through and then a few questions to answer at the end. Some of the information about your water company may be new to you, but please be reassured that you don't need to understand everything you read ahead of the session. If you have questions then please type them in as you go along in the spaces provided. We will collate any questions/responses when we can recap at the beginning of the session on 5 June.

If you have any technical issues related to this platform and completing the exercise then please contact [omar.shareef@accent-mr.com](mailto:omar.shareef@accent-mr.com).

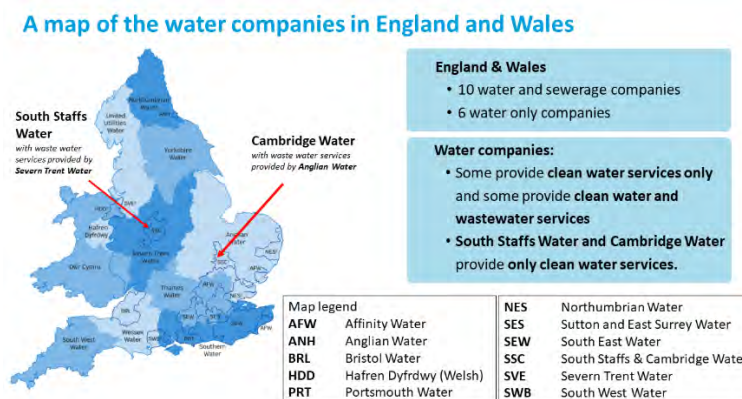
We are really looking forward to meeting you.

Rachel, Nancy and Sharon – Accent Research Team

## Introduction to Task One

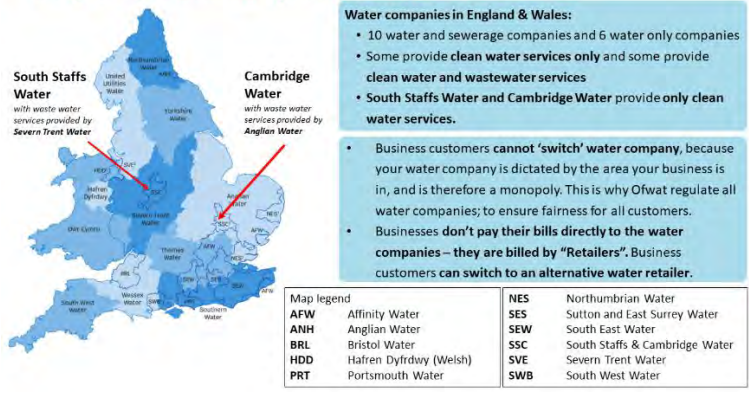
On the first slide there is a map of England and Wales that shows South Staffs and Cambridge Water's operating area:

Insert slide 1 from pre-task deck



**NHH Only**

**A map of the water companies in England and Wales**



If you have any questions then please write in the space below.

**Introduction to Task Two**

The next slide shows you some key facts about what South Staffs and Cambridge Water do and the service they provide:

**Insert slide 2 from pre-task deck**

**Cambridge Water was merged with South Staffs Water in 2013 – here's an overview of what they do every day across the two regions**



If you have any questions then please write in the space below.


**Introduction to Task Three**

Next you will see some key facts about the customers that South Staffs and Cambridge Water serve and the infrastructure that they manage:


**Insert slide 3 from pre-task deck**



## More about the areas that South Staff and Cambridge Water serve



**South Staff Water**



**Cambridge Water**

To learn more about South Staffs Water and the region you live in please watch this video

- Serves 1.3 million people across an area of 1,500 km<sup>2</sup>
- Living in around 556,000 homes and working in almost 35,000 business properties
- Supply 305 million litres water per day - or 1.67 million full bath tubs
- Drinking water comes from 2 surface water sources (River Severn and Blithfield reservoir) and 25 underground water sources

Click [here](#) to watch video or [here](#) to read video transcript

- Serves almost 960,000 people across 1,175sq km
- Living in around 140,000 homes and working in almost 9,000 business properties
- Supply close to 83 million litres water per day - or 333,000 full bath tubs.
- Drinking water comes from 23 underground water sources, which feed the regions chalk streams.

If you have any questions then please write in the space below.

### Introduction to Task Four

This slide includes a video with more information about South Staffs Water. Please click on the link to watch the video or read the video transcript if you can't get the video to work.

**Insert slide 4 from pre-task deck**

### More about South Staffs Water

To know more about South Staffs Water please watch this video or read the transcript



Click [here](#) to watch video or [here](#) to read video transcript

#### Video transcript: about South Staffs Water and its challenges

##### South Staffs Water

- We supply clean water to **1.3 million** people - living in 556,000 homes and working in 35,000 business properties. As clean-water supplies, this means we do not take away your waste water.
- On average, people in our region use a combined total of **1.67 million full bath tubs** of water every day, or just over 1 and a quarter tubs each.
- This water comes from 2 surface water sources (River Severn and Blithfield reservoir) and 25 underground water sources.
- Every day our people focus on
  - collecting water from the environment, treating it and transporting it to customers taps through 6,200km of pipes - **that's the Equivalent of Birmingham to Boston (USA)** - powered by 113 pumping stations
  - Maintaining, repairing and renewing of all these assets
  - Working with landowners and local communities to help restore the natural environment
  - Providing customer service and supporting more than **48,700** customers with discounted bills and assisting more than **97,600** customers who need extra help accessing our services.
- We have always been privately owned. The amount of money that will go to shareholders between 2020 and 2025 is **2 - 5%** of customers' bills each year.

##### We are facing many challenges:

- Only **14%** of rivers in England are in a healthy condition and able to fully recover if damaged. We need to restore the environment
- **The population is likely to grow by 18% by 2045** and changing rainfall patterns means our region is now classed as "high risk". This means that there will not be enough to meet human demand. We need to make better use of the water we have and find new sources
- Our **carbon emissions need to be reduced as fast as possible** to combat the impacts of global warming and we need to remove non-recyclable plastic from our operations
- Our customers are **demanding ever higher levels of customer service**, and we need to find new and better ways to help those who need extra support to access their water services.

If you have any questions then please write in the space below.

### Introduction to Task Five

Next you will see some information on how the water industry is overseen by a number of regulators.

**Insert slide 5 from pre-task deck**

## How the water industry is overseen

Regulators	Main roles
 Environment Agency	<ul style="list-style-type: none"> <li>• Holds water companies to account to protect and restore the environment</li> <li>• Works with water companies to ensure long-term plans to maintain water supplies are done in a sustainable way</li> </ul>
 Drinking Water Inspectorate	<ul style="list-style-type: none"> <li>• Holds water companies to account that the water supplied in England and Wales is safe and that drinking water quality is acceptable for customers</li> </ul>
 Consumer Council for Water	<ul style="list-style-type: none"> <li>• Represents customers on matters relating to their water supply and services – the “water watchdog”</li> <li>• Investigates complaints and provides advice to ensure water services remain fair and affordable for customers</li> </ul>
 Office of Water Services	<ul style="list-style-type: none"> <li>• The water regulator makes sure companies do their job properly, including fair pricing for customers and ensuring there is always a reliable water supply and that companies improve their service</li> </ul>

If you have any questions then please write in the space below.

### Introduction to Task Six

This provides a bit of background on the role of the water regulator, Ofwat, specifically:

**Insert slide 6 from pre-task deck**

#### More about the role of Ofwat

- Ofwat (Water Services Regulation Authority) is the economic regulator for the water and sewerage sectors in England and Wales. It is responsible for making sure that water companies are regulated to provide customers with a good quality and efficient service at a fair price.
- Every five years, water companies develop a 'business plan' that sets out how they want to develop their services, and the proposed cost to customers. As customers are not able to choose their water company, water companies must give them a say about what they want from their services and the price they pay. Talking to customers also helps water companies prioritise what to do first or what to do most of – because they are not able to fund everything they would like to do or do all of the things that customers might want them to do
- The business plan and prices are then finalised by Ofwat in a process known as the Price Review. There is more information about this here: "All about the price review". Available at: <https://www.youtube.com/watch?v=OWmivC93AF8>

- One of the ways that people have their say is through this research, which will explain what the plans are for where you live, and ask what you think – whether the plans are 'acceptable' to you and whether you can afford the proposed water bills from 2025-2030
- Water companies also have to show Ofwat that their plans reflect what their customers want otherwise they can be penalised – that means refining the plans based on what customers tell them.



If you have any questions then please write in the space below.

### Introduction to Task Seven

The next slides give you some information about how South Staffs Water's performance is monitored by Ofwat:

**Insert slides 7 and 8 from pre-task deck**

## How water company performance is monitored

Water companies are currently part way through their five-year business plan for 2020 to 2025. They have service level targets, called 'performance commitments', in every five-year business plan. These targets are based on what customers have previously told companies they would like them to do, and on Ofwat's assessment of what companies should deliver. These targets cover a wide range of the different services that water companies provide.

Ofwat monitors water company performance against each performance commitment every year to see if they have met the target service level in their business plan. We are going to show you how well your water company is doing on some of its performance commitments, compared to other water companies in England and Wales.

These **performance commitments** are a snapshot out of the wide range of services companies provide. We are showing these examples as customers have told us they are particularly important to them.



## How water company performance is monitored

- Water companies have to provide reliable services, and plan for their services to be resilient to changing weather patterns and demand from consumers
- Companies can miss or exceed performance commitment targets for a number of reasons. For example, leaks from pipes happen more often after very cold weather, which can contribute to a company not meeting the target

- If a company **misses a target** then they receive a **penalty** to reflect the poorer service that customers have received



- If they not just meet but **exceed a target** then they can receive a **reward** to reflect this



In the year 2021/22, out of **17 financial Performance Commitments**, South Staffs Water and Cambridge Water passed **12 and failed 5**. At the end of each year the company adds up all the rewards and penalties it has received.

South Staffs Water and Cambridge Water are responsible for paying any penalties for missing targets; this cost is not covered by an increase to customer bills.

If you have any questions then please write in the space below.

## Introduction to Task Eight

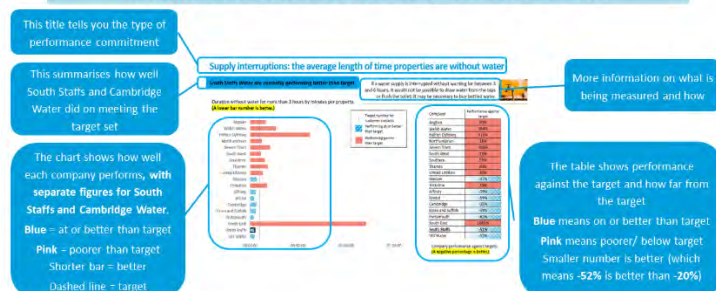
We will now show you how South Staffs Water has performed against some of the key targets it has, and a comparison against how other water and waste water companies are performing.

An explanation on what's contained on these slides is shown below:

### Insert slide 9 from pre-task deck

#### How to read comparison information about water company performance

Next, we will show you 3 pages displaying water companies' performance. The blue boxes below show you how to read the information.





**NEW PAGE:** This first slide shows you how South Staffs Water is performing on the measure of water supply interruptions:

Insert slide 10 from pre-task deck

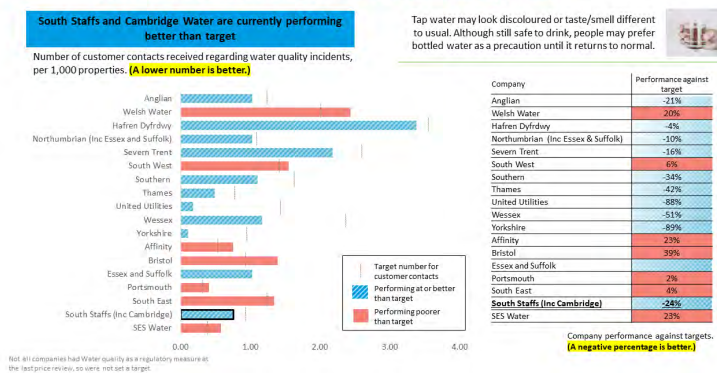
**Supply interruptions: the average length of time properties are without water**



**NEW PAGE:** This next slide shows you how South Staffs and Cambridge Water is performing on the measure of the appearance, taste and smell of tap water:

Insert slide 11 from pre-task deck

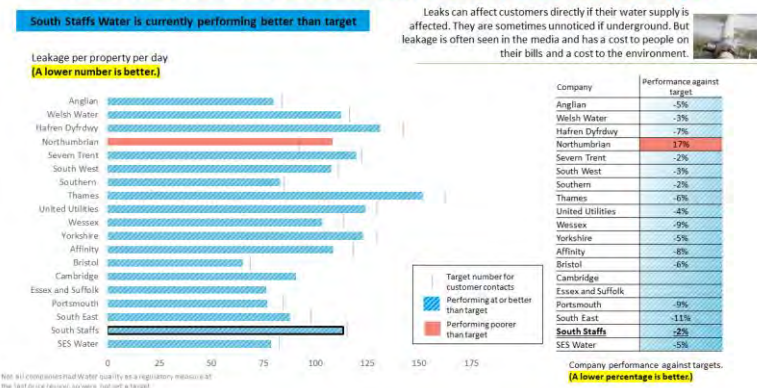
**Water quality: Appearance, taste and smell of tap water**



**NEW PAGE:** This next slide shows you how South Staffs Water is performing on the measure of water leakage from its network:

Insert slide 12 from pre-task deck

**Leaks: The amount of water lost due to leaks from water mains and pipes**

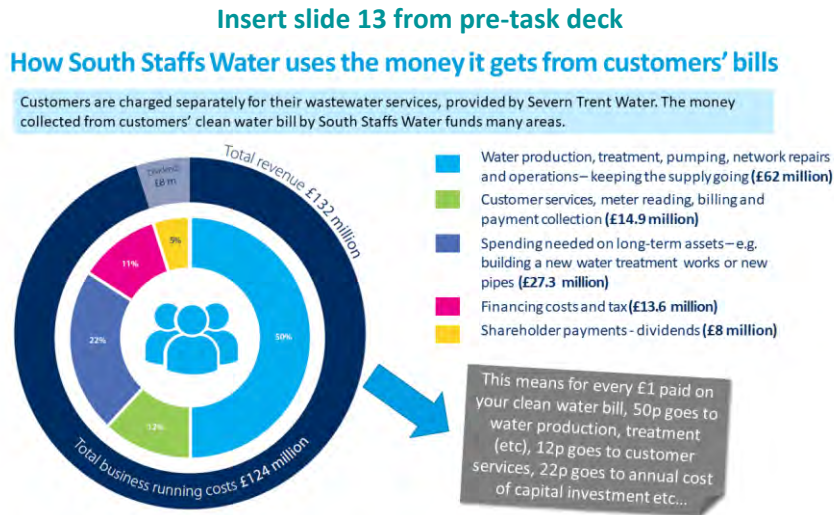


That's all the graphs and tables for now.

Please write in whether you have any questions or comments about South Staffs Water’s performance on those key measures:

### Introduction to Task Nine

Please review this slide. It tells you about how every £1 of your clean water bill is spent to run the company, split across a number of important areas:

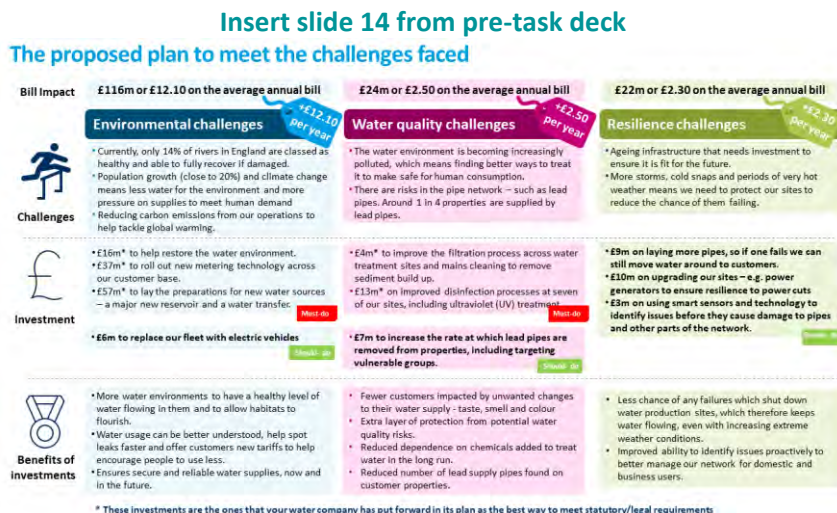


If you have any questions then please write in the space below.

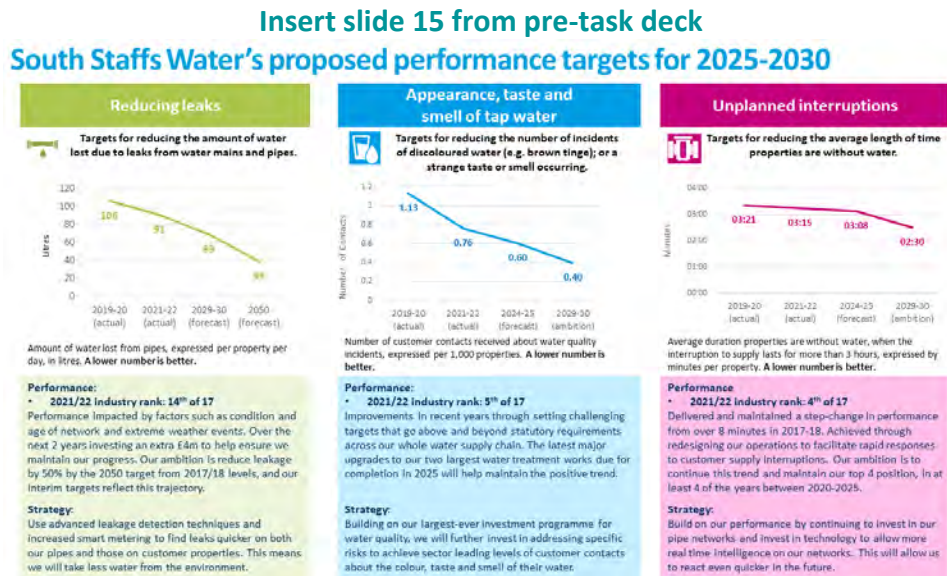
### Introduction to Task Ten

The next two slides will introduce you to the main highlights of South Staffs Water’s proposed Business Plan. We will discuss this in detail at the face to face session, but this gives you some information before we meet.

The first slide shows part of the business plan. It outlines three of the biggest investment areas South Staffs Water intends to focus on to deliver improvements and upgrades to the service over the period 2025-2030. For example, you will see that it shows that there will be investment in the ‘environmental’ areas to tackle the challenges the company faces and that those improvements will cost each customer just over £12 a year more on their combined water and wastewater bill, over that five year period.



**NEW PAGE:** This next slide shows the performance levels that South Staffs Water intends to deliver across the three different measures we looked at before. The legal and environmental regulators have not set any specific targets for further improving water quality and reducing the number of water supply interruptions, so the targets shown in the charts are what South Staffs Water think the target should be to deliver improvements in the service for customers. There is a national mandatory target to reduce leakage levels by 2050 by 50% (from the 2017/18 level) which South Staffs Water is aiming to achieve.



We will discuss these plans in the face to face sessions but please write in whether you have any questions or comments about South Staffs Water's intended performance on those key measures or the proposed investment schemes.

**Introduction to Task Eleven**

**Future customers only:** Before we get together, please answer the question below about your water company.

**NHH and HH customers only:** Before we get together, please answer the question below about the affordability of your current combined water and wastewater bill. South Staffs Water has provided this from its latest records, which covers charges over a year period. This relates to the water bill your household pays.

**NHH customers only: Question:** Please write in your organisation's current water and sewerage services bill for the most recent 12 months, including site area (surface water) drainage where relevant: £

**NHH customers only: Question:** How easy or difficult is it for your organisation to afford to pay your current water and sewerage bill?

Please answer one only:

- 13. Very easy
- 14. Fairly easy



15. Neither easy nor difficult
16. Fairly difficult
17. Very difficult
18. Don't know

**NHH customers only: Question:** Which of the following aspects of service is most important for the day-to-day operation of your business?

Please rank in order of importance with 1 being most important. Equal ranking are allowed.

19. A reliable water supply service – not prone to interruptions
20. Consistent water pressure
21. Reliable and consistent water supply quality (taste, smell, appearance of water)
22. Responsive customer service when there is a problem
23. Accurate bills
24. Reliable removal and treatment of water used at the business premises
25. Reliable removal of rainwater from the site
26. Other – specify:

**NHH customers only: Question:** What are your business's expectations for future clean water **services** – what would you most like to see improved? Please rank by priority with 1 being the highest priority. Equal rankings are allowed.

27. A reliable water supply service – not prone to interruptions
28. Consistent water pressure
29. Reliable and consistent water supply quality (taste, smell, appearance of water)
30. Responsive customer service when there is a problem
31. Accurate bills
32. Reliable removal and treatment of water used at the business premises
33. Reliable removal of rainwater from the site

**HH customers only: Question:** Your current water bill is **FROM SAMPLE**. How easy or difficult is it for you to afford to pay your current water bill?

Please answer one only:

34. Very easy
35. Fairly easy
36. Neither easy nor difficult
37. Fairly difficult
38. Very difficult
39. Don't know

**Future customers only: Question:** The information has probably given you an impression of the water company operating in your area to supply water. If 10 is 'very interesting' and 0 is 'very unimpressed', how are you feeling about your water company. Please write a sentence or two explaining your view:

10 – Very interesting

- 9
- 8
- 7
- 6
- 5
- 4
- 3
- 2
- 1
- 0 – Very unimpressed

**All customers: Question:** As we mentioned at the beginning of this pre-task, we will start the session discussing your reactions to the information you have just read. As you've read through it, please list the 3 or 4 things that are new / interesting / surprising to you:

- 5)
- 6)
- 7)
- 8)

Please have these to hand during the research group discussion.

We are looking forward to meeting you. If you have any questions before the session, please contact us at:

[omar.shareef@accent-mr.com](mailto:omar.shareef@accent-mr.com).

See you very soon.

Rachel, Nancy and Sharon  
Accent Research Team

# South Staffs Water – Scripts for Customer in Vulnerable Circumstance (CIVS)

Hello and thank you very much for agreeing to be part of our exciting research project for South Staffs Water.

As part of this important project, we will be talking to customers served by South Staffs Water. We're delighted that you will be coming along to an interview, conducted via Zoom, where we will present and discuss South Staffs Water's business plan for 2025-2030. Your feedback will help the company to finalise its plan.

Before your interview, we need you to read through and complete this exercise, which is all laid out on the following screens. It has been designed to take no longer than 20 minutes of your time.

The exercise includes twelve tasks for you to read through and then a few questions to answer at the end. Some of the information about your water company may be new to you, but please be reassured that you don't need to understand everything you read ahead of the session. If you have questions then please type them in as you go along in the spaces provided. We will collate any questions/responses and respond to these during your interview.

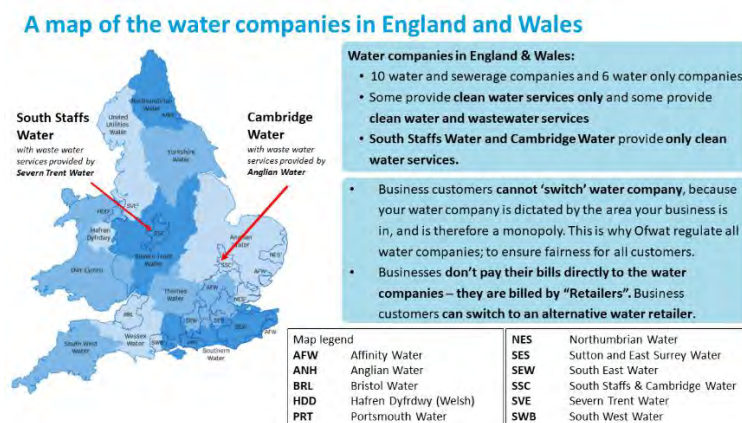
If you have any technical issues related to this platform and completing the exercise then please contact [omar.shareef@accent-mr.com](mailto:omar.shareef@accent-mr.com).

Accent Research Team

## Introduction to Task One

On the first slide there is a map of England and Wales that shows South Staffs and Cambridge Water's operating area:

**Insert slide 1 from pre-task deck**



If you have any questions then please write in the space below.



## Introduction to Task Two

The next slide shows you some key facts about what South Staffs and Cambridge Water do and the service they provide:

Insert slide 2 from pre-task deck

### Cambridge Water was merged with South Staffs Water in 2013 – here's an overview of what they do every day across the two regions

Collect and treat water	Store and distribute water	Customer services, billing and support for those who need extra help
<p>48 underground sources 2 surface water reservoirs 40 water treatment works</p> <p>1.66 million people living in just under 700,000 homes and working in over 42,500 business properties</p>	<p>69 service reservoirs and water towers to store water locally for supply</p> <p>160 pumping stations which send water through 8,670km of pipes</p>	<p>Take meter readings: 45% (South Staffs Water) and 75% (Cambridge Water) of domestic properties have a water meter. The figure is over 90% for business properties in both regions</p> <p>Customer service: helping customers in person, by phone or through digital channels - e.g. e-mail</p> <p>Sending bills: by email, through an app or by post</p> <p>Providing extra support for customers struggling to pay their bills – e.g. discounted bills or payment plans</p> <p>There are currently over 52,000 customers receiving discounted bills</p> <p>Providing support for customers who need extra assistance because of medical, learning, physical disabilities.</p> <p>The companies manages a Priority Services Register which currently has more than 66,500 customers registered for support</p>
<p>One thing South Staffs Water and Cambridge Water don't do is take away the waste water which has been used in homes and businesses across the regions they supply. That is the responsibility of Severn Trent Water in the South Staffs region and Anglian Water in the Cambridge region.</p>		

If you have any questions then please write in the space below.

## Introduction to Task Three

Next you will see some key facts about the customers that South Staffs and Cambridge Water serve and the infrastructure that they manage:

Insert slide 3 from pre-task deck

### More about the areas that South Staff and Cambridge Water serve

**South Staff Water**

**Cambridge Water**

To learn more about South Staffs Water and the region you live in please watch this video

<ul style="list-style-type: none"> <li>Serves 1.3 million people across an area of 1,500km<sup>2</sup></li> <li>Living in around 556,000 homes and working in almost 35,000 business properties</li> <li>Supply 305 million litres water per day – or 1.67 million full bath tubs</li> <li>Drinking water comes from 2 surface water sources (River Severn and Blithfield reservoir) and 25 underground water sources</li> </ul>	<ul style="list-style-type: none"> <li>Serves almost 360,000 people across 1,175sq km</li> <li>Living in around 140,000 homes and working in almost 9,000 business properties</li> <li>Supply close to 83 million litres water per day - or 333,000 full bath tubs.</li> <li>Drinking water comes from 23 underground water sources, which feed the regions chalk streams.</li> </ul>
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Click [here](#) to watch video or [here](#) to read video transcript

If you have any questions then please write in the space below.

## Introduction to Task Four

This slide includes a video with more information about South Staffs Water. Please click on the link to watch the video or read the video transcript if you can't get the video to work.

Insert slide 4 from pre-task deck

## More about South Staffs Water

To know more about South Staffs Water please watch this video or read the transcript



Click [here](#) to watch video or [here](#) to read video transcript

### Video transcript: about South Staffs Water and its challenges

#### South Staffs Water

- We supply clean water to **1.3 million** people - living in 556,000 homes and working in 35,000 business properties. As clean-water supplies, this means we do not take away your waste water.
- On average, people in our region use a combined total of **1.67 million full bath tubs** of water every day, or just over 1 and a quarter tubs each.
- This water comes from 2 surface water sources (River Severn and Blithfield reservoir) and 25 underground water sources.
- Every day our people focus on
  - collecting water from the environment, treating it and transporting it to customers taps through 6,200km of pipes – **that's the Equivalent of Birmingham to Boston (USA)** - powered by 113 pumping stations
  - Maintaining, repairing and renewing of all these assets
  - Working with landowners and local communities to help restore the natural environment
  - Providing customer service and supporting more than **48,700** customers with discounted bills and assisting more than **97,600** customers who need extra help accessing our services.
- We have always been privately owned. The amount of money that will go to shareholders between 2020 and 2025 is **2-5%** of customers' bills each year.

#### We are facing many challenges:

- Only **14%** of rivers in England are in a healthy condition and able to fully recover if damaged. We need to restore the environment
- The population is likely to grow by 18% by 2045** and changing rainfall patterns means our region is now classed as "high risk". This means that there will not be enough to meet human demand. We need to make better use of the water we have and find new sources
- Our **carbon emissions need to be reduced as fast as possible** to combat the impacts of global warming and we need to remove non-recyclable plastic from our operations
- Our customers are **demanding ever higher levels of customer service**, and we need to find new and better ways to help those who need extra support to access their water services.

If you have any questions then please write in the space below.

## Introduction to Task Five

Next you will see some information on how the water industry is overseen by a number of regulators.

### Insert slide 5 from pre-task deck

## How the water industry is overseen

Regulators	Main roles
 Environment Agency	<ul style="list-style-type: none"> <li>Holds water companies to account to protect and restore the environment</li> <li>Works with water companies to ensure long-term plans to maintain water supplies are done in a sustainable way</li> </ul>
 Drinking Water Inspectorate	<ul style="list-style-type: none"> <li>Holds water companies to account that the water supplied in England and Wales is safe and that drinking water quality is acceptable for customers</li> </ul>
 Consumer Council for Water	<ul style="list-style-type: none"> <li>Represents customers on matters relating to their water supply and services – the "water watchdog"</li> <li>Investigates complaints and provides advice to ensure water services remain fair and affordable for customers</li> </ul>
 Office of Water Services	<ul style="list-style-type: none"> <li>The water regulator makes sure companies do their job properly, including fair pricing for customers and ensuring there is always a reliable water supply and that companies improve their service</li> </ul>

If you have any questions then please write in the space below.

## Introduction to Task Six

This provides a bit of background on the role of the water regulator, Ofwat, specifically:

### Insert slide 6 from pre-task deck

## More about the role of Ofwat

- Ofwat (Water Services Regulation Authority) is the economic regulator for the water and sewerage sectors in England and Wales. It is responsible for making sure that water companies are regulated to provide customers with a good quality and efficient service at a fair price.
- Every five years, water companies develop a 'business plan' that sets out how they want to develop their services, and the proposed cost to customers. As customers are not able to choose their water company, water companies must give them a say about what they want from their services and the price they pay. Talking to customers also helps water companies prioritise what to do first or what to do most of – because they are not able to fund everything they would like to do or do all of the things that customers might want them to do
- The business plan and prices are then finalised by Ofwat in a process known as the Price Review. There is more information about this here: 'All about the price review'. Available at: <https://www.youtube.com/watch?v=0WmivC93AF8>

- One of the ways that people have their say is through this research, which will explain what the plans are for where you live, and ask what you think – whether the plans are 'acceptable' to you and whether you can afford the proposed water bills from 2025-2030
- Water companies also have to show Ofwat that their plans reflect what their customers want otherwise they can be penalised – that means refining the plans based on what customers tell them.



If you have any questions then please write in the space below.

## Introduction to Task Seven

The next slides give you some information about how South Staffs Water's performance is monitored by Ofwat:

Insert slides 7 and 8 from pre-task deck

### How water company performance is monitored

Water companies are currently part way through their five-year business plan for 2020 to 2025. They have service level targets, called 'performance commitments', in every five-year business plan. These targets are based on what customers have previously told companies they would like them to do, and on Ofwat's assessment of what companies should deliver. These targets cover a wide range of the different services that water companies provide.

Ofwat monitors water company performance against each performance commitment every year to see if they have met the target service level in their business plan. We are going to show you how well your water company is doing on some of its performance commitments, compared to other water companies in England and Wales.

These **performance commitments** are a snapshot out of the wide range of services companies provide. We are showing these examples as customers have told us they are particularly important to them.



### How water company performance is monitored

- Water companies have to provide reliable services, and plan for their services to be resilient to changing weather patterns and demand from consumers
- Companies can miss or exceed performance commitment targets for a number of reasons. For example, leaks from pipes happen more often after very cold weather, which can contribute to a company not meeting the target

- If a company **misses a target** then they receive a **penalty** to reflect the poorer service that customers have received



- If they not just meet but **exceed a target** then they can receive a **reward** to reflect this



In the year 2021/22, out of 17 **financial Performance Commitments**, South Staffs Water and Cambridge Water passed **12** and **failed 5**. At the end of each year the company adds up all the rewards and penalties it has received.

South Staffs Water and Cambridge Water are responsible for paying any penalties for missing targets; this cost is not covered by an increase to customer bills.

If you have any questions then please write in the space below.

## Introduction to Task Eight

We will now show you how South Staffs Water has performed against some of the key targets it has, and a comparison against how other water and waste water companies are performing.

An explanation on what's contained on these slides is shown below:

Insert slide 9 from pre-task deck



### How to read comparison information about water company performance

Next, we will show you 3 pages displaying water companies' performance. The blue boxes below show you how to read the information.

This title tells you the type of performance commitment

This summarises how well South Staffs and Cambridge Water did on meeting the target set

The chart shows how well each company performs, with separate figures for South Staffs and Cambridge Water. Blue = at or better than target. Pink = poorer than target. Shorter bar = better. Dashed line = target

More information on what is being measured and how

The table shows performance against the target and how far from the target. Blue means on or better than target. Pink means poorer/ below target. Smaller number is better (which means -52% is better than -20%)

**NEW PAGE:** This first slide shows you how South Staffs Water is performing on the measure of water supply interruptions:

### Insert slide 10 from pre-task deck

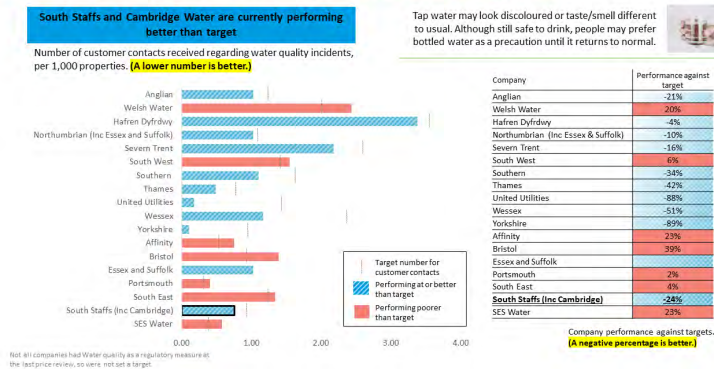
#### Supply interruptions: the average length of time properties are without water



**NEW PAGE:** This next slide shows you how South Staffs and Cambridge Water is performing on the measure of the appearance, taste and smell of tap water:

### Insert slide 11 from pre-task deck

#### Water quality: Appearance, taste and smell of tap water



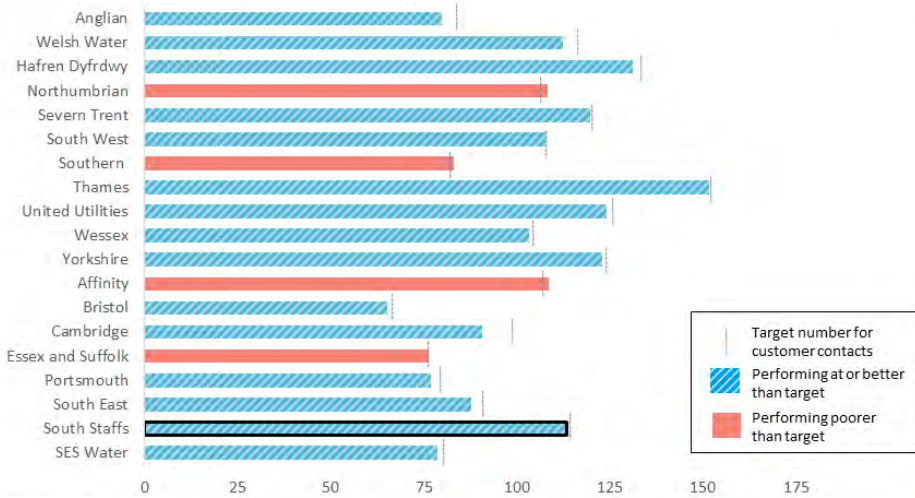
**NEW PAGE:** This next slide shows you how South Staffs Water is performing on the measure of water leakage from its network:

### Insert slide 12 from pre-task deck

## Leaks: The amount of water lost due to leaks from water mains and pipes

**South Staffs is currently performing better than target**

Leakage per property per day  
**(A lower number is better.)**



Not all companies had Water quality as a regulatory measure at the last price review, so were not set a target.

Leaks can affect customers directly if their water supply is affected. They are sometimes unnoticed if underground. But leakage is often seen in the media and has a cost to people on their bills and a cost to the environment.



Company	Performance against target
Anglian	-1%
Welsh Water	-1%
Hafren Dyfrdwy	-5%
Northumbrian	-3%
Severn Trent	-1%
South West	0%
Southern	1%
Thames	0%
United Utilities	-3%
Wessex	-7%
Yorkshire	-1%
Affinity	1%
Bristol	0%
Cambridge	-8%
Essex and Suffolk	1%
Portsmouth	-6%
South East	-3%
<b>South Staffs</b>	<b>-2%</b>
SES Water	-3%

Company performance against targets.  
**(A lower percentage is better.)**

That's all the graphs and tables for now.

Please write in whether you have any questions or comments about South Staffs Water's performance on those key measures:

### Introduction to Task Nine

This slide details how South Staffs Water provide assistance to customers who may need extra support.

**Insert slide 13 from pre-task deck**



## South Staffs Water currently offers the following to help customers who need extra support

### Help with accessing services

All water companies run a **Priority Services Register (PSR)** where they keep details of the extra support that people need to access their services:

- The PSR ensures support is provided for customers who need extra assistance because of medical, learning or physical disabilities
- There are currently more than **57,600** people registered for support across the region
- The company also offers a **Community Hub** on the high-street in Wednesbury and community visits to provide support face-to-face.
- In 2022/23 the company's latest independent research showed that **33%** of customers were aware that the company offer extra help for customers who need support to access its services.

#### Priority Services Register

This includes dropping **bottled water** to customers who can't get out and about to collect or buy bottled water during a period when the water supply is temporarily cut off – e.g. if a pipe in the road bursts. The PSR also **helps with bills** – such as providing braille versions or phone support to discuss bills. Customers can also nominate a friend or relative to manage their account or set-up password protection on an account – e.g. if a customer is suffering from a learning or other condition, such as dementia.

### Help with paying water bills

There are currently over **48,700** customers receiving discounted water bills across the South Staffs Water region.

- If a customer is on water meter, **support and advice** can also be offered to help lower the water bill
- In 2022/23 the company's latest independent research showed that **53%** of customers were aware that the company offers support for customers struggling to pay their bills – the figure was under 10% in 2015/26
- If a customer does not qualify for discounted bill, the company also offers any customer **payment breaks, payment plans and support with clearing debts**. These can help customers manage their payments over the year.

#### Assure – run by South Staffs

The company's discounted tariff for households with an income of less than £19,050. For each dependent child living at the property this amount increased by £1,500.

Customers receive 60% off their water bill in Year 1 and 40% off their water bill in Year 2.

#### WaterSure – national scheme

This tariff provides a capped bill to households with a water meter that receive one or more of a number of benefits.

It also covers households with a person living with a medical condition that requires lots of water to manage and/or those with three of more dependent children.

This slide details the support that South Staffs **is planning to** provide from 2025-2030 **for** customers who may require extra assistance.

Insert slide 14 from pre-task deck

## South Staffs Water's plans for 2025-2030 to help customers who need extra support

### Helping customers with accessing services

- Continue to **improve clarity and effectiveness of communications** including promoting real-life stories of how being on the PSR can help customers, to encourage those who are reluctant to sign-up
- **Work with more stakeholders (e.g. charities, support groups)** in communities to make sure more customers are pro-actively identified to go onto the PSR. This includes working with other suppliers to securely share information, where permission is given by customers, to ensure more people are supported.
- Look to offer **different ways** for customers to contact and be contacted to discuss their support needs - designed so it puts the customer at ease. For example, a dedicated phone hotline to a trained expert.



Implement a **Customer Charter** and an additional employee **training programme** to help make sure any customer, no matter what their situation, is treated with respect, empathy and given the support they need to make their lives easier.

### Helping customers with paying water bills

The number of low-income households that will require this support over the coming years is expected to be more than **90,000** across the South Staffs and Cambridge regions. To account for this increase, SSC will focus on securing funding that will enable the company to maintain and potentially increase the number of customers supported on its Assure discounted tariff. Additional areas of support for customers include the following initiatives:

- Create an **online application form** for its discounted Assure tariff, that can be used by customers or employees when registering customers over the phone, or face-to-face. This will make the application process easier as it removes barriers and removes the need for printed forms, postage and, if done online, removes the need to contact the customer service teams directly
- Launch an **online calculator** that can be used by employees and customers to find out what financial help is available from the company and make sure households are on the best payment plan for them given their situation
- Trial a **new tariff** to offer support to customers who are financially struggling, yet don't qualify for Assure as their household income is over **£19,050** or WaterSure. Customers will need to be on a water meter and the focus is on price of water for any essential use (e.g. cooking, cleaning, washing) would be discounted to help manage bills.

If you have any questions then please write in the space below.



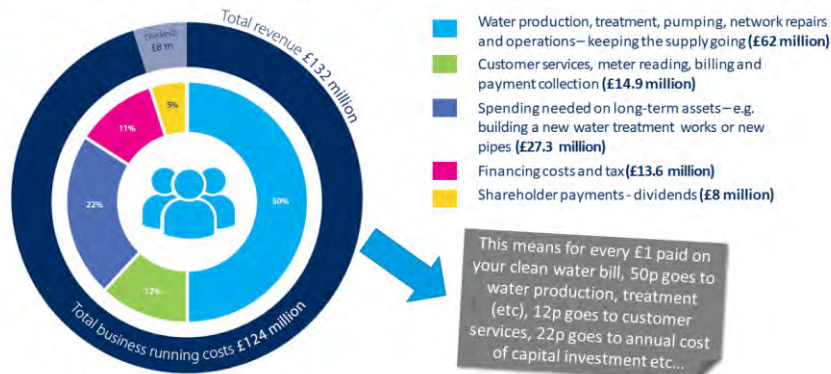
## Introduction to Task Ten

Please review this slide. It tells you about how every £1 of your clean water bill is spent to run the company, split across a number of important areas:

**Insert slide 15 from pre-task deck**

### How South Staffs Water uses the money it gets from customers' bills

Customers are charged separately for their wastewater services, provided by Severn Trent Water. The money collected from customers' clean water bill by South Staffs Water funds many areas.



If you have any questions then please write in the space below.



## Introduction to Task Eleven

The next two slides will introduce you to the main highlights of South Staffs Water's proposed Business Plan. We will discuss this in detail during the online session, but this gives you some information before we meet.

The first slide shows part of the business plan. It outlines three of the biggest investment areas South Staffs Water intends to focus on to deliver improvements and upgrades to the service over the period 2025-2030. For example, you will see that it shows that there will be investment in the 'environmental' areas to tackle the challenges the company faces and that those improvements will cost each customer just over £12 a year more on their combined water and wastewater bill, over that five year period.

**Insert slide 16 from pre-task deck**

## The proposed plan to meet the challenges faced

Bill Impact	£116m or £12.10 on the average annual bill	£24m or £2.50 on the average annual bill	£22m or £2.30 on the average annual bill
 <p><b>Challenges</b></p>	<p><b>Environmental challenges</b> <span style="color: blue; font-weight: bold;">+£12.10 per year</span></p> <ul style="list-style-type: none"> <li>Poor river quality.</li> <li>Population growth and climate change placing more pressure on supplies to meet demand.</li> <li>Reducing carbon emissions from our operations to help tackle global warming.</li> </ul>	<p><b>Water quality challenges</b> <span style="color: magenta; font-weight: bold;">+£2.50 per year</span></p> <ul style="list-style-type: none"> <li>Increasingly polluted water environment, that poses risk to human safety.</li> <li>There are risks in the pipe network – such as lead pipes.</li> </ul>	<p><b>Resilience challenges</b> <span style="color: green; font-weight: bold;">+£2.30 per year</span></p> <ul style="list-style-type: none"> <li>Ageing infrastructure that needs investment.</li> <li>Increasingly erratic weather events means we need to protect our sites to reduce the chance of them failing.</li> </ul>
<p>£</p> <p><b>Investment</b></p>	<ul style="list-style-type: none"> <li>£16m* - restore the water environment.</li> <li>£37m* - roll out new metering technology across our customer base.</li> <li>£57m* - lay the preparations for new sources. <span style="color: red; font-weight: bold;">Must-do</span></li> <li>£6m to replace our fleet with electric vehicles <span style="color: green; font-weight: bold;">Should-do</span></li> </ul>	<ul style="list-style-type: none"> <li>£4m* - improve filtration at water treatment sites and mains cleaning, removing sediment build up.</li> <li>£13m* - improve disinfection processes, including ultraviolet (UV) treatment. <span style="color: red; font-weight: bold;">Must-do</span></li> <li>£7m to increase the rate of lead pipes removal from properties, targeting vulnerable groups. <span style="color: green; font-weight: bold;">Should-do</span></li> </ul>	<ul style="list-style-type: none"> <li>£9m on laying more pipes, so if one fails we can still move water around to customers.</li> <li>£10m on upgrading our sites.</li> <li>£3m on using smart sensors and technology to identify issues before they damage the network. <span style="color: green; font-weight: bold;">Should-do</span></li> </ul>
 <p><b>Benefits of investments</b></p>	<ul style="list-style-type: none"> <li>Healthier water environments allowing habitats to flourish.</li> <li>Better understanding of water usage and improved technology for spotting leaks.</li> <li>Ensures secure and reliable water supplies, now and in the future.</li> </ul>	<ul style="list-style-type: none"> <li>Fewer incidents of unwanted changes to water supply - taste, smell and colour and protection from water quality risks.</li> <li>Reduced dependence on chemicals for treatment.</li> <li>Reduced number of lead supply pipes.</li> </ul>	<ul style="list-style-type: none"> <li>Increased network resilience enabling constant supply even with increasing extreme weather conditions.</li> <li>Improved ability to identify issues proactively to better manage our network.</li> </ul>

\* These investments are the ones that your water company has put forward in its plan as the best way to meet statutory/legal requirements

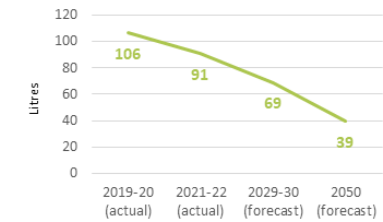
**NEW PAGE:** This next slide shows the performance levels that South Staffs Water intends to deliver across the three different measures we looked at before. The legal and environmental regulators have not set any specific targets for further improving water quality and reducing the number of water supply interruptions, so the targets shown in the charts are what South Staffs Water think the target should be to deliver improvements in the service for customers. There is a national mandatory target to reduce leakage levels by 2050 by 50% (from the 2017/18 level) which South Staffs Water is aiming to achieve.

Insert slide 17 from pre-task deck

# South Staffs Water’s proposed performance targets for 2025-2030

## Reducing leaks

**Targets for reducing the amount of water lost due to leaks from water mains and pipes.**



Amount of water lost from pipes, expressed per property per day, in litres. A lower number is better.

### Performance:

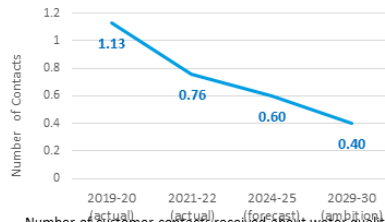
- **2021/22 industry rank: 14<sup>th</sup> of 17**  
Performance impacted by the condition of network and extreme weather events. Our ambition is to reduce leakage by 50% by the 2050 target from 2017/18, which will see an extra £4m investment over the next 2 years.

### Strategy:

Use advanced leakage detection techniques and increased smart metering to find leaks quicker.

## Appearance, taste and smell of tap water

**Targets for reducing the number of incidents of discoloured water (e.g. brown tinge); or a strange taste or smell occurring.**



Number of customer contacts received about water quality incidents, expressed per 1,000 properties. A lower number is better.

### Performance:

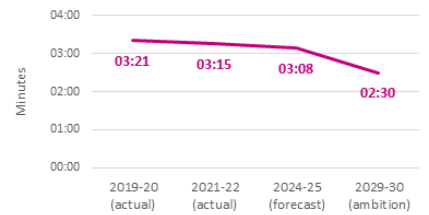
- **2021/22 industry rank: 5<sup>th</sup> of 17**  
Challenging targets have driven improvements in recent years. This will continue due to major upgrades to water treatment works due for completion in 2025.

### Strategy:

Building on our largest-ever investment programme for water quality, focusing on reducing risks to customers’ water quality (e.g. colour, taste and smell of their water).

## Unplanned interruptions

**Targets for reducing the average length of time properties are without water.**



Average duration properties are without water, when the interruption to supply lasts for more than 3 hours, expressed by minutes per property. A lower number is better.

### Performance:

- **2021/22 industry rank: 4<sup>th</sup> of 17**  
Delivered a step-change in performance from over 8 minutes in 2017-18, by redesigning operations to facilitate rapid responses to customer supply interruptions.

### Strategy:

Continue to invest in our pipe networks and technology to allow more real time intelligence on our networks. This will allow us to react even quicker in the future.

We will discuss these plans in the online session but please write in whether you have any questions or comments about South Staffs Water’s intended performance on those key measures or the proposed investment schemes.

## Introduction to Task Twelve

Before we get together, please answer the question below about the affordability of your current combined water and wastewater bill. South Staffs Water has provided this from its latest records, which covers charges over a year period. This relates to the water bill your household pays.

**[FREE-FIND Only]:** Please write in your household’s current water and sewerage bill for the most recent 12 months: £

**Question 1:** Your current water bill is **FROM SAMPLE**. How easy or difficult is it for you to afford to pay your current water bill?

Please answer one only:

- 40. Very easy
- 41. Fairly easy
- 42. Neither easy nor difficult
- 43. Fairly difficult
- 44. Very difficult
- 45. Don’t know

**Question 2:** Please indicate from the following list, which things you receive from your water company:



1) A bill in your preferred format:

Braille

Large print

A talking bill

Other – specify:

2) Password used by meter readers and other water company staff who may visit

3) Delivery of bottled water to your home if your water supply is disrupted for more than a few hours

4) A reduced water bill as your household is on a low income

5) Other – specify

6) None of these

We are looking forward to speaking with you. If you have any questions before the session, please contact us at:

[omar.shareef@accent-mr.com](mailto:omar.shareef@accent-mr.com).

See you very soon.

Accent Research Team

# Cambridge Water – pre-task (HH)

## A map of the water companies in England and Wales

**England & Wales**

- 10 water and sewerage companies
- 6 water-only companies

**Water companies:**

- Some provide clean water services only and some provide clean water and wastewater services
- South Staffs Water and Cambridge Water provide only clean water services.

Map legend	AFW Affinity Water	NES Northumbrian Water
ANH Anglian Water	SES Sutton and East Surrey Water	SEW South East Water
BRL Bristol Water	SSC South Staffs & Cambridge Water	SVE Severn Trent Water
HDD Hafren Dyfrdwy (Welsh)	SVE Severn Trent Water	SWB South West Water
PRT Portsmouth Water		

## More about the areas that Cambridge Water and South Staff serve

**South Staff Water**

- Serves 1.3 million people across an area of 1,500 km<sup>2</sup>
- Living in around 556,000 homes and working in almost 25,000 business properties
- Supply 305 million litres water per day – or 1.67 million full bath tubs
- Drinking water comes from 2 surface water sources (River Severn and Millfield reservoir) and 25 underground water sources

**Cambridge Water**

- Serves almost 360,000 people across 1,175km km<sup>2</sup>
- Living in around 140,000 homes and working in almost 9,000 business properties
- Supply close to 83 million litres water per day – or 333,000 full bath tubs
- Drinking water comes from 23 underground water sources, which feed the regions chalk streams.

To learn more about Cambridge Water and the region you live in please watch this video

[Click here to watch video or \[read video transcript\]\(#\)](#)

## Cambridge Water was merged with South Staffs Water in 2013 – here's an overview of what they do every day across the two regions

<b>Collect and treat water</b> 48 underground sources 2 surface water reservoirs 40 water treatment works 1.66 million people living in just under 700,000 homes and working in over 42,500 business properties	<b>Store and distribute water</b> 69 service reservoirs and water towers to store water locally for supply 160 pumping stations which send water through 8,670km of pipes	<b>Customer services, billing and support for those who need extra help</b> Take meter readings: 45% (South Staffs Water) and 75% (Cambridge Water) of domestic properties have a water meter. The figure is over 90% for business properties in both regions. Sending bills by email, through an app or by post. Providing extra support for customers struggling to pay their bills – e.g. discounted bills or payment plans There are currently over 52,000 customers receiving discounted bills	<b>Customer service: helping customers in person, by phone or through digital channels – e.g. e-mail</b> Providing support for customers who need extra assistance because of medical, learning, physical disabilities. The companies manages a Priority Services Register which currently has more than 66,500 customers registered for support
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One thing Cambridge Water and South Staffs Water don't do is take away the waste water which has been used in homes and businesses across the regions they supply. That is the responsibility of Anglian Water in the Cambridge region and Severn Trent Water in the South Staffs region.

## More about Cambridge Water

To know more about Cambridge Water please watch this video or read the transcript

Video transcript: about Cambridge Water and its challenges

**Cambridge Water:**

- We supply clean water to 360,000 people – living in 140,000 homes and working in 9,000 business properties. As clean-water supplies, this means we do not take away your waste water.
- On average, our customers use a combined total of 300,000 full bath tubs of water every day or just over 1 full bath.
- This water comes from 23 underground water sources (which feed the regions chalk streams) every day via pump stations or
- Lifting water from the underground, storing it and transporting it to customers premises through 8,670km of pipes stations – that's the equivalent of Cambridge to Athens – powered by 47 pumping stations.
- Maintaining, repairing and renewing all these assets.
- Working with businesses and local communities to help reduce the residual environment.
- Providing customer service and supporting more than 6,000 customers with discounted bills and assisting more than 6,000 customers who need extra help accessing our services.
- We have always been proudly owned. The amount of money that will go to shareholders between 2020 and 2025 is £1.2bn – 2% of customer bills each year.

We are facing many challenges:

- Only 58% of rivers in England are in a healthy condition and able to fully recover if damaged. We need to restore the environment.
- The population is likely to grow by 30% by 2035 and changing rainfall patterns means our region is more at risk of 'high rain'. This means that there will not be enough to meet future demand. We need to make better use of the water we have and find new sources.
- Our carbon emissions need to be reduced as fast as possible to combat the impacts of global warming and we need to remain net-zero by 2030.
- Our customers are demanding ever higher levels of customer service, and we need to find new and better ways to help those who need extra support to access their water services.

[Click here to watch video or \[read video transcript\]\(#\)](#)

## How the water industry is overseen

Regulators	Main roles
<b>Environment Agency</b> 	<ul style="list-style-type: none"> <li>• Holds water companies to account to protect and restore the environment</li> <li>• Works with water companies to ensure long-term plans to maintain water supplies are done in a sustainable way</li> </ul>
<b>Drinking Water Inspectorate</b> 	<ul style="list-style-type: none"> <li>• Holds water companies to account that the water supplied in England and Wales is safe and that drinking water quality is acceptable for customers</li> </ul>
<b>Consumer Council for Water</b> 	<ul style="list-style-type: none"> <li>• Represents customers on matters relating to their water supply and services – the "water watchdog"</li> <li>• Investigates complaints and provides advice to ensure water services remain fair and affordable for customers</li> </ul>
<b>Office of Water Services</b> 	<ul style="list-style-type: none"> <li>• The water regulator makes sure companies do their job properly, including fair pricing for customers and ensuring there is always a reliable water supply and that companies improve their service</li> </ul>

## More about the role of Ofwat

- Ofwat (Water Services Regulation Authority) is the economic regulator for the water and sewerage sectors in England and Wales. It is responsible for making sure that water companies are regulated to provide customers with a good quality and efficient service at a fair price.
- Every five years, water companies develop a 'business plan' that sets out how they want to develop their services, and the proposed cost to customers. As customers are not able to choose their water company, water companies must give them a say about what they want from their services and the price they pay. Talking to customers also helps water companies prioritise what to do first or what to do most of – because they are not able to fund everything they would like to do or do all of the things that customers might want them to do
- The business plan and prices are then finalised by Ofwat in a process known as the Price Review. There is more information about this here: 'All about the price review'. Available at: <https://www.youtube.com/watch?v=0WmlyC3JAF8>

One of the ways that people have their say is through this research, which will explain what the plans are for where you live, and ask what you think – whether the plans are 'acceptable' to you and whether you can afford the proposed water bills from 2025-2030

- Water companies also have to show Ofwat that their plans reflect what their customers want otherwise they can be penalised – that means refining the plans based on what customers tell them.

[All about the price review](#)

## How water company performance is monitored

Water companies are currently part way through their five-year business plan for 2020 to 2025. They have service level targets, called 'performance commitments', in every five-year business plan. These targets are based on what customers have previously told companies they would like them to do, and on Ofwat's assessment of what companies should deliver. These targets cover a wide range of the different services that water companies provide.

Ofwat monitors water company performance against each performance commitment every year to see if they have met the target service level in their business plan. We are going to show you how well your water company is doing on some of its performance commitments, compared to other water companies in England and Wales.

These performance commitments are a snapshot out of the wide range of services companies provide. We are showing these examples as customers have told us they are particularly important to them.



## How water company performance is monitored

- Water companies have to provide reliable services, and plan for their services to be resilient to changing weather patterns and demand from consumers
- Companies can miss or exceed performance commitment targets for a number of reasons. For example, leaks from pipes happen more often after very cold weather, which can contribute to a company not meeting the target

- If a company misses a target then they receive a penalty to reflect the poorer service that customers have received
- If they not just meet but exceed a target then they can receive a reward to reflect this

In the year 2021/22, out of 17 financial Performance Commitments, South Staffs Water and Cambridge Water passed 12 and failed 5. At the end of each year the company adds up all the rewards and penalties it has received.

South Staffs Water and Cambridge Water are responsible for paying any penalties for missing targets; this cost is not covered by an increase to customer bills.



## How to read comparison information about water company performance

Next, we will show you 3 pages displaying water companies' performance. The blue boxes below show you how to read the information.

This title tells you the type of performance commitment

This summarises how well South Staffs and Cambridge Water did on meeting the target set

The chart shows how well each company performs, with separate figures for South Staffs and Cambridge Water. Blue = at or better than target. Pink = poorer than target. Shorter bar is better. Dashed line is the target.

More information on what is being measured and how

The table shows performance against the target and how far from the target. Blue means on or better than target. Pink means poorer/below target. Smaller number is better (which means -92% is better than -10%).

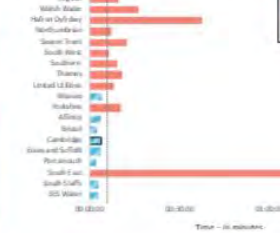
## Supply interruptions: the average length of time properties are without water

Cambridge Water is currently performing better than target

If a water supply is interrupted without warning for between 3 and 6 hours, it would not be possible to draw water from the tap or flush the toilet. It may be necessary to buy bottled water.

Duration without water for more than 3 hours by minutes per property

A lower bar number is better



Target number for customer contacts  
Performing at or better than target  
Performing poorer than target

Company	Performance against target
Anglian	-4%
Waltham	-14%
Hull and Yorkshire	-11%
Northumbria	-10%
Severn Trent	-10%
South West	-11%
South Wales	-10%
Thames	-10%
United Utilities	-10%
Wessex	-10%
Yorkshire	-10%
Cambridge	-10%
East and South East	-10%
London	-10%
South East	-10%
South Staffs	-10%
SW Water	-10%

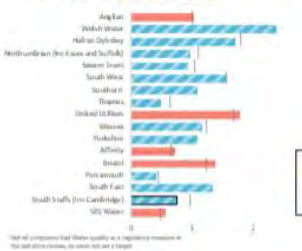
Company performance against targets  
A higher percentage is better

## Water quality: Appearance, taste and smell of tap water

South Staffs and Cambridge Water are currently performing better than target

Tap water may look discoloured or taste/smell different to usual. Although still safe to drink, people may prefer bottled water as a precaution until it returns to normal.

Number of customer contacts regarding reported water quality incidents, per 1,000 properties. A lower number is better.



Company	Performance against target
Anglian	-2%
Waltham	-1%
Hull and Yorkshire	-1%
Northumbria (incl Essex & Suffolk)	-1%
Severn Trent	-1%
South West	-1%
South Wales	-1%
Thames	-1%
United Utilities	-1%
Wessex	-1%
Yorkshire	-1%
Affinity	-1%
London	-1%
East and South East	-1%
South Staffs (incl Cambridge)	-1%
SW Water	-1%

Company performance against targets  
A higher percentage is better

## Leaks: The amount of water lost due to leaks from water mains and pipes

Cambridge Water is currently performing better than target

Leaks can affect customers directly if their water supply is affected. They are sometimes unnoticed if underground. But leakage is often seen in the media and has a cost to prompt on their bills and a cost to the environment.

Leakage per property per day

A lower bar number is better



Target number for customer contacts  
Performing at or better than target  
Performing poorer than target

Company	Performance against target
Anglian	-1%
Waltham	-1%
Hull and Yorkshire	-1%
Northumbria	-1%
Severn Trent	-1%
South West	-1%
South Wales	-1%
Thames	-1%
United Utilities	-1%
Wessex	-1%
Yorkshire	-1%
Affinity	-1%
London	-1%
East and South East	-1%
Cambridge	-1%
South East	-1%
South Staffs	-1%
SW Water	-1%

Company performance against targets  
A lower percentage is better

## How Cambridge Water uses the money it gets from customers' bills

Customers are charged separately for their wastewater services, provided by Anglian Water. The money collected from customers' clean water bill by Cambridge Water funds many areas.



## The proposed plan to meet the challenges faced

Bill impact	£116m or £12.10 on the average annual bill	£24m or £2.50 on the average annual bill	£22m or £2.30 on the average annual bill
<b>Environmental challenges</b>	<ul style="list-style-type: none"> <li>Currently, only 50% of rivers in England are thought to be healthy and able to fully recover if damaged.</li> <li>Population growth (plus its 20% and climate change) means less water for the environment and more pressure on supplies to meet human demand.</li> <li>Reducing carbon emissions from our operations to help tackle global warming.</li> </ul>	<ul style="list-style-type: none"> <li>The water environment is becoming increasingly polluted, which means finding better ways to treat it to make safe for human consumption.</li> <li>There are risks in the pipe network – such as lead pipes. Around 1% of properties are supplied by lead pipes.</li> </ul>	<ul style="list-style-type: none"> <li>Placing infrastructure that needs investment in rivers is to be for the future.</li> <li>More rivers, cold water and ponds, all of which are essential means we need to protect our rivers to reduce the chance of them failing.</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>£120m to help restore the water environment.</li> <li>£120m to roll out new metering technology across our customer base.</li> <li>£120m to lay the preparations for new water sources – a major new reservoir and a water transfer.</li> </ul>	<ul style="list-style-type: none"> <li>£140m to improve the 100-year-old water treatment sites and water cleaning to ensure excellent quality.</li> <li>£120m on improved disinfection processes at several of our sites, including eliminating 50% investment.</li> </ul>	<ul style="list-style-type: none"> <li>£20m on laying more pipes, so if one fails we can still move water around to customers.</li> <li>£20m on upgrading our sites – 400 power generators to ensure resilience to power cuts.</li> <li>£20m on using smart sensors and technology to identify issues before they cause damage to pipes and other parts of the network.</li> </ul>
<b>Investment</b>	<ul style="list-style-type: none"> <li>£20m to replace our fleet with electric vehicles.</li> </ul>	<ul style="list-style-type: none"> <li>£70m to increase the rate at which lead pipes are removed from properties, including targeting vulnerable groups.</li> </ul>	
<b>Benefits of investments</b>	<ul style="list-style-type: none"> <li>More water environments to have a healthy head of water flowing in them and to allow habitats to flourish.</li> <li>Water usage to be better understood, help work leaks faster and offer customers new tools to help encourage people to use less.</li> <li>Stronger, secure and reliable water supplies, now and in the future.</li> </ul>	<ul style="list-style-type: none"> <li>Fewer customers impacted by unwanted changes to their water supply – taste, smell and colour.</li> <li>Extra layer of protection from potential water quality risks.</li> <li>Reduced production or chemicals added to our water in the long run.</li> <li>Reduced number of lead supply pipes found on customer properties.</li> </ul>	<ul style="list-style-type: none"> <li>Less chance of any failures which shut down water production sites, which threaten long-term water flowing, even with increasing extreme weather conditions.</li> <li>Improved ability to identify issues proactively to better manage our network for domestic and business users.</li> </ul>

\* These investments are the ones that your water company has put forward in its plan as the best way to meet statutory/legal requirements.

## Cambridge Water's proposed performance targets for 2025-2030

Reducing leaks	Appearance, taste and smell of tap water	Unplanned interruptions
<p>Targets for reducing the amount of water lost due to leaks from water mains and pipes.</p> <p>Amount of water lost from pipes, expressed as litres per day, in litres. A lower number is better.</p> <p>Performance: 2021/22 industry rank: 8<sup>th</sup> of 17. Impacted by factors such as condition and age of network and asset lifetime. However, we are working hard to meet our end of period targets. Our ambition is to reduce leakage by 50% by the 2025 target from 2017/18 levels, and our interim targets reflect this trajectory.</p> <p>Strategy: Use advanced leakage detection techniques and increased asset lifetime to find leaks earlier on both our pipes and those on customer properties. This means we will lose less water from the environment.</p>	<p>Targets for reducing the number of incidents of discoloured water (e.g. brown tinge), or a strange taste or smell occurring.</p> <p>Number of customer contacts received about water quality incidents, expressed per 1,000 properties. A lower number is better.</p> <p>Performance: 2021/22 industry rank: 5<sup>th</sup> of 17. Improvements in recent years through setting challenging targets that go above and beyond regulatory requirements across our whole water supply chain. The latest target – designed to cut two further water treatment works due for completion in 2025 will help maintain the positive trend.</p> <p>Strategy: Building on our long-term investment programme for water quality, we will further invest in advancing specific skills to achieve our higher levels of customer contacts about the colour, taste and smell of their water.</p>	<p>Targets for reducing the average length of time properties are without water.</p> <p>Hours of water pressure and/or cold water, when the interrupter to supply has been for more than 3 hours, expressed by volume per property. A lower number is better.</p> <p>Performance: 2021/22 industry rank: 4<sup>th</sup> of 17. An initial and multi-stage programme of performance improvements over 5 months in 2017/18. As further through delivering our operations to further rapid responses to customer supply interruptions. Our ambition is to complete this second and third our top 4 positions in all four of the years from 2025-2027.</p> <p>Strategy: Build on our performance by continuing to invest in our pipe networks and water treatment technology to allow water and water pressure on our networks. This will allow us to react more quickly in the future.</p>



# South Staffs Water – pre-task (HH)

## A map of the water companies in England and Wales

**England & Wales**

- 10 water and sewerage companies
- 6 water only companies

**Water companies:**

- Some provide clean water services only and some provide clean water and wastewater services
- South Staffs Water and Cambridge Water provide only clean water services.

**Map legend**

AFW	Affinity Water	NES	Northumbrian Water
ANH	Anglian Water	SES	Sutton and East Surrey Water
BRL	Bristol Water	SEW	South East Water
HDD	Hafren Dyfrdwy (Welsh)	SSC	South Staffs & Cambridge Water
PRT	Portsmouth Water	SVE	Severn Trent Water
		SWB	South West Water

**South Staffs Water**  
with water services provided by Severn Trent Water

**Cambridge Water**  
with water services provided by Anglian Water

## Cambridge Water was merged with South Staffs Water in 2013 – here's an overview of what they do every day across the two regions

<b>Collect and treat water</b> 48 underground sources, 2 surface water reservoirs, 40 water treatment works	<b>Store and distribute water</b> 63 service reservoirs and water towers to store water locally for supply	<b>Customer services, billing and support for those who need extra help</b> Take meter readings: 45% (South Staffs Water) and 75% (Cambridge Water) of domestic properties have a water meter. The figure is over 90% for business properties in both regions.	<b>Customer service: helping customers in person, by phone or through digital channels – e.g. e-mail</b>
<b>1.66 million people living in just under 700,000 homes and working in over 42,500 business properties</b>	<b>160 pumping stations which send water through 8,670km of pipes</b>	<b>Sending bills: by email, through an app or by post</b> Providing extra support for customers struggling to pay their bills – e.g. discounted bills, or payment plans	<b>Providing support for customers who need extra assistance because of medical, learning, physical disabilities.</b>
		<b>There are currently over 52,000 customers receiving discounted bills</b>	<b>The companies manage a Priority Services Register which currently has more than 66,500 customers registered for support</b>

One thing South Staffs Water and Cambridge Water don't do is take away the waste water which has been used in homes and businesses across the regions they supply. That is the responsibility of Severn Trent Water in the South Staffs region and Anglian Water in the Cambridge region.

## More about the areas that South Staff and Cambridge Water serve

**South Staff Water**

To learn more about South Staffs Water and the region you live in please watch this video

- Serves 1.8 million people across an area of 1,500 km<sup>2</sup>
- Living in around 556,000 homes and working in almost 35,000 business properties
- Supply 305 million litres water per day – or 1.67 million full bath tubs
- Drinking water comes from 2 surface water sources (River Severn and Blithfield reservoir) and 25 underground water sources

**Cambridge Water**

- Serves almost 360,000 people across 1,175sq km
- Living in around 140,000 homes and working in almost 9,000 business properties
- Supply close to 83 million litres water per day – or 233,000 full bath tubs
- Drinking water comes from 23 underground water sources, which feed the region's chalk streams

Click here to watch video or click to read video transcript

## More about South Staffs Water

To know more about South Staffs Water please watch this video or read the transcript

**Video transcript: about South Staffs Water and its challenges**

**South Staffs Water**

- We supply clean water to 1.8 million people – living in 556,000 homes and working in 35,000 business properties. As clean-water suppliers, this means we do not take away your waste water.
- On average, people in our region use a combined total of 1.67 million full bath tubs of water every day – or just over 1 unit a quarter tubs each.
- The water comes from 2 surface water sources (River Severn and Blithfield reservoir) and 25 underground water sources.
- Every day our people focus on:
  - collecting water from the environment, treating it, and transporting it to customers (up through 8,670km of pipes – that's the equivalent of Birmingham to Boston (USA) –) powered by 111 pumping stations
  - Maintaining, repairing and renewing all of these assets
  - Working with businesses and local communities to help reduce the natural environment
  - Providing customer service and supporting more than 66,500 customers with discounted bills, and issuing more than 52,000 customers who need extra help accessing our services.
- We have always been proudly owned. The assets of money that will go to shareholders between 2020 and 2025 is 2-5% of customer bills each year.

**We are facing many challenges:**

- Only 14% of rivers in England are in a healthy condition and able to fully recover if damaged. We need to restore the environment.
- The population is likely to grow by 50% by 2040 and changing weather patterns means our region is now classed as 'high risk'. This means that there will not be enough to meet human demand. We need to make better use of the water we have and find new sources.
- Our carbon emissions need to be reduced as far as possible to combat the impacts of global warming and we need to continue our investment in clean, green energy.
- Our customers are demanding ever higher levels of customer service, and we need to find new and better ways to help those who need extra support to access their water services.

Click here to watch video or click to read video transcript

## How the water industry is overseen

Regulators	Main roles
<b>Environment Agency</b> 	<ul style="list-style-type: none"> <li>• Holds water companies to account to protect and restore the environment</li> <li>• Works with water companies to ensure long-term plans to maintain water supplies are done in a sustainable way</li> </ul>
<b>Drinking Water Inspectorate</b> 	<ul style="list-style-type: none"> <li>• Holds water companies to account that the water supplied in England and Wales is safe and that drinking water quality is acceptable for customers</li> </ul>
<b>Consumer Council for Water</b> 	<ul style="list-style-type: none"> <li>• Represents customers on matters relating to their water supply and services – the "water watchdog"</li> <li>• Investigates complaints and provides advice to ensure water services remain fair and affordable for customers</li> </ul>
<b>Office of Water Services</b> 	<ul style="list-style-type: none"> <li>• The water regulator makes sure companies do their job properly, including fair pricing for customers and ensuring there is always a reliable water supply and that companies improve their service</li> </ul>

## More about the role of Ofwat

- Ofwat (Water Services Regulation Authority) is the economic regulator for the water and sewerage sectors in England and Wales. It is responsible for making sure that water companies are regulated to provide customers with a good quality and efficient service at a fair price.
- Every five years, water companies develop a "business plan" that sets out how they want to develop their services, and the proposed cost to customers. As customers are not able to choose their water company, water companies must give them a say about what they want from their services and the price they pay. Talking to customers also helps water companies prioritise what to do first or what to do most of – because they are not able to fund everything they would like to do or do all of the things that customers might want them to do
- The business plan and prices are then finalised by Ofwat in a process known as the Price Review. There is more information about this here: [All about the price review](https://www.ofwat.gov.uk/about-the-price-review/). Available at: <https://www.ofwat.gov.uk/about-the-price-review/>

One of the ways that people have their say is through this research, which will explain what the plans are for where you live, and ask what you think – whether the plans are 'acceptable' to you and whether you can afford the proposed water bills from 2025-2030

Water companies also have to show Ofwat that their plans reflect what their customers want otherwise they can be penalised – that means refining the plans based on what customers tell them.

## How water company performance is monitored

Water companies are currently part way through their five-year business plan for 2020 to 2025. They have service level targets, called 'performance commitments', in every five-year business plan. These targets are based on what customers have previously told companies they would like them to do, and on Ofwat's assessment of what companies should deliver. These targets cover a wide range of the different services that water companies provide.

Ofwat monitors water company performance against each performance commitment every year to see if they have met the target service level in their business plan. We are going to show you how well your water company is doing on some of its performance commitments, compared to other water companies in England and Wales.

These performance commitments are a snapshot of the wide range of services companies provide. We are showing these examples as customers have told us they are particularly important to them.

## How water company performance is monitored

- Water companies have to provide reliable services, and plan for their services to be resilient to changing weather patterns and demand from consumers.
- Companies can miss or exceed performance commitment targets for a number of reasons. For example, leaks from pipes happen more often after very cold weather, which can contribute to a company not meeting the target

- If a company **misses a target** then they receive a penalty to reflect the poorest service that customers have received
- If they not just meet but **exceed a target** then they can receive a reward to reflect this

In the year 2021/22, out of 17 financial Performance Commitments, South Staffs Water and Cambridge Water passed 12 and failed 5. At the end of each year the company adds up all the rewards and penalties it has received.

South Staffs Water and Cambridge Water are responsible for paying any penalties for missing targets; this cost is not covered by an increase to customer bills.



## How to read comparison information about water company performance

Next, we will show you 3 pages displaying water companies' performance. The blue boxes below show you how to read the information.

This title tells you the type of performance commitment

This summarises how well South Staffs and Cambridge Water did on meeting the target set

The chart shows how well each company performs, with separate figures for South Staffs and Cambridge Water. Blue = at or better than target. Pink = poorer than target. Shorter bar is better. Dashed line is the target

More information on what is being measured and how

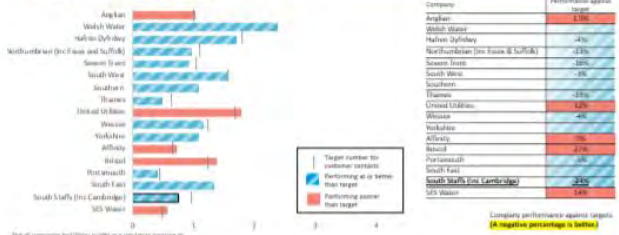
The table shows performance against the target and how far from the target

Blue means on or better than target. Pink means poorer/below target. Smaller number is better (which means -92% is better than -20%)

## Water quality: Appearance, taste and smell of tap water

South Staffs and Cambridge Water are currently performing better than target

Number of customer contacts received regarding water quality incidents, per 1,000 properties. (A lower number is better)



Not all companies had data on quality or regulatory pressure on the last procedure, so were not a target

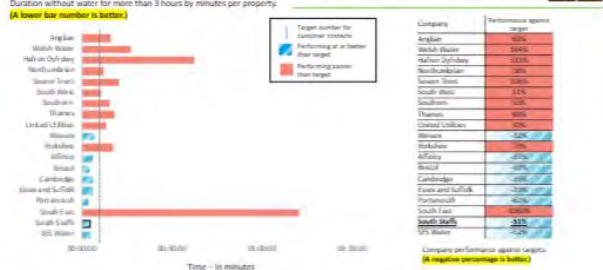
Tap water may look discoloured or taste/smell different to usual. Although still safe to drink, people may prefer bottled water as a precaution until it returns to normal.



## Supply interruptions: the average length of time properties are without water

South Staffs Water is currently performing better than target

Duration without water for more than 3 hours by minutes per property. (A lower bar number is better)



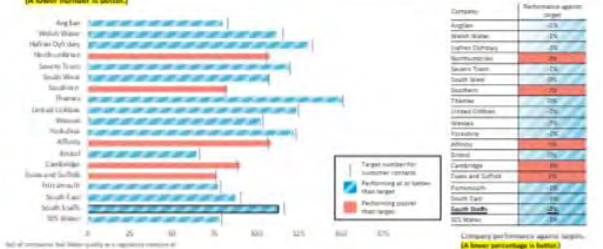
If a water supply is interrupted without warning for between 3 and 6 hours, it would not be possible to draw water from the tap or flush the toilet, it may be necessary to buy bottled water.



## Leaks: The amount of water lost due to leaks from water mains and pipes

South Staffs is currently performing better than target

Leakage per property per day. (A lower number is better)



Not all companies had data on quality or regulatory pressure on the last procedure, so were not a target

Leaks can affect customers directly if their water supply is affected. They are sometimes unnoticed if underground. But leakage is often seen in the media and has a cost to people on their bills and a cost to the environment.



## How South Staffs Water uses the money it gets from customers' bills

Customers are charged separately for their wastewater services, provided by Severn Trent Water. The money collected from customers' clean water bill by South Staffs Water funds many areas.



## The proposed plan to meet the challenges faced

Bill Impact	£116m or £12.10 on the average annual bill	£24m or £2.50 on the average annual bill	£22m or £2.30 on the average annual bill
<b>Challenges</b>	<p><b>Environmental challenges</b></p> <ul style="list-style-type: none"> <li>Currently, only 34% of rivers in England are classified as healthy and able to fully restore if damaged.</li> <li>Population growth drives up CO2 and climate change means less water for the environment and more pressure on supplies to meet higher demand.</li> <li>Reducing carbon emissions from our operations to help tackle global warming.</li> </ul>	<p><b>Water quality challenges</b></p> <ul style="list-style-type: none"> <li>The water environment is becoming increasingly polluted, which means finding better ways to treat it to make safe for human consumption.</li> <li>There are risks in the pipe network - such as lead pipes. Around 1 in 6 properties are supplied by lead pipes.</li> </ul>	<p><b>Resilience challenges</b></p> <ul style="list-style-type: none"> <li>Ageing infrastructure that needs investment to ensure it is fit for the future.</li> <li>Storm events, soil erosion and periods of very hot weather means we need to protect our sites but also ensure the chance of these falling.</li> </ul>
<b>Investment</b>	<ul style="list-style-type: none"> <li>£12m* to help restore the water environment.</li> <li>£10m* to roll out new monitoring technology across our customer base.</li> <li>£10m* to lay the foundations for our water network - a major new reservoir and a water transfer.</li> </ul>	<ul style="list-style-type: none"> <li>£4m* to improve the treatment process across water treatment sites and monitor flooding to ensure sufficient built up.</li> <li>£10m* to improve distribution processes at a number of our sites, including affordable (AV) systems.</li> <li>£1m to increase the rate at which lead pipes are removed from properties, including targeting vulnerable groups.</li> </ul>	<ul style="list-style-type: none"> <li>£10m on laying new pipes, so if one fails we can still move water around the system.</li> <li>£10m on upgrading our sites - e.g. power generators to ensure resilience to power cuts.</li> <li>£1m on using smart sensors and technology to identify issues before they cause damage to pipes and other parts of the network.</li> </ul>
<b>Benefits of Investments</b>	<ul style="list-style-type: none"> <li>More water environments to have a healthy level of water flowing in them and to allow habitats to flourish.</li> <li>Water usage can be better understood, help save both water and other resources, new ways to help manage demand for our services.</li> <li>Proven secure and reliable water supplies, more and in the future.</li> </ul>	<ul style="list-style-type: none"> <li>Prevent customers impacted by unwanted changes to their water supply - taste, smell and colour.</li> <li>Prevent loss of protection from potential water quality risks.</li> <li>Reduced dependence on chemicals added to treat water in the big run.</li> <li>Reduced number of lead supply pipes found on customer properties.</li> </ul>	<ul style="list-style-type: none"> <li>Less chance of any failures which shut down water production sites, which therefore keeps water flowing, even with increasing extreme weather conditions.</li> <li>Improved ability to identify issues proactively to better manage our network for demand and business units.</li> </ul>

\* These investments are the ones that your water company has put forward in its plan as the best way to meet statutory/legal requirements.

## South Staffs Water's proposed performance targets for 2025-2030

### Reducing leaks

Targets for reducing the amount of water lost due to leaks from water mains and pipes.

Amount of water lost from pipes, expressed per property per day, in litres. (A lower number is better)

**Performance:**

- 2021/22 industry rank: 14<sup>th</sup> of 17
- Performance impacted by factors such as condition and age of network and adverse weather events. Over the next 2 years increasing our water loss to help address our resilience programme. Our ambition is to reduce leakage by 50% by the 2025 target from 2017/18 levels, and our interim targets reflect this trajectory.

**Strategy:**

Use advanced leakage detection techniques and traditional (smell) monitoring to find leaks quicker on both our pipes and those on customer properties. This means we will take less water from the environment.

### Appearance, taste and smell of tap water

Targets for reducing the number of incidents of discoloured water (e.g. brown finish) or a strange taste or smell occurring.

Number of customer contacts received about water quality incidents, expressed per 1,000 properties. (A lower number is better)

**Performance:**

- 2021/22 industry rank: 8<sup>th</sup> of 17
- Performance impacted by factors through setting challenging targets that go above and beyond regulatory requirements across our whole water supply chain. The focus is on reducing our water quality incidents. The focus is on reducing our water quality incidents. The focus is on reducing our water quality incidents.

**Strategy:**

Building on our long-term investment programme for water quality, we will further invest in addressing specific risks to achieve better levels of customer contacts about the colour, taste and smell of their water.

### Unplanned interruptions

Targets for reducing the average length of time properties are without water.

Average duration proportion are without water, when the interruption is reported to be more than 3 hours, expressed by minutes per property. (A lower number is better)

**Performance:**

- 2021/22 industry rank: 4<sup>th</sup> of 17
- Delivered and maintained a 50% change in performance from over 8 months in 2017/18. Achieved through redesigning our operations to reduce water requirements to customer supply interruptions. Our ambition is to continue this trend and maintain our top 4 position in at least 4 of the years between 2025-2029.


**Strategy:**

Build on our performance by continuing to make smart pipe networks and invest in technology to allow faster real time intelligence on our network. This will allow us to respond more quickly to the future.



# Cambridge Water – pre-task (NHH)

## A map of the water companies in England and Wales



**Water companies in England & Wales:**

- 10 water and sewerage companies and 6 water only companies
- Some provide clean water services only and some provide clean water and wastewater services
- South Staffs Water and Cambridge Water provide only clean water services.
- Business customers cannot 'switch' water company, because your water company is dictated by the area your business is in, and is therefore a monopoly. This is why Ofwat regulate all water companies, to ensure fairness for all customers.
- Businesses don't pay their water bills directly to their water company – they are billed by a "retailer", Business customers can switch to an alternative retailer at any time.

**Map legend**

AFW	Affinity Water	NES	Northumbrian Water
AWN	Anglian Water	SES	Sutton and East Surrey Water
BRL	Bristol Water	SEW	South East Water
HDD	Hafren Dyfodwy (Welsh)	SSC	South Staffs & Cambridge Water
PRT	Portsmouth Water	SVE	Severn Trent Water
		SWB	South West Water


## Cambridge Water was merged with South Staffs Water in 2013 – here's an overview of what they do every day across the two regions

<b>Collect and treat water</b> 48 underground sources 2 surface water reservoirs 42 water treatment works 1.66 million people living in just under 700,000 homes and working in over 42,500 business properties	<b>Non-potable water</b> 69 service reservoirs and water towers to store water locally for supply 160 pumping stations which send water through 8,670km of pipes	<b>Customer service, billing and support</b> for those who most need help Take meter readings: 45% (South Staffs Water) and 75% (Cambridge Water) of domestic properties have a water meter. The figure is over 90% for business properties in both regions. Customer service: helping customers in person, by phone or through digital channels – e.g. e-mail Sending bills: by email, through an app or by post Providing support for customers who need extra assistance because of medical, learning, physical disabilities. The companies manages a Priority Services Register which currently has more than 66,500 customers registered for support
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One thing Cambridge Water and South Staffs Water don't do is take away the waste water which has been used in homes and businesses across the regions they supply. That is the responsibility of Anglian Water in the Cambridge region and Severn Trent Water in the South Staffs region.

## More about the areas that Cambridge Water and South Staff serve

**South Staff Water**



- Serves 1.3 million people across an area of 1,500 km<sup>2</sup>
- Living in around 556,000 homes and working in almost 35,000 business properties
- Supply 305 million litres water per day – or 1.67 million full bath tubs
- Drinking water comes from 2 surface water sources (River Severn and Millfield reservoir) and 23 underground water sources.

**Cambridge Water**



To learn more about Cambridge Water and the region you live in please watch this video



- Serves almost 360,000 people across 1,175km<sup>2</sup>
- Living in around 140,000 homes and working in almost 9,000 business properties
- Supply close to 83 million litres water per day – or 333,000 full bath tubs.
- Drinking water comes from 23 underground water sources, which feed the regions chalk streams.

## More about Cambridge Water

To know more about Cambridge Water please watch this video or read the transcript



**Video transcript: about Cambridge Water and its challenges**

**Cambridge Water**

- We supply clean water to 360,000 people - living in 140,000 homes and working in 9,000 business properties. As clean-water supplies, this means we do not take away your waste water.
- We employ our customers over a combined total of 360,000 full-time jobs of water every day or just over 1 full-time job each.
- The water comes from 23 underground water sources (which feed the regions chalk streams).
- Every day our people focus on:
  - Collecting water from the environment, treating it and transporting it to customers premises through 2,475km of pipes across what's the equivalent of Cambridge to Athens - powered by 47 pumping stations
  - Maintaining, repairing and renewing all of these assets
  - Working with landowners and local communities to help restore the natural environment.
  - Providing customer service and supporting more than 66,500 customers with discounted bills and assisting more than 8,000 customers who need extra help accessing our services.
- We have always been proudly green. The amount of money that will go to shareholders between 2020 and 2025 is 2.1% of customer bills each year.

We are facing new challenges:

- Only 14% of trees in England are in a healthy condition and able to fully protect if damaged. We need to restore the environment.
- The population is likely to grow by 10% by 2045 and changing rainfall patterns means our region is now deemed as "high-risk". That means that there will not be enough to meet human demand. We need to make better use of the water we have and find new sources.
- Our carbon emissions need to be reduced as fast as possible to combat the impacts of global warming and we need to recover recyclable plastics from our residents.
- Our customers are demanding even higher levels of customer service, and we need to find new and better ways to help those who need extra support to access their water services.

## How the water industry is overseen

Regulators	Main roles
<b>Environment Agency</b> 	<ul style="list-style-type: none"> <li>• Holds water companies to account to protect and restore the environment</li> <li>• Works with water companies to ensure long-term plans to maintain water supplies are done in a sustainable way</li> </ul>
<b>Drinking Water Inspectorate</b> 	<ul style="list-style-type: none"> <li>• Holds water companies to account that the water supplied in England and Wales is safe and that drinking water quality is acceptable for customers</li> </ul>
<b>Consumer Council for Water</b> 	<ul style="list-style-type: none"> <li>• Represents customers on matters relating to their water supply and services – the "water watchdog"</li> <li>• Investigates complaints and provides advice to ensure water services remain fair and affordable for customers</li> </ul>
<b>Office of Water Services</b> 	<ul style="list-style-type: none"> <li>• The water regulator makes sure companies do their job properly, including fair pricing for customers and ensuring there is always a reliable water supply and that companies improve their service</li> </ul>

## More about the role of Ofwat

- Ofwat (Water Services Regulation Authority) is the economic regulator for the water and sewerage sectors in England and Wales. It is responsible for making sure that water companies are regulated to provide customers with a good quality and efficient service at a fair price.
- Every five years, water companies develop a "business plan" that sets out how they want to develop their services, and the proposed cost to customers. As customers are not able to choose their water company, water companies must give them a say about what they want from their services and the price they pay. Talking to customers also helps water companies prioritise what to do first or what to do most of – because they are not able to fund everything they would like to do or do all of the things that customers might want them to do
- The business plan and prices are then finalised by Ofwat in a process known as the Price Review. There is more information about this here: "All about the price review". Available at: <https://www.youtube.com/watch?v=OWhnCS14t8>

One of the ways that people have their say is through this research, which will explain what the plans are for where you live, and ask what you think – whether the plans are 'acceptable' to you and whether you can afford the proposed water bills from 2025-2030

Water companies also have to show Ofwat that their plans reflect what their customers want otherwise they can be penalised – that means refining the plans based on what customers tell them.



## How water company performance is monitored

Water companies are currently part way through their five-year business plan for 2020 to 2025. They have service level targets, called 'performance commitments', in every five-year business plan. These targets are based on what customers have previously told companies they would like them to do, and on Ofwat's assessment of what companies should deliver. These targets cover a wide range of the different services that water companies provide.

Ofwat monitors water company performance against each performance commitment every year to see if they have met the target service level in their business plan. We are going to show you how well your water company is doing on some of its performance commitments, compared to other water companies in England and Wales.

These performance commitments are a snapshot out of the wide range of services companies provide. We are showing these examples as customers have told us they are particularly important to them.



## How water company performance is monitored

- Water companies have to provide reliable services, and plan for their services to be resilient to changing weather patterns and demand from consumers
- Companies can miss or exceed performance commitment targets for a number of reasons. For example, leaks from pipes happen more often after very cold weather, which can contribute to a company not meeting the target

- If a company **misses a target** then they receive a penalty to reflect the poorer service that customers have received
- If they not just meet but **exceed a target** then they can receive a reward to reflect this



In the year 2021/22, out of 17 financial Performance Commitments, South Staffs Water and Cambridge Water passed 12 and failed 5. At the end of each year the company adds up all the rewards and penalties it has received.

South Staffs Water and Cambridge Water are responsible for paying any penalties for missing targets; this cost is not covered by an increase to customer bills.



## How to read comparison information about water company performance

Next, we will show you 3 pages displaying water companies' performance. The blue boxes below show you how to read the information.

This title tells you the type of performance commitment

This summarises how well South Staffs and Cambridge Water did on meeting the target set

The chart shows how well each company performs, with separate figures for South Staffs and Cambridge Water. Blue = at or better than target. Pink = poorer than target. Shorter bar = better. Dashed line = target.

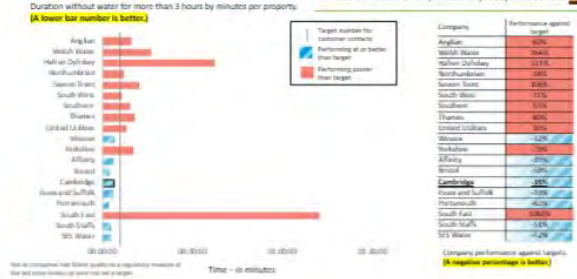
More information on what is being measured and how

The table shows performance against the target and how far from the target. Blue means on or better than target. Pink means poorer/below target. Smaller number is better (which means -52% is better than -30%).

## Supply interruptions: the average length of time properties are without water

Cambridge Water is currently performing better than target

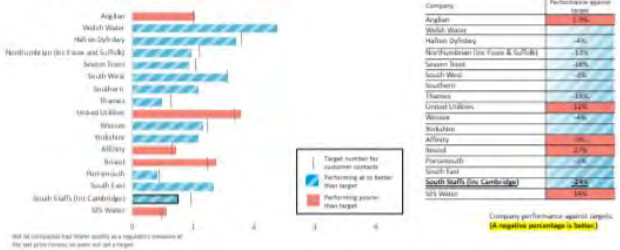
If a water supply is interrupted without warning for between 3 and 6 hours, it would not be possible to draw water from the tap or flush the toilet. It may be necessary to buy bottled water.



## Water quality: Appearance, taste and smell of tap water

South Staffs and Cambridge Water are currently performing better than target

Number of customer contacts received regarding water quality incidents, per 1,000 properties. (A lower number is better)

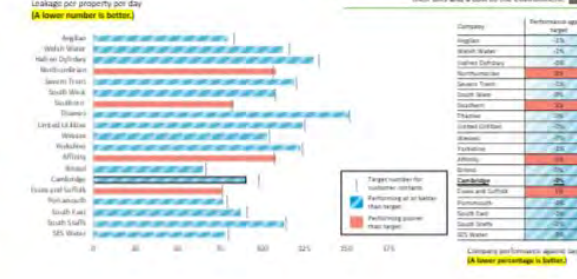


Tap water may look discoloured or taste/smell different to usual. Although still safe to drink, people may prefer bottled water as a precaution until it returns to normal.

## Leaks: The amount of water lost due to leaks from water mains and pipes

Cambridge Water is currently performing better than target

Leaks can affect customers directly if their water supply is affected. They are sometimes unnoticed if underground. But leakage if other sites in the media and has a cost to people on their bills and a cost to the environment.



## How Cambridge Water uses the money it gets from customers' bills

Customers are charged separately for their wastewater services, provided by Anglian Water. The money collected from customers' clean water bill by Cambridge Water funds many areas.



## The proposed plan to meet the challenges faced

Bill impact	£16m or 5.5% on the average annual bill	£24m or 1.1% on the average annual bill	£22m or 1.0% on the average annual bill
<b>Challenges</b>	<p><b>Environmental challenges</b></p> <ul style="list-style-type: none"> <li>Continuing with 24% of assets to be replaced or renewed</li> <li>Population growth (more or 20% and climate change means less water for the environment and more pressure on supplies for human demand)</li> <li>Reducing carbon emissions from our operations to help tackle global warming</li> </ul>	<p><b>Water quality challenges</b></p> <ul style="list-style-type: none"> <li>The water environment is becoming increasingly polluted, which means finding better ways to treat it to make safe for human consumption</li> <li>There are risks on the pipe network – such as lead pipes. Around 3 in 4 properties are supplied by lead pipes</li> </ul>	<p><b>Resilience challenges</b></p> <ul style="list-style-type: none"> <li>Aging infrastructure that needs investment to ensure it is fit for the future</li> <li>More storms, cold snaps and periods of very hot weather means we need to protect our assets to reduce the chance of them failing</li> </ul>
<b>Investment</b>	<ul style="list-style-type: none"> <li>£26m* to help restore the water environment</li> <li>£27m* to roll out new metering technology across our customer base</li> <li>£24m* to lay the foundations for new water assets – a major new reservoir and a water tunnel</li> </ul>	<ul style="list-style-type: none"> <li>£46m* to improve the 300km pipeline across water treatment sites and more cleaning to ensure consistent water quality</li> <li>£1.1m* on improved distribution process at sites of our works, including £100m investment</li> </ul>	<ul style="list-style-type: none"> <li>£2m on laying more pipes, so if one fails, we can still move water around to customers</li> <li>£20m on upgrading our sites – e.g. power generators to ensure resilience to power cuts</li> <li>£2m on using smart sensors and technology to identify issues before they cause damage to pipes and other parts of the network</li> </ul>
<b>Benefits of investments</b>	<ul style="list-style-type: none"> <li>Move water environments to have a healthy head of water flowing in them and to allow habitats to flourish</li> <li>Water can be better protected, help with look for and offer customers new skills to help encourage people to use less</li> <li>Secure secure and reliable water supplies, now and in the future</li> </ul>	<ul style="list-style-type: none"> <li>Lower customers impacted by unwanted changes to their water supply (taste, smell and colour)</li> <li>Extra layer of protection from potential water quality risks</li> <li>Reduced dependence on chemicals added to treat water on the long run</li> <li>Reduced number of lead supply pipes found on customer properties</li> </ul>	<ul style="list-style-type: none"> <li>Less chance of any failures which shut down water production sites, which threatens long-term drinking water supply</li> <li>Improved ability to identify issues proactively to better manage our network for demand and weather cases</li> </ul>

\* These investments are the ones that your water company has put forward in its plan as the best way to meet statutory/legal requirements.

## Cambridge Water's proposed performance targets for 2025-2030

Reducing leaks	Appearance, taste and smell of tap water	Unplanned interruptions
<p>Targets for reducing the amount of water lost due to leaks from water mains and pipes</p> <p>Amount of water lost from pipes, expressed per property per day, in litres. (A lower number is better)</p> <p><b>Performance</b></p> <ul style="list-style-type: none"> <li>2025/26 industry wide: 0% of 17 companies to meet or exceed target</li> <li>Use advanced leak detection techniques and increased smart metering to find leaks quicker on both our sites and those on customer properties. This means we will take less water from the environment.</li> </ul>	<p>Targets for reducing the number of incidents of discoloured water for a, brown tinge or a strange taste or smell occurring</p> <p>Number of customer contacts received about water quality incidents, expressed per 1,000 properties. (A lower number is better)</p> <p><b>Performance</b></p> <ul style="list-style-type: none"> <li>2025/26 industry wide: 0% of 17 companies to meet or exceed target</li> <li>Investments in recent years through setting challenging targets that go above and beyond statutory requirements across our whole water supply chain. The latest major upgrades to our two largest water treatment works due to completion in 2025 will help maintain the position here.</li> </ul> <p><b>Strategy</b></p> <ul style="list-style-type: none"> <li>Building on our long-term investment programme for water quality, we will further invest in addressing specific risks to achieve better looking levels of customer contacts about the colour, taste and smell of their water.</li> </ul>	<p>Targets for reducing the average length of time properties are without water</p> <p>Average duration properties are without water, when the interruption is supply due to more than 3 hours, expressed by minutes per property. (A lower number is better)</p> <p><b>Performance</b></p> <ul style="list-style-type: none"> <li>2025/26 industry wide: 0% of 17 companies to meet or exceed target</li> <li>Delivered and maintained a stop-change in performance from over 8 months in 2013-16. Achieved through reducing our operations in factories and required to customer supply interruptions. Our ambition is to continue this trend and maintain our top 4 position, or at least 4 of the years between 2025-2030.</li> </ul> <p><b>Strategy</b></p> <ul style="list-style-type: none"> <li>Build on our performance by continuing to invest in our pipe networks and assets in technology to allow more real-time intelligence on the network. This will allow us to find and repair leaks in the future.</li> </ul>



# South Staffs Water – pre-task (NHH)

## A map of the water companies in England and Wales

**England & Wales**

- 10 water and sewerage companies
- 6 water only companies

**Water companies:**

- Some provide clean water services only and some provide clean water and wastewater services
- South Staffs Water and Cambridge Water provide only clean water services.

**Map legend**

AFW	Affinity Water	NES	Northumbrian Water
ANH	Anglian Water	SES	Sutton and East Surrey Water
BRL	Bristol Water	SEW	South East Water
HDD	Hafren Dyfrdwy (Welsh)	SSC	South Staffs & Cambridge Water
PRT	Portsmouth Water	SVE	Severn Trent Water
		SWB	South West Water

**South Staffs Water**  
with water services provided by Severn Trent Water

**Cambridge Water**  
with water services provided by Anglian Water

## Cambridge Water was merged with South Staffs Water in 2013 – here's an overview of what they do every day across the two regions

<b>Collect and treat water</b> 48 underground sources 2 surface water reservoirs 40 water treatment works	<b>Store and distribute water</b> 60 service reservoirs and water towers to store water locally for supply 160 pumping stations which send water through 8,570km of pipes	<b>Customer services, billing and support for those with most needs</b> Take meter readings: 45% (South Staffs Water) and 75% (Cambridge Water) of domestic properties have a water meter. The figure is over 90% for business properties in both regions. Sending bills: by email, through an app or by post. Providing extra support for customers struggling to pay their bills – e.g. discounted bills, or payment plans. There are currently over 52,000 customers receiving discounted bills.	<b>Customer service: helping customers in person, by phone or through digital channels – e.g. e-mail</b> Providing support for customers who need extra assistance because of medical, learning, physical disabilities. The companies manages a Priority Services Register which currently has more than 66,500 customers registered for support.
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One thing South Staffs Water and Cambridge Water don't do is take away the waste water which has been used in homes and businesses across the regions they supply. That is the responsibility of Severn Trent Water in the South Staffs region and Anglian Water in the Cambridge region.

## More about the areas that South Staff and Cambridge Water serve

**South Staff Water**

- Serves 1.3 million people across an area of 3,500 km<sup>2</sup>
- Living in around 556,000 homes and working in almost 35,000 business properties
- Supply 305 million litres water per day – or 1.67 million full bath tubs.
- Drinking water comes from 2 surface water sources (River Severn and Biddfield reservoir) and 25 underground water sources.

**Cambridge Water**

- Serves almost 300,000 people across 1,175 sq km
- Living in around 140,000 homes and working in almost 9,000 business properties
- Supply close to 83 million litres water per day - or 323,000 full bath tubs.
- Drinking water comes from 23 underground water sources, which feed the region's chalk streams.

To learn more about South Staffs Water and the region you live in please watch this video:

[Click here to watch video on South Staffs Water](#)

## More about South Staffs Water

To know more about South Staffs Water please watch this video or read the transcript

**Video transcript: about South Staffs Water and its challenges**

**South Staffs Water**

- We supply clean water to 1.3 million people - living in 556,000 homes and working in 35,000 business properties. As clean water supplies, the reservoirs and our lakes serve your water needs.
- On average, people in our region use a combined total of 1.67 million full bath tubs of water every day - or just over 1 and a quarter tubs each.
- This water comes from 2 surface water sources (River Severn and Biddfield reservoir) and 25 underground water sources.
- From the tap, people focus on:
  - collecting water from the environment, treating it and transporting it to customers taps through 8,570km of pipes - that's the equivalent of Birmingham to Boston (USA) - powered by 313 pumping stations.
  - Manufacturing, repairing and maintaining all these assets.
  - Working with businesses and local communities to help reduce the natural environment.
  - Providing customer advice and supporting more than 66,500 customers with discounted bills and making more than 52,000 customers who need extra help accessing our services.
- We have always been proactively minded. The amount of money that will go to shareholders between 2020 and 2025 is £2 - 5% of customer's bills each year.

We are facing many challenges:

- Only 24% of water in England are in a healthy condition and able to fully recover if damaged. We need to increase the environment.
- The population is likely to grow by 10% by 2045 and changing rainfall patterns means our region is more exposed to 'high and dry'. This means that there will not be enough to meet human demand. We need to make better use of the water we have and find new sources.
- Our carbon emissions need to be reduced as far as possible to combat the impacts of global warming and we need to increase recyclable plastic from our operations.
- Our customers are demanding ever higher levels of customer service, and we need to find new and better ways to help those who need extra support to access their water services.

Click here to watch video or [click here](#) to read video transcript

## How the water industry is overseen

Regulators	Main roles
<b>Environment Agency</b> 	<ul style="list-style-type: none"> <li>• Holds water companies to account to protect and restore the environment</li> <li>• Works with water companies to ensure long-term plans to maintain water supplies are done in a sustainable way</li> </ul>
<b>Drinking Water Inspectorate</b> 	<ul style="list-style-type: none"> <li>• Holds water companies to account that the water supplied in England and Wales is safe and that drinking water quality is acceptable for customers</li> </ul>
<b>Consumer Council for Water</b> 	<ul style="list-style-type: none"> <li>• Represents customers on matters relating to their water supply and services - the "water watchdog"</li> <li>• Investigates complaints and provides advice to ensure water services remain fair and affordable for customers</li> </ul>
<b>Office of Water Services</b> 	<ul style="list-style-type: none"> <li>• The water regulator makes sure companies do their job properly, including fair pricing for customers and ensuring there is always a reliable water supply and that companies improve their service</li> </ul>

## More about the role of Ofwat

- Ofwat (Water Services Regulation Authority) is the economic regulator for the water and sewerage sectors in England and Wales. It is responsible for making sure that water companies are regulated to provide customers with a good quality and efficient service at a fair price.
- Every five years, water companies develop a 'business plan' that sets out how they want to develop their services, and the proposed cost to customers. As customers are not able to choose their water company, water companies must give them a say about what they want from their services and the price they pay. Talking to customers also helps water companies prioritise what to do first or what to do most of - because they are not able to fund everything they would like to do or do all of the things that customers might want them to do.
- The business plan and prices are then finalised by Ofwat in a process known as the Price Review. There is more information about this here: <https://www.youtube.com/watch?v=QWmivC93AF8>

One of the ways that people have their say is through this research, which will explain what the plans are for where you live, and all what you think - whether the plans are "acceptable" to you and whether you can afford the proposed water bills from 2025-2030

- Water companies also have to show Ofwat that their plans reflect what their customers want otherwise they can be penalised - that means refining the plans based on what customers tell them.

[All about the price review](#)

## How water company performance is monitored

Water companies are currently part way through their five-year business plan for 2020 to 2025. They have service level targets, called 'performance commitments', in every five-year business plan. These targets are based on what customers have previously told companies they would like them to do, and on Ofwat's assessment of what companies should deliver. These targets cover a wide range of the different services that water companies provide.

Ofwat monitors water company performance against each performance commitment every year to see if they have met the target service level in their business plan. We are going to show you how well your water company is doing on some of its performance commitments, compared to other water companies in England and Wales.

These performance commitments are a snapshot out of the wide range of services companies provide. We are showing these examples as customers have told us they are particularly important to them.

## How water company performance is monitored

- Water companies have to provide reliable services, and plan for their services to be resilient to changing weather patterns and demand from consumers
- Companies can miss or exceed performance commitment targets for a number of reasons. For example, leaks from pipes happen more often after very cold weather, which can contribute to a company not meeting the target

- if a company **misses a target** then they receive a penalty to reflect the poorer service that customers have received
- if they not just meet but **exceed a target** then they can receive a reward to reflect this

In the year 2021/22, out of 17 Financial Performance Commitments, South Staffs Water and Cambridge Water passed 12 and failed 5. At the end of each year the company adds up all the rewards and penalties it has received.

South Staffs Water and Cambridge Water are responsible for paying any penalties for missing targets; this cost is not covered by an increase to customer bills.

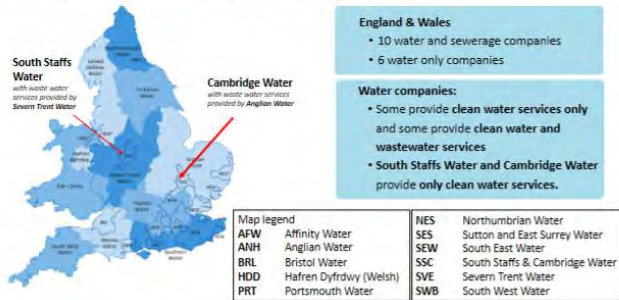






# Cambridge Water – pre-task for Customers in Vulnerable Circumstance (CIVS)

## A map of the water companies in England and Wales

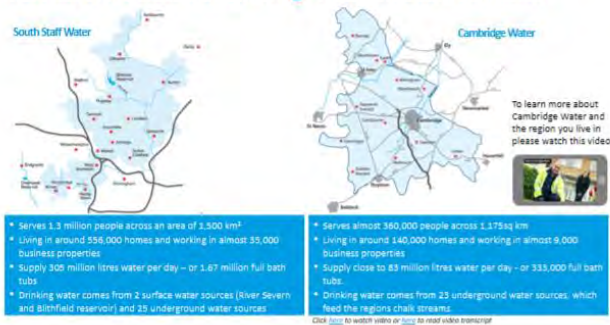


## Cambridge Water was merged with South Staffs Water in 2013 – here's an overview of what they do every day across the two regions

<b>Collect and treat water</b> 48 underground sources 2 surface water reservoirs 40 water treatment works 1.66 million people living in just under 700,000 homes and working in over 42,500 business properties	<b>Store and distribute water</b> 69 service reservoirs and water towers to store water locally for supply 160 pumping stations which send water through 8,670km of pipes	<b>Customer services, billing and support for those who need extra help</b> Take meter readings: 45% (South Staffs Water) and 75% (Cambridge Water) of domestic properties have a water meter. The figure is over 90% for business properties in both regions. Sending bills by email, through an app or by post. Providing extra support for customers struggling to pay their bills – e.g. discounted bills or payment plans. There are currently over 52,000 customers receiving discounted bills.	<b>Customer services: helping customers in person, by phone or through digital channels – e.g. e-mail</b> Providing support for customers who need extra assistance because of medical, learning, physical disabilities. The companies manage a Priority Services Register which currently has more than 66,500 customers registered for support.
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One thing Cambridge Water and South Staffs Water don't do is take away the waste water which has been used in homes and businesses across the regions they supply. That is the responsibility of Anglian Water in the Cambridge region and Severn Trent Water in the South Staffs region.

## More about the areas that Cambridge Water and South Staff serve



## More about Cambridge Water

To know more about Cambridge Water please watch this video or read the transcript

**Video transcript: about Cambridge Water and its challenges**

**Cambridge Water**

- We supply clean water to 360,000 people living in 140,000 homes and working in 9,000 business properties. As clean water supplies this means we do not take away your waste water.
- On average, our customers use a combined total of 300,000 full bath tubs of water every day or just over 1.66 billion litres.
- The water comes from 23 underground water sources (which feed the regions chalk streams).
- Every day our people focus on:
  - Collecting water from the environment, treating it and transporting it to customers premises through 16,000km of pipes and 160 pumping stations – that's the equivalent of Cambridge to Athens, powered by 47 pumping stations
  - Maintaining, repairing and renewing all of these assets
  - Working with landowners and local communities to help restore the natural environment
  - Providing customer service and supporting more than 3,300 customers with discounted bills and assisting more than 8,000 customers who need extra help accessing our services.
- We have always been privately owned. The amount of money that will go to shareholders between 2022 and 2025 is 2.3% of customer bills each year.

We are facing many challenges:

- Only 14% of rivers in England are in a healthy condition and able to fully recover if damaged. We need to restore the environment.
- The population is likely to grow by 18% by 2045 and changing rainfall patterns means our region is now classed as 'high risk'. This means that there will not be enough to meet human demand. We need to make better use of the water we have and find new sources.
- Our carbon emissions need to be reduced as fast as possible to combat the impacts of global warming and we need to remove non-recyclable plastics from our operations.
- Our customers are demanding ever higher levels of customer service, and we need to find new and better ways to help those who need extra support to access their water services.

## How the water industry is overseen

Regulators	Main roles
<b>Environment Agency</b> 	<ul style="list-style-type: none"> <li>Holds water companies to account to protect and restore the environment</li> <li>Works with water companies to ensure long-term plans to maintain water supplies are done in a sustainable way</li> </ul>
<b>Drinking Water Inspectorate</b> 	<ul style="list-style-type: none"> <li>Holds water companies to account that the water supplied in England and Wales is safe and that drinking water quality is acceptable for customers</li> </ul>
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- Ofwat (Water Services Regulation Authority) is the economic regulator for the water and sewerage sectors in England and Wales. It is responsible for making sure that water companies are regulated to provide customers with a good quality and efficient service at a fair price.
- Every five years, water companies develop a 'business plan' that sets out how they want to develop their services, and the proposed cost to customers. As customers are not able to choose their water company, water companies must give them a say about what they want from their services and the price they pay. Talking to customers also helps water companies prioritise what to do first or what to do most of – because they are not able to fund everything they would like to do or do all of the things that customers might want them to do
- The business plan and prices are then finalised by Ofwat in a process known as the Price Review. There is more information about this here: "All about the price review". Available at: <https://www.youtube.com/watch?v=DvImrC83AF8>

One of the ways that people have their say is through this research, which will explain what the plans are for where you live, and ask what you think – whether the plans are "acceptable" to you and whether you can afford the proposed water bills from 2025-2030

- Water companies also have to show Ofwat that their plans reflect what their customers want otherwise they can be penalised – that means refining the plans based on what customers tell them.

## How water company performance is monitored

Water companies are currently part way through their five-year business plan for 2020 to 2025. They have service level targets, called 'performance commitments', in every five-year business plan. These targets are based on what customers have previously told companies they would like them to do, and on Ofwat's assessment of what companies should deliver. These targets cover a wide range of the different services that water companies provide.

Ofwat monitors water company performance against each performance commitment every year to see if they have met the target service level in their business plan. We are going to show you how well your water company is doing on some of its performance commitments, compared to other water companies in England and Wales.

These performance commitments are a snapshot out of the wide range of services companies provide. We are showing these examples as customers have told us they are particularly important to them.

## How water company performance is monitored

- Water companies have to provide reliable services, and plan for their services to be resilient to changing weather patterns and demand from consumers
- Companies can miss or exceed performance commitment targets for a number of reasons. For example, leaks from pipes happen more often after very cold weather, which can contribute to a company not meeting the target
- If a company misses a target then they receive a penalty to reflect the poorer service that customers have received
- If they not just meet but exceed a target then they can receive a reward to reflect this

In the year 2021/22, out of 17 financial Performance Commitments, South Staffs Water and Cambridge Water passed 12 and failed 5. At the end of each year the company adds up all the rewards and penalties it has received.

South Staffs Water and Cambridge Water are responsible for paying any penalties for missing targets; this cost is not covered by an increase to customer bills.



## Cambridge Water currently offers the following to help customers who need extra support

### Helping customers with accessing services

All water companies run a **Priority Services Register (PSR)** where they keep details of the extra support that people need to access their services.

- The PSR ensures support is provided for customers who need extra assistance because of medical, learning or physical disabilities.
- There are currently more than **8,900** people registered for support across the region.
- The company also offers community visits to provide face-to-face support.
- In 2022/23 the company's latest independent research showed that **30%** of customers were aware that the company offer extra help for customers who need support to access its services.

**Priority Services Register**

This includes dropping **bottled water** to customers who can't get out and about to collect or buy bottled water during a period when the water supply is temporarily cut off – e.g. if a pipe in the road bursts. The PSR also **helps with bills** – such as providing braille versions or phone support to discuss bills. Customers can also nominate a friend or relative to manage their account or set-up password protection on an account – e.g. if a customer is suffering from a learning or other condition, such as dementia.

### Helping customers with paying water bills

There are currently over **3,360** customers receiving discounted water bills across the Cambridge Water region.

- If a customer is on water meter, **support and advice** can also be offered to help lower the water bill.
- In 2022/23 the company's latest independent research showed that **52%** of customers were aware that the company offers support for customers struggling to pay their bills – the figure was under 10% in 2015/16.
- If a customer does not qualify for discounted bill, the company also offers **payment breaks, payment plans and support to help clear debts**, which are designed to help customers manage their payments over the year.

**Assure – by Cambridge Water**

The company's discounted tariff for households with an income of less than £18,050. For each dependent child living at the property this amount increased by £1,500. Customers receive 60% off their water bill in Year 1 and 40% off their water bill in Year 2.

**WaterSure – national scheme**

This tariff provides a capped bill to households with a water meter that receive one or more, of a number of benefits. It also covers households with a person living with a medical condition that requires lots of water to manage and/or those with those of more dependent children.

## Cambridge Water's plans for 2025-2030 to help customers who need extra support

### Helping customers with accessing services

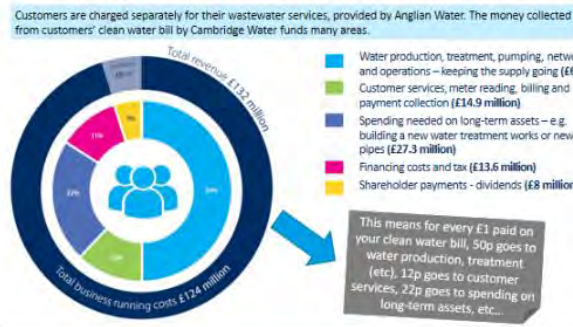
- Continue to **improve clarity and effectiveness of communications** including generating real-life stories of how being on the PSR can help customers, to encourage those who are reluctant to sign-up.
- Increase the amount of time spent working with stakeholders** (e.g. charities, support groups) in communities to make sure more customers are proactively identified to go onto the PSR. This also includes working with other suppliers (such as energy companies) to securely share information, where permission is given by customers. This means that customers just have to provide details about their situation once.
- Look to offer **different ways** for customers to contact and be contacted to discuss their support needs – designed so it puts the customer at ease. For example, a dedicated phone hotline to a trained expert.

### Helping customers with paying water bills

The number of low-income households that will require this support over the coming years is expected to be more than **90,000** across the South Staffs and Cambridge regions. To account for this increase, SSC will focus on securing funding that will enable the company to maintain and potentially increase the number of customers supported on its Assure discounted tariff. Additional areas of support for customers include the following initiatives:

- Create an **online application form** for its discounted Assure tariff, that can be used by customers or employees when registering customers over the phone, or face-to-face. This will make the application process easier as it removes barriers and removes the need for printed forms, postage and, if done online, removes the need to contact the customer service teams directly.
- Launch an **online calculator** that can be used by employees and customers to find out what financial help is available from the company and make sure households are on the best payment plan for them given their situation.
- That a **new tariff** to offer support to customers who are financially struggling, yet don't qualify for Assure as their household income is over **£19,050** or WaterSure. Customers will need to be on a water meter and the focus is on price of water for any essential use (e.g. cooking, cleaning, washing) would be discounted to help manage bills.

## How Cambridge Water uses the money it gets from customers' bills

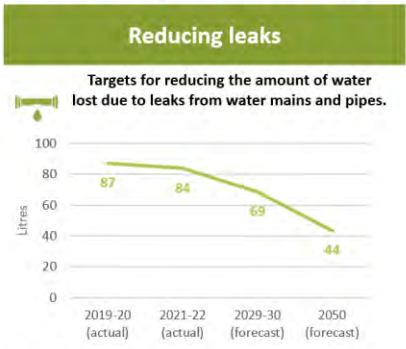


## The proposed plan to meet the challenges faced

Bill Impact	£16m or £12.10 on the average annual bill	£24m or £2.50 on the average annual bill	£22m or £2.30 on the average annual bill
<b>Challenges</b>	<b>Environmental challenges</b> <ul style="list-style-type: none"> <li>Poor river quality.</li> <li>Population growth and climate change placing more pressure on supplies to meet demand.</li> <li>Reducing carbon emissions from our operations to help tackle global warming.</li> </ul>	<b>Water quality challenges</b> <ul style="list-style-type: none"> <li>Increasingly polluted water environment, that poses risk to human safety.</li> <li>There are risks in the pipe network – such as lead pipes.</li> </ul>	<b>Resilience challenges</b> <ul style="list-style-type: none"> <li>Ageing infrastructure that needs investment.</li> <li>Increasingly erratic weather events means we need to protect our sites to reduce the chance of them failing.</li> </ul>
<b>Investment</b>	<ul style="list-style-type: none"> <li>£16m* – restore the water environment.</li> <li>£37m* – roll out new metering technology across our customer base.</li> <li>£27m* – lay the preparations for new sources.</li> <li>£20m to replace our fleet with electric vehicles.</li> </ul>	<ul style="list-style-type: none"> <li>£4m* – improve filtration at water treatment sites and mains cleaning, removing sediment build up.</li> <li>£13m* – improve disinfection processes, including ultraviolet (UV) treatment.</li> <li>£7m to increase the rate of lead pipe removal from properties, targeting vulnerable groups.</li> </ul>	<ul style="list-style-type: none"> <li>£9m on laying more pipes, so if one fails we can still move water around to customers.</li> <li>£10m on upgrading our sites.</li> <li>£3m on using smart sensors and technology to identify issues before they damage the network.</li> </ul>
<b>Benefits of investments</b>	<ul style="list-style-type: none"> <li>Healthier water environments allowing habitats to flourish.</li> <li>Better understanding of water usage and improved technology for spotting leaks.</li> <li>Ensures secure and reliable water supplies, now and in the future.</li> </ul>	<ul style="list-style-type: none"> <li>Fewer incidents of unwanted changes to water supply – taste, smell and colour and protection from water quality risks.</li> <li>Reduced dependence on chemicals for treatment.</li> <li>Reduced number of lead supply pipes.</li> </ul>	<ul style="list-style-type: none"> <li>Increased network resilience enabling constant supply even with increasing extreme weather conditions.</li> <li>Improved ability to identify issues proactively to better manage our network.</li> </ul>

\* These investments are the ones that your water company has put forward in its plan as the best way to meet statutory/legal requirements.

# Cambridge Water's proposed performance targets for 2025-2030



Amount of water lost from pipes, expressed per property per day, in litres. **A lower number is better.**

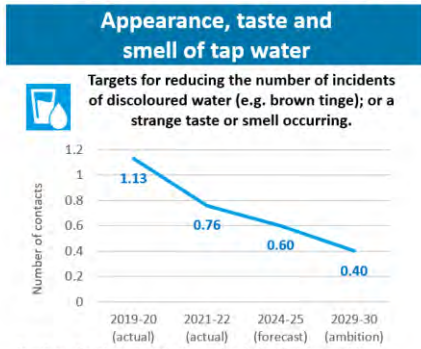
**Performance:**

- 2021/22 industry rank: 8<sup>th</sup> of 17**

Impacted by factors such as condition and age of network and more extreme weather. However, we are working hard to meet our end of period target. Our ambition is reduce leakage by 50% by the 2050 target from 2017/18 levels, and our interim targets reflect this trajectory.

**Strategy:**

Use advanced leakage detection techniques and increased smart metering to find leaks quicker on both our pipes and those on customer properties. This means we will take less water from the environment.



Number of customer contacts received about water quality incidents, expressed per 1,000 properties. **A lower number is better.**

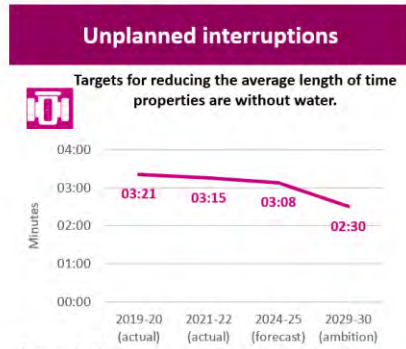
**Performance:**

- 2021/22 industry rank: 5<sup>th</sup> of 17**

Improvements in recent years through setting challenging targets that go above and beyond statutory requirements across our whole water supply chain. The latest major upgrades to our two largest water treatment works due for completion in 2025 will help maintain the positive trend.

**Strategy:**

Building on our largest-ever investment programme for water quality, we will further invest in addressing specific risks to achieve sector leading levels of customer contacts about the colour, taste and smell of their water.



Average duration properties are without water, when the interruption to supply lasts for more than 3 hours, expressed by minutes per property. **A lower number is better.**

**Performance:**

- 2021/22 industry rank: 4<sup>th</sup> of 17**

Delivered and maintained a step-change in performance from over 8 minutes in 2017-18. Achieved through redesigning our operations to facilitate rapid responses to customer supply interruptions. Our ambition is to continue this trend and maintain our top 4 position, in at least 4 of the years between 2020-2025.

**Strategy:**

Build on our performance by continuing to invest in our pipe networks and invest in technology to allow more real time intelligence on our networks. This will allow us to react even quicker in the future.

## How to read comparison information about water company performance

Next, we will show you 3 pages displaying water companies' performance. The blue boxes below show you how to read the information.

The title tells you the type of performance commitment.

This summarises how well South Staffs and Cambridge Water did on meeting the target set.

More information on what is being measured and how.

The chart shows how well each company performs, with separate figures for South Staffs and Cambridge Water. Blue = at or better than target. Pink = poorer than target. Shorter bar is better. Dashed line is the target.

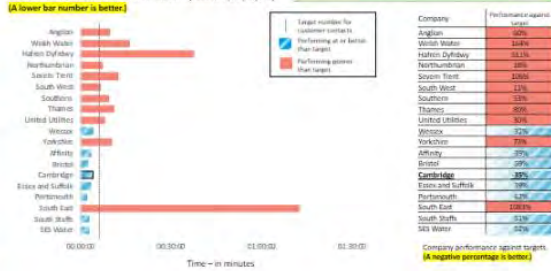
The table shows performance against the target and how far from the target. Blue means at or better than target. Pink means poorer/below target. Smaller number is better (which means -32% is better than -20%).

## Supply interruptions: the average length of time properties are without water

**Cambridge Water is currently performing better than target.**

If a water supply is interrupted without warning for between 3 and 6 hours, it would not be possible to draw water from the taps or flush the toilet, it may be necessary to buy bottled water.

Duration without water for more than 3 hours by minutes per property.

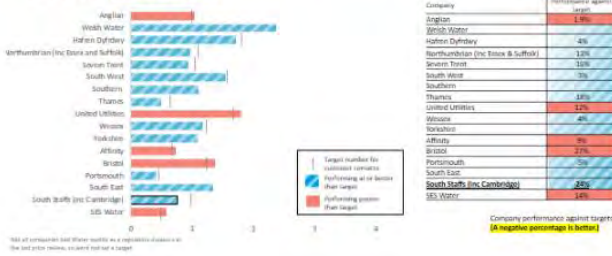


## Water quality: Appearance, taste and smell of tap water

**South Staffs and Cambridge water are currently performing better than target.**

Number of customer contacts received regarding water quality incidents, per 1,000 properties. (A lower number is better)

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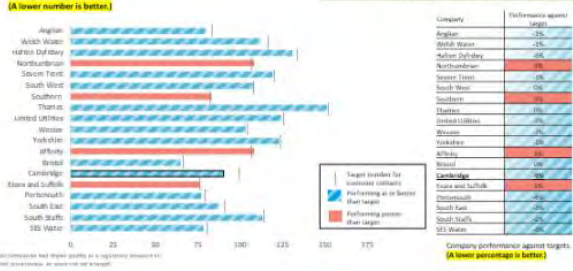


## Leaks: The amount of water lost due to leaks from water mains and pipes

**Cambridge Water is currently performing better than target.**

Leaks can affect customers directly if their water supply is affected. They are sometimes unnoticed if underground. But leakage is often seen in the media and has a cost to people on their bills and a cost to the environment.

Leakage per property per day.





# South Staffs Water – pre-task for Customer in Vulnerbale Circumstance (CIVS)

## A map of the water companies in England and Wales

**England & Wales**

- 10 water and sewerage companies
- 6 water only companies

**Water companies:**

- Some provide **clean water services only** and some provide **clean water and wastewater services**
- **South Staffs Water and Cambridge Water provide only clean water services.**

**Map legend**

AFW	Affinity Water	NES	Northumbrian Water
ANH	Anglian Water	SES	Sutton and East Surrey Water
BRL	Bristol Water	SEW	South East Water
HDD	Hafren Dyfrdwy (Welsh)	SSC	South Staffs & Cambridge Water
PRT	Portsmouth Water	SVE	Severn Trent Water
		SWB	South West Water

**South Staffs Water**  
with waste water services provided by Severn Trent Water

**Cambridge Water**  
with waste water services provided by Anglian Water

## Cambridge Water was merged with South Staffs Water in 2013 – here's an overview of what they do every day across the two regions

<b>Collect and treat water</b> 48 underground sources 2 surface water reservoirs 40 water treatment works	<b>Store and distribute water</b> 88 service reservoirs and water towers to store water locally for supply 160 pumping stations which send water through 8,070km of pipes	<b>Customer services, billing and support for those who need extra help</b> Take meter readings: 43% (South Staffs Water) and 75% (Cambridge Water) of domestic properties have a water meter. The figure is over 90% for business properties in both regions. Sending bills: by email, through an app or by post Providing extra support for customers struggling to pay their bills – e.g. discounted bills or payment plans There are currently over 52,000 customers receiving discounted bills	<b>Customer service: helping customers in person, by phone or through digital channels – e.g. e-mail</b> Providing support for customers who need extra assistance because of medical, learning, physical disabilities. The companies manages a Priority services Register which currently has more than 66,500 customers registered for support
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One thing South Staffs Water and Cambridge Water don't do is take away the waste water which has been used in homes and businesses across the regions they supply. That is the responsibility of Severn Trent Water in the South Staffs region and Anglian Water in the Cambridge region.

## More about the areas that South Staff and Cambridge Water serve

**South Staffs Water**

To learn more about South Staffs Water and the region you live in please watch this video

- Serves 1.3 million people across an area of 3,500 km<sup>2</sup>
- Living in around 536,000 homes and working in almost 35,000 business properties
- Supply 305 million litres water per day – or 1.67 million full bath tubs
- Drinking water comes from 2 surface water sources (River Severn and Blithfield reservoir) and 35 underground water sources

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**Cambridge Water**

- Serves almost 360,000 people across 3,175sq km
- Living in around 140,000 homes and working in almost 9,000 business properties
- Supply close to 83 million litres water per day - or 333,000 full bath tubs
- Drinking water comes from 23 underground water sources, which feed the regions chalk streams

## More about South Staffs Water

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**Video transcript: about South Staffs Water and its challenges**

**South Staffs Water**

- We supply clean water to **1.3 million people** - living in 536,000 homes and working in 35,000 business properties. As clean water supplier, this means we do not take away your waste water.
- On average, people in our region use a combined total of **1.67 million full bath tubs** of water every day, or just over 1.668 quartillion full tubs each.
- This water comes from 2 surface water sources (River Severn and Blithfield reservoir) and 35 underground water sources.
- Every day our people focus on:
  - collecting water from the environment, treating it and transporting it to customers (as through 8,070km of pipes - that's the equivalent of Birmingham to Boston USA) - powered by 133 pumping stations
  - Monitoring, repairing and renewing all of those assets
  - Working with landowners and local communities to help restore the natural environment
  - Providing customer service and supporting more than **48,700** customers with discounted bills and working more than **37,000** customers who need extra help accessing our services.
- We have always been privately owned. The amount of money that will go to shareholders between 2020 and 2025 is **£2.3B** of customer bills each year.

**We are facing many challenges:**

- Only 24% of rivers in England are in a healthy condition and able to fully recover if damaged. We need to restore the environment
- The population is **likely to grow by 28% by 2035** and changing rainfall patterns means our region is now classed as 'high risk'. This means that there will not be enough to meet human demand. We need to make better use of the water we have and find new sources
- Our **carbon emissions need to be reduced as fast as possible** to combat the impacts of global warming and we need to remove non-recyclable plastic from our operations
- Our customers are demanding ever higher levels of customer service, and we need to find new and better ways to help those who need extra support to access their water services.

## How the water industry is overseen

Regulators	Main roles
<b>Environment Agency</b> 	<ul style="list-style-type: none"> <li>• Holds water companies to account to protect and restore the environment</li> <li>• Works with water companies to ensure long-term plans to maintain water supplies are done in a sustainable way</li> </ul>
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## More about the role of Ofwat

- Ofwat (Water Services Regulation Authority) is the economic regulator for the water and sewerage sectors in England and Wales. It is responsible for making sure that water companies are regulated to provide customers with a good quality and efficient service at a fair price.
- Every five years, water companies develop a "business plan" that sets out how they want to develop their services, and the proposed cost to customers. As customers are not able to choose their water company, water companies must give them a say about what they want from their services and the price they pay. Talking to customers also helps water companies prioritise what to do first or what to do most of – because they are not able to fund everything they would like to do or all of the things that customers might want them to do
- The business plan and prices are then finalised by Ofwat in a process known as the Price Review. There is more information about this here: "All about the price review". Available at: <https://www.youtube.com/watch?v=QVimUjC3AF8>

One of the ways that people have their say is through this research, which will explain what the plans are for where you live, and ask what you think – whether the plans are "acceptable" to you and whether you can afford the proposed water bills from 2025-2030

Water companies also have to show Ofwat that their plans reflect what their customers want otherwise they can be penalised – that means refining the plans based on what customers tell them.

## How water company performance is monitored

Water companies are currently part way through their five-year business plan for 2020 to 2025. They have service level targets, called 'performance commitments', in every five-year business plan. These targets are based on what customers have previously told companies they would like them to do, and on Ofwat's assessment of what companies should deliver. These targets cover a wide range of the different services that water companies provide.

Ofwat monitors water company performance against each performance commitment every year to see if they have met the target service level in their business plan. We are going to show you how well your water company is doing on some of its performance commitments, compared to other water companies in England and Wales.

These performance commitments are a snapshot of the wide range of services companies provide. We are showing these examples as customers have told us they are particularly important to them.



## How water company performance is monitored

- Water companies have to provide reliable services, and plan for their services to be resilient to changing weather patterns and demand from consumers
- Companies can miss or exceed performance commitment targets for a number of reasons. For example, leaks from pipes happen more often after very cold weather, which can contribute to a company not meeting the target

**• If a company misses a target then they receive a penalty to reflect the poorer service that customers have received**

**• If they not just meet but exceed a target then they can receive a reward to reflect this**

In the year 2021/22, out of 17 financial Performance Commitments, South Staffs Water and Cambridge Water passed 12 and failed 5. At the end of each year the company adds up all the rewards and penalties it has received.

South Staffs Water and Cambridge Water are responsible for paying any penalties for missing targets; this cost is not covered by an increase to customer bills.



## How to read comparison information about water company performance

Next, we will show you 3 pages displaying water companies' performance. The blue boxes below show you how to read the information.

This title tells you the type of performance commitment

This summarises how well South Staffs and Cambridge Water did on meeting the target set

More information on what is being measured and how

The table shows performance against the target and how far from the target

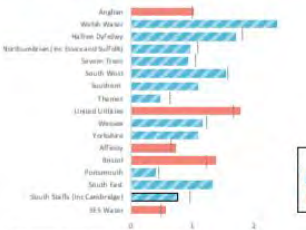
Blue means on or better than target  
Pink means poorer/ below target  
Smaller number is better (which means -32% is better than -20%)

Supply interruptions: the average length of time properties are without water

## Water quality: Appearance, taste and smell of tap water

**South Staffs and Cambridge Water are currently performing better than target**

Number of customer contacts received regarding water quality incidents, per 1,000 properties. (A lower number is better)



The water may look discoloured or taste/smell different to usual. Although still safe to drink, people may prefer bottled water as a precaution until it returns to normal.

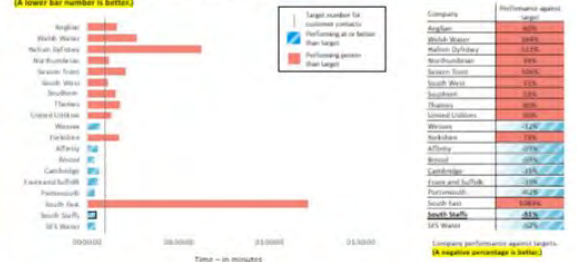
Company	Performance against target
Anglian	12%
North Devon	12%
Northumbria (inc Fens & Suffolk)	-33%
Severn Trent	-18%
South West	-3%
Southern	-20%
Thames	-20%
United Utilities	-24%
Wessex	-4%
Yorkshire Water	-2%
Worcestershire	-2%
South East	-2%
<b>South Staffs (inc Cambridge)</b>	<b>-24%</b>
UK Water	-14%

Company performance against targets. (A negative percentage is better)

## Supply interruptions: the average length of time properties are without water

**South Staffs Water is currently performing better than target**

Duration without water for more than 3 hours by minutes per property. (A lower number is better)

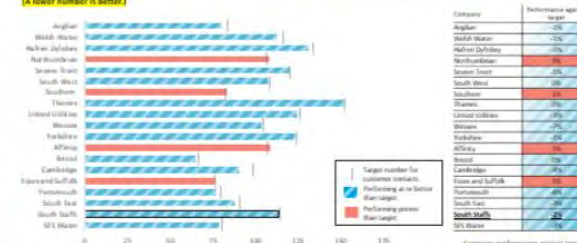


If a water supply is interrupted without warning for between 1 and 6 hours, it would not be possible to draw water from the taps or flush the toilet; it may be necessary to buy bottled water.

## Leaks: The amount of water lost due to leaks from water mains and pipes

**South Staffs is currently performing better than target**

Leakage per property per day. (A lower number is better)



Leaks can affect customers directly if their water supply is affected. They are sometimes unnoticed if underground. But leakage is often seen in the media and has a cost to people on their bills and a cost to the environment.

## South Staffs Water currently offers the following to help customers who need extra support

### Helping customers with accessing services

All water companies run a **Priority Service Register (PSR)** where they keep details of the extra support that people need to access their services.

- The PSR ensures support is provided for customers who need extra assistance because of medical, learning or physical disabilities.
- There are currently more than **37,600** people registered for support across the region.
- The company also offers a **Community Hub** on the high street in Wednesday and community visits to provide support face to face.
- In 2022/23 the company's latest independent research showed that **38%** of customers were aware that the company offer extra help for customers who need support to access its services.

### Priority Services Register

This includes dropping **bottled water** to customers who can't get out and about to collect or buy bottled water during a period when the water supply is temporarily cut off – e.g. if a pipe in the road bursts. The PSR also **helps with bills** – such as providing braille versions or phone support to discuss bills. Customers can also nominate a friend or relative to manage their account or set up password protection on an account – e.g. if a customer is suffering from a learning or other condition, such as dementia.

### Helping customers with paying water bills

There are currently over **48,700** customers receiving discounted water bills across the South Staffs Water region.

- If a customer is on water meter, **support and advice** can also be offered to help lower the water bill.
- In 2022/23 the company's latest independent research showed that **93%** of customers were aware that the company offers support for customers struggling to pay their bills – the figure was under 10% in 2015/16.
- If a customer does not qualify for discounted bill, the company also offers any customer **payment breaks, payment plans and support with clearing debts**. These can help customers manage their payments over the year.

### Assure – run by South Staffs

The company's discounted tariff for households with an income of less than **£18,050**. For each dependent child living at the property this amount increased by **£1,300**. Customers receive 10% off their water bill in year 1 and 40% off their water bill in year 2.

### WaterSure – national scheme

This tariff provides a capped bill to households with a water meter that receive one or more, of a number of benefits. It also covers households with a person living with a medical condition that requires lots of water to manage and/or those with three or more dependent children.

## South Staffs Water's plans for 2025-2030 to help customers who need extra support

### Helping customers with accessing services

- Continue to **improve clarity and effectiveness of communications** including providing real life stories of how being on the PSR can help **charities, support groups** in communities to make sure more customers are pro actively identified to go onto the PSR. This also includes working with other suppliers (such as energy companies) to securely share information, where permission is given by customers. This means that customers just have to provide details about their situation once.
- Look to offer **different ways** for customers to contact and be contacted to discuss their support needs, designed so it puts the customer at ease. For example, a dedicated phone hotline to a trained expert.

### Helping customers with paying water bills

The number of low-income households that will require this support over the coming years is expected to be more than **80,000** across the South Staffs and Cambridge regions. To account for this increase, SSC will focus on securing funding that will enable the company to maintain and potentially increase the number of customers supported on its Assure discounted tariff. Additional areas of support for customers include the following initiatives:

- Create an **online application form** for its discounted Assure tariff, that can be used by customers or employees when registering customers over the phone, or face-to-face. This will make the application process easier as it removes barriers and removes the need for printed forms, postage and, if done online, removes the need to contact the customer service teams directly.
- Launch an **online calculator** that can be used by employees and customers to find out what financial help is available from the company and make sure households are on the best payment plan for them given their situation.
- Trials a **new tariff** to offer support to customers who are financially struggling, yet don't qualify for Assure as their household income is over **£19,050** or WaterSure. Customers will need to be on a water meter and the focus is on price of water for any essential use (e.g. cooking, cleaning, washing) would be discounted to help manage bills.

## How South Staffs Water uses the money it gets from customers' bills

Customers are charged separately for their wastewater services, provided by Severn Trent Water. The money collected from customers' clean water bill by South Staffs Water funds many areas.

- Water production, treatment, pumping, network repairs and operations – keeping the supply going (**£62 million**)
- Customer services, meter reading, billing and payment collection (**£14.9 million**)
- Spending needed on long-term assets – e.g. building a new water treatment works or new pipes (**£27.3 million**)
- Financing costs and tax (**£13.6 million**)
- Shareholder payments - dividends (**£8 million**)

This means for every £1 paid on your clean water bill, 50p goes to water production, treatment (etc), 12p goes to customer services, 22p goes to spending on long-term assets, etc...

## The proposed plan to meet the challenges faced

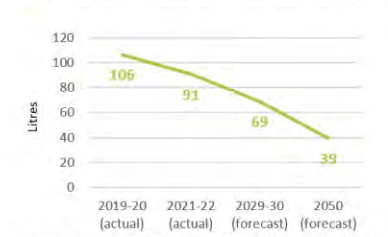
Bill Impact	£16m or £12.10 on the average annual bill	£26m or £2.50 on the average annual bill	£23m or £2.30 on the average annual bill
<b>Environmental challenges</b>	<ul style="list-style-type: none"> <li>• Poor river quality</li> <li>• Population growth and climate change placing more pressure on supplies to meet demand</li> <li>• Reducing carbon emissions from our operations to help tackle global warming</li> </ul>	<b>Water quality challenges</b>	<b>Resilience challenges</b>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>• £16m* restore the water environment.</li> <li>• £37m* roll out new metering technology across our customer base.</li> <li>• £37m* lay the preparation for new sources.</li> </ul>	<ul style="list-style-type: none"> <li>• £4m* improve filtration at water treatment sites and mains cleaning, ongoing ordnance build up.</li> <li>• £13m* improve disinfection processes, including ultraviolet (UV) treatment</li> <li>• £7m to increase the rate of lead pipes removal from properties, targeting vulnerable groups.</li> </ul>	<ul style="list-style-type: none"> <li>• Increasingly polluted water environment, that poses risk to human safety</li> <li>• There are risks in the pipe network – such as lead pipes.</li> <li>• £8m on laying more pipes, so if one fails we can still move water around to customers.</li> <li>• £15m on upgrading our sites.</li> <li>• £3m on using smart sensors and technology to identify issues before they damage the network.</li> </ul>
<b>Investment</b>	<ul style="list-style-type: none"> <li>• £6m to replace our fleet with electric vehicles</li> </ul>	<ul style="list-style-type: none"> <li>• Fewer incidents of unwanted changes to water supply, taste, smell and colour and protection from water quality risks.</li> <li>• Reduced dependence on chemicals for treatment.</li> <li>• Reduced number of lead supply pipes.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased network resilience enabling constant supply even with increasing extreme weather conditions.</li> <li>• Improved ability to identify issues proactively to better manage our network.</li> </ul>
<b>Benefits of investments</b>	<ul style="list-style-type: none"> <li>• Healthier water environments allowing habitats to flourish.</li> <li>• Better understanding of water usage and improved technology for spotting leaks.</li> <li>• Enhanced secure and reliable water supplies, now and in the future.</li> </ul>		

\* These investments are the ones that your water company has put forward in its plan as the best way to meet statutory/legal requirements.

# South Staffs Water's proposed performance targets for 2025-2030

## Reducing leaks

**Targets for reducing the amount of water lost due to leaks from water mains and pipes.**



Amount of water lost from pipes, expressed per property per day, in litres. **A lower number is better.**

### Performance:

- **2021/22 industry rank: 14<sup>th</sup> of 17**
- Performance impacted by the condition of network and extreme weather events. Our ambition is to reduce leakage by 50% by the 2050 target from 2017/18, which will see an extra £4m investment over the next 2 years.

### Strategy:

Use advanced leakage detection techniques and increased smart metering to find leaks quicker.

## Appearance, taste and smell of tap water

**Targets for reducing the number of incidents of discoloured water (e.g. brown tinge); or a strange taste or smell occurring.**



Number of customer contacts received about water quality incidents, expressed per 1,000 properties. **A lower number is better.**

### Performance:

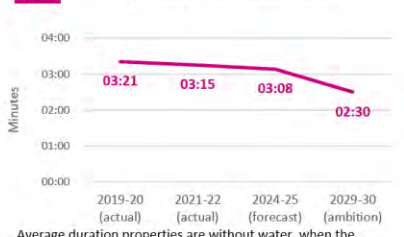
- **2021/22 industry rank: 5<sup>th</sup> of 17**
- Challenging targets have driven improvements in recent years. This will continue due to major upgrades to water treatment works due for completion in 2025.

### Strategy:

Building on our largest-ever investment programme for water quality, focusing on reducing risks to customers' water quality (e.g. colour, taste and smell of their water).

## Unplanned interruptions

**Targets for reducing the average length of time properties are without water.**



Average duration properties are without water, when the interruption to supply lasts for more than 3 hours, expressed by minutes per property. **A lower number is better.**

### Performance:

- **2021/22 industry rank: 4<sup>th</sup> of 17**
- Delivered a step-change in performance from over 8 minutes in 2017-18, by redesigning operations to facilitate rapid responses to customer supply interruptions.


### Strategy:

Continue to invest in our pipe networks and technology to allow more real time intelligence on our networks. This will allow us to react even quicker in the future.



# South Staffs Water – pre-task for Customers in Vulnerable Circumstance (CIVS)

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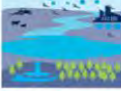

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- The population is likely to grow by 31% by 2045 and changing rainfall patterns means our region is now classed as 'high risk'. This means that there will just be enough to meet human demand. We need to make better use of the water we have and find new sources
- Our carbon emissions need to be reduced as far as possible to combat the impacts of global warming and we need to remove non-recyclable plastic from our operations
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Water companies also have to show Ofwat that their plans reflect what their customers want otherwise they can be penalised – that means refining the plans based on what customers tell them.



## How water company performance is monitored

Water companies are currently part way through their five-year business plan for 2020 to 2025. They have service level targets, called 'performance commitments', in every five-year business plan. These targets are based on what customers have previously told companies they would like them to do, and on Ofwat's assessment of what companies should deliver. These targets cover a wide range of the different services that water companies provide.

Ofwat monitors water company performance against each performance commitment every year to see if they have met the target service level in their business plan. We are going to show you how well your water company is doing on some of its performance commitments, compared to other water companies in England and Wales.

These performance commitments are a snapshot out of the wide range of services companies provide. We are showing these examples as customers have told us they are particularly important to them.



## How water company performance is monitored

- Water companies have to provide reliable services, and plan for their services to be resilient to changing weather patterns and demand from consumers
- Companies can miss or exceed performance commitment targets for a number of reasons. For example, leaks from pipes happen more often after very cold weather, which can contribute to a company not meeting the target
- If a company misses a target then they receive a penalty to reflect the poorer service that customers have received.
- If they not just meet but exceed a target then they can receive a reward to reflect this

In the year 2021/22, out of 17 financial Performance Commitments, South Staffs Water and Cambridge Water passed 12 and failed 5. At the end of each year the company adds up all the rewards and penalties it has received.

South Staffs Water and Cambridge Water are responsible for paying any penalties for missing targets; this cost is not covered by an increase to customer bills.



## How to read comparison information about water company performance

Next, we will show you 3 pages displaying water companies' performance. The blue boxes below show you how to read the information.

This title tells you the type of performance commitment.

This summarizes how well South Staffs and Cambridge Water did on meeting the target set.

The chart shows how well each company performs, with separate figures for South Staffs and Cambridge Water.

Blue = at or better than target  
Pink = poorer than target  
Shorter bar is better  
Dashed line is the target

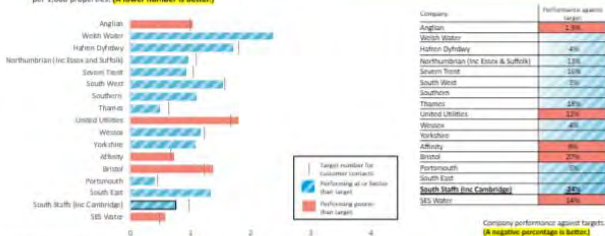
More information on what is being measured and how.

The table shows performance against the target and how far from the target.  
Blue means on or better than target  
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Smaller number is better (which means -92% is better than -20%)

## Water quality: Appearance, taste and smell of tap water

South Staffs and Cambridge Water are currently performing better than target.

Number of customer contacts received regarding water quality incidents, per 1,000 properties. (A lower number is better)



Tap water may look discoloured or taste/smell different to usual. Although still safe to drink, people may prefer bottled water as a precaution until it returns to normal.

## Supply interruptions: the average length of time properties are without water

South Staffs Water is currently performing better than target.

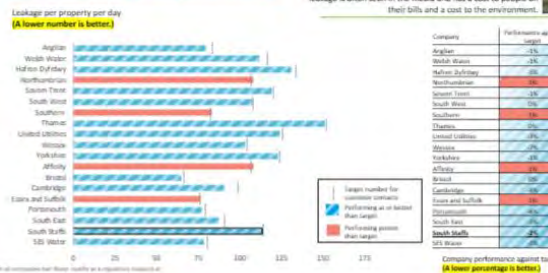
If a water supply is interrupted without warning for between 3 and 6 hours, it would not be possible to draw water from the taps or flush the toilet; it may be necessary to buy bottled water.



## Leaks: The amount of water lost due to leaks from water mains and pipes

South Staffs is currently performing better than target.

Leaks can affect customers directly if their water supply is affected. They are sometimes unnoticed if underground. But leakage is often seen in the media and has a cost to people on their bills and a cost to the environment.



## South Staffs Water currently offers the following to help customers who need extra support

### Helping customers with accessing services

All water companies run a **Priority Services Register (PSR)** where they keep details of the extra support that people need to access their services:

- The PSR ensures support is provided for customers who need extra assistance because of medical, learning or physical disabilities.
- There are currently more than **57,600** people registered for support across the region.
- The company also offers a **Community Hub** on the high-street in Wednesbury and community visits to provide support face-to-face.
- In 2022/23 the company's latest independent research showed that **3.8%** of customers were aware that the company offer extra help for customers who need support to access its services.

**Priority Services Register**  
This includes dropping **bottled water** to customers who can't get out and about to collect or buy bottled water during a period when the water supply is temporarily cut off – e.g. if a pipe in the road bursts. The PSR also **helps with bills** – such as providing braille versions or phone support to discuss bills. Customers can also nominate a friend or relative to manage their account or set-up password protection on an account – e.g. if a customer is suffering from a learning or other condition, such as dementia.

### Helping customers with paying water bills

There are currently over **48,700** customers receiving discounted water bills across the South Staffs Water region.

- If a customer is on a water meter, **support and advice** can also be offered to help lower the water bill.
- In 2022/23 the company's latest independent research showed that **53%** of customers were aware that the company offers support for customers struggling to pay their bills – the figure was under 10% in 2021/22.
- If a customer does not qualify for discounted bill, the company also offers any customer **payment breaks, payment plans and support with clearing debts**. These can help customers manage their payments over the year.

**Assure – run by South Staffs**  
The company's discounted tariff for households with an income of less than £19,050. For each dependent child living at the property this amount increased by £1,500. Customers receive 60% off their water bill in Year 1 and 40% off their water bill in Year 2.

**WaterSure – national scheme**  
This tariff provides a capped bill to households with a water meter that receive one or more, of a number of benefits. It also covers households with a person living with a medical condition that requires lots of water to manage and/or those with three or more dependent children.

## South Staffs Water's plans for 2025-2030 to help customers who need extra support

### Helping customers with accessing services

- Continue to improve daily and effectiveness of communications including promoting real-life stories of how being on the PSR can help customers, to encourage those who are reluctant to sign-up.
- Increase the amount of time spent working with stakeholders (e.g. charities, support groups) in communities to make sure more customers are pro-actively identified to go onto the PSR. This also includes working with other suppliers (such as energy companies) to securely share information, where permission is given by customers. This means that customers just have to provide details about their situation once.
- Look to offer **different ways** for customers to contact and be contacted to discuss their support needs – designed so it puts the customer at ease. For example, a dedicated phone helpline to a trained expert.



### Helping customers with paying water bills

The number of low-income households that will require this support over the coming years is expected to be more than **90,000** across the South Staffs and Cambridge regions. To account for this increase, SSC will focus on securing funding that will enable the company to maintain and potentially increase the number of customers supported on its Assure discounted tariff. Additional areas of support for customers include the following initiatives:

- Create an **online application form** for its discounted Assure tariff, that can be used by customers or employees when registering customers over the phone, or face-to-face. This will make the application process easier as it removes barriers and removes the need for printed forms, postage and, if done online, removes the need to contact the customer service teams directly.
- Launch an **online calculator** that can be used by employees and customers to find out what financial help is available from the company and make sure households are on the best payment plan for them given their situation.
- Trials a **new tariff** to offer support to customers who are financially struggling, yet don't qualify for Assure as their household income is over £19,050 or WaterSure. Customers will need to be on a water meter and the focus is on price of water for any essential use (e.g. cooking, cleaning, washing) would be discounted to help manage bills.

## How South Staffs Water uses the money it gets from customers' bills

Customers are charged separately for their wastewater services, provided by Severn Trent Water. The money collected from customers' clean water bill by South Staffs Water funds many areas.



## The proposed plan to meet the challenges faced

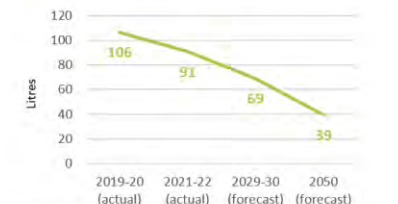
Bill Impact	£116m or £12.10 on the average annual bill	£24m or £2.50 on the average annual bill	£22m or £2.30 on the average annual bill
<b>Challenges</b>	<ul style="list-style-type: none"> <li>Environmental challenges: Poor river quality, Population growth and climate change placing more pressure on supplies to meet demand, Reducing carbon emissions from our operations to help tackle global warming.</li> </ul>	<ul style="list-style-type: none"> <li>Water quality challenges: Increasingly polluted water environment, that poses risk to human safety, There are risks in the pipe network – such as lead pipes.</li> </ul>	<ul style="list-style-type: none"> <li>Resilience challenges: Aging infrastructure that needs investment, Increasingly erratic weather events means we need to protect our sites to reduce the chance of them failing.</li> </ul>
<b>Investment</b>	<ul style="list-style-type: none"> <li>£16m – restore the water environment,</li> <li>£37m – roll out new metering technology across our customer base,</li> <li>£57m – lay the preparations for new sources.</li> </ul>	<ul style="list-style-type: none"> <li>£4m – improve filtration at water treatment sites and mains cleaning, removing sediment build-up,</li> <li>£13m – improve disinfection processes including ultraviolet (UV) treatment,</li> <li>£7m to increase the rate of lead pipes removal from properties, targeting vulnerable groups.</li> </ul>	<ul style="list-style-type: none"> <li>£9m on laying more pipes, so if one fails we can still move water around to customers,</li> <li>£10m on upgrading our sites,</li> <li>£3m on using smart sensors and technology to identify issues before they damage the network.</li> </ul>
<b>Benefits of investments</b>	<ul style="list-style-type: none"> <li>Healthier water environments allowing habitats to flourish,</li> <li>Better understanding of water usage and improved technology for spotting leaks,</li> <li>Ensures secure and reliable water supplies, now and in the future.</li> </ul>	<ul style="list-style-type: none"> <li>Fewer incidents of unwanted changes to water supply – taste, smell and colour and protection from water quality risks,</li> <li>Reduced dependence on chemicals for treatment,</li> <li>Reduced number of lead supply pipes.</li> </ul>	<ul style="list-style-type: none"> <li>Increased network resilience enabling constant supply even with increasing extreme weather conditions,</li> <li>Improved ability to identify issues proactively to better manage our network.</li> </ul>

\* These investments are the ones that your water company has put forward in its plan as the best way to meet statutory/legal requirements

# South Staffs Water's proposed performance targets for 2025-2030

## Reducing leaks

**Targets for reducing the amount of water lost due to leaks from water mains and pipes.**



Amount of water lost from pipes, expressed per property per day, in litres. **A lower number is better.**

**Performance:**

- **2021/22 industry rank: 14<sup>th</sup> of 17**

Performance impacted by the condition of network and extreme weather events. Our ambition is to reduce leakage by 50% by the 2050 target from 2017/18, which will see an extra £4m investment over the next 2 years.

**Strategy:**  
Use advanced leakage detection techniques and increased smart metering to find leaks quicker.

## Appearance, taste and smell of tap water

**Targets for reducing the number of incidents of discoloured water (e.g. brown tinge); or a strange taste or smell occurring.**



Number of customer contacts received about water quality incidents, expressed per 1,000 properties. **A lower number is better.**

**Performance:**

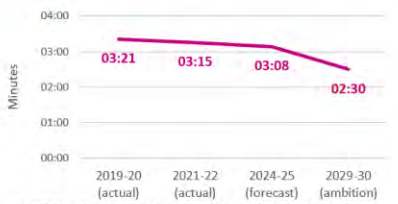
- **2021/22 industry rank: 5<sup>th</sup> of 17**

Challenging targets have driven improvements in recent years. This will continue due to major upgrades to water treatment works due for completion in 2025.

**Strategy:**  
Building on our largest-ever investment programme for water quality, focusing on reducing risks to customers' water quality (e.g. colour, taste and smell of their water).

## Unplanned interruptions

**Targets for reducing the average length of time properties are without water.**



Average duration properties are without water, when the interruption to supply lasts for more than 3 hours, expressed by minutes per property. **A lower number is better.**

**Performance:**

- **2021/22 industry rank: 4<sup>th</sup> of 17**

Delivered a step-change in performance from over 8 minutes in 2017-18, by redesigning operations to facilitate rapid responses to customer supply interruptions.

**Strategy:**  
Continue to invest in our pipe networks and technology to allow more real time intelligence on our networks. This will allow us to react even quicker in the future.



# Cambridge Water – pre-task (Future customers)

## A map of the water companies in England and Wales

**South Staffs Water**  
with water and sewerage services provided by Severn Trent Water

**Cambridge Water**  
with water and sewerage services provided by Anglian Water

**England & Wales**

- 10 water and sewerage companies
- 6 water only companies

**Water companies:**

- Some provide clean water services only and some provide clean water and wastewater services
- South Staffs Water and Cambridge Water provide only clean water services.

**Map legend**

AFW	Affinity Water	NIS	Northumbrian Water
ANH	Anglian Water	SES	Sutton and East Surrey Water
BRL	Bristol Water	SEW	South East Water
HDD	Hafren Dyfrdwy (Welsh)	SSC	South Staffs & Cambridge Water
PRT	Portsmouth Water	SVE	Severn Trent Water
		SWB	South West Water

## Cambridge Water was merged with South Staffs Water in 2013 – here's an overview of what they do every day across the two regions

<b>Collect and treat water</b> 48 underground sources 2 surface water reservoirs 40 water treatment works 1.66 million people living in just under 700,000 homes and working in over 42,500 business properties	<b>Store and distribute water</b> 69 service reservoirs and water towers to store water locally for supply 150 pumping stations which send water through 8,670km of pipes	<b>Customer services, billing and support for those who need extra help</b> Take meter readings: 45% (South Staffs Water) and 75% (Cambridge Water) of domestic properties have a water meter. The figure is over 90% for business properties in both regions Sending bills: by email, through an app or by post Providing extra support for customers struggling to pay their bills – e.g. discounted bills or payment plans There are currently over 52,000 customers receiving discounted bills	<b>Customer service: helping customers in person, by phone or through digital channels - e.g. e-mail</b> Providing support for customers who need extra assistance because of medical, learning, physical disabilities. The companies manages a Priority Services Register which currently has more than 66,500 customers registered for support
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One thing Cambridge Water and South Staffs Water don't do is take away the waste water which has been used in homes and businesses across the regions they supply. That is the responsibility of Anglian Water in the Cambridge region and Severn Trent Water in the South Staffs region.

## More about the areas that Cambridge Water and South Staff serve

<b>South Staff Water</b>	<b>Cambridge Water</b>
<ul style="list-style-type: none"> <li>• Serves 1.1 million people across an area of 1,500 km<sup>2</sup></li> <li>• Living in around 556,000 homes and working in almost 33,000 business properties</li> <li>• Supply 300 million litres water per day – or 1.87 million full bath tubs</li> <li>• Drinking water comes from 2 surface water sources (River Severn and Aitfield reservoir) and 25 underground water sources</li> </ul>	<ul style="list-style-type: none"> <li>• Serves almost 360,000 people across 3,175sq km</li> <li>• Living in around 140,000 homes and working in almost 9,000 business properties</li> <li>• Supply close to 83 million litres water per day - or 333,000 full bath tubs</li> <li>• Drinking water comes from 23 underground water sources, which feed the regions chalk streams</li> </ul>

Click here to watch video or here to read video transcript

## More about Cambridge Water

To know more about Cambridge Water please watch this video or read the transcript

**Video transcript: about Cambridge Water and its challenges**

**Cambridge Water**

- We supply clean water to **360,000** people living in 140,000 homes and working in 9,000 business properties. As clean water supply this means we do not take away your waste water.
- On average, our customers use a combined total of **330,000** full bath tubs of water every day or just over 1 full-truck.
- The water comes from **23** underground water sources (which feed the regions chalk streams) every day our people focus on:
  - Collecting water from the environment, treating it and transporting it to customers premises through **2,870km** of pipe networks – that's the equivalent of Cambridge to Adonis – powered by **47** pumping stations
  - Maintaining, repairing and renewing of all these assets
  - Working with landowners and local communities to help restore the natural environment
  - Providing customer service and supporting more than **3,300** customers with discounted bills and assisting more than **6,900** customers who need extra help accessing our services
- We have always been privately owned. The amount of money that will go to shareholders between 2020 and 2023 is **2 - 3%** of customers' bills each year.

We are facing many challenges:

- Only **14%** of rivers in England are in a healthy condition and able to fully recover if damaged. We need to restore the environment
- The population is likely to grow by **18%** by **2045** and changing rainfall patterns means our region is now classed as 'high risk'. The rains that occur will not be enough to meet human demand. We need to make better use of the water we have and find new sources
- Our carbon emissions need to be reduced as fast as possible to combat the impacts of global warming and we need to remove non-recyclable plastic from our operations
- Our customers are demanding ever higher levels of customer service, and we need to find new and better ways to help those who need extra support to access their water services.

Click here to watch video or here to read video transcript

## How the water industry is overseen

Regulators	Main roles
<b>Environment Agency</b> 	<ul style="list-style-type: none"> <li>• Holds water companies to account to protect and restore the environment</li> <li>• Works with water companies to ensure long-term plans to maintain water supplies are done in a sustainable way</li> </ul>
<b>Drinking Water Inspectorate</b> 	<ul style="list-style-type: none"> <li>• Holds water companies to account that the water supplied in England and Wales is safe and that drinking water quality is acceptable for customers</li> </ul>
<b>Consumer Council for Water</b> 	<ul style="list-style-type: none"> <li>• Represents customers on matters relating to their water supply and services – the "water watchdog"</li> <li>• Investigates complaints and provides advice to ensure water services remain fair and affordable for customers</li> </ul>
<b>Office of Water Services</b> 	<ul style="list-style-type: none"> <li>• The water regulator makes sure companies do their job properly, including fair pricing for customers and ensuring there is always a reliable water supply and that companies improve their service</li> </ul>

## More about the role of Ofwat

- Ofwat (Water Services Regulation Authority) is the economic regulator for the water and sewerage sectors in England and Wales. It is responsible for making sure that water companies are regulated to provide customers with a good quality and efficient service at a fair price.
- Every five years, water companies develop a 'business plan' that sets out how they want to develop their services, and the proposed cost to customers. As customers are not able to choose their water company, water companies must give them a say about what they want from their services and the price they pay. Talking to customers also helps water companies prioritise what to do first or what to do most of – because they are not able to fund everything they would like to do or do all of the things that customers might want them to do
- The business plan and prices are then finalised by Ofwat in a process known as the Price Review. There is more information about this here: 'All about the price review'. Available at: <https://www.youtube.com/watch?v=0YmJm593AF8>

• One of the ways that people have their say is through this research, which will explain what the plans are for where you live, and ask what you think – whether the plans are 'acceptable' to you and whether you can afford the proposed water bills from 2025-2030

- Water companies also have to show Ofwat that their plans reflect what their customers want otherwise they can be penalised – that means refining the plans based on what customers tell them.

## How water company performance is monitored

Water companies are currently part way through their five-year business plan for 2020 to 2025. They have service level targets, called 'performance commitments', in every five-year business plan. These targets are based on what customers have previously told companies they would like them to do, and on Ofwat's assessment of what companies should deliver. These targets cover a wide range of the different services that water companies provide.

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• If a company **misses a target** then they receive a **penalty** to reflect the poorer service that customers have received

• If they not just meet but **exceed a target** then they can receive a **reward** to reflect this

In the year 2021/22, out of **17** financial Performance Commitments, South Staffs Water and Cambridge Water passed **12** and failed **5**. At the end of each year the company adds up all the rewards and penalties it has received. South Staffs Water and Cambridge Water are responsible for paying any penalties for missing targets; this cost is not covered by an increase to customer bills.



## How to read comparison information about water company performance

Next, we will show you 3 pages displaying water companies' performance. The blue boxes below show you how to read the information.

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This summarises how well South Staffs and Cambridge Water did on meeting the target set

The chart shows how well each company performs, with separate figures for South Staffs and Cambridge Water. Blue = at or better than target. Pink = poorer than target. Shorter bar is better. Dashed line is the target.

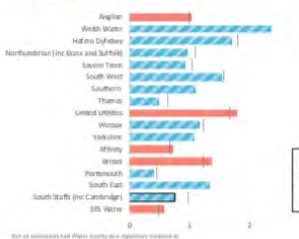
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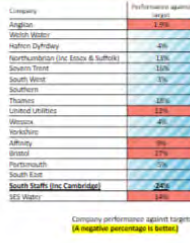
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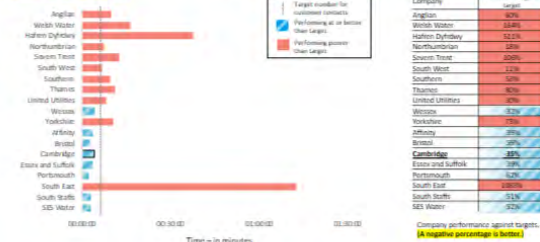
See an assessment that places quality as a regulatory need at the bottom of our water delivery process

## Supply interruptions: the average length of time properties are without water

Cambridge Water is currently performing better than target

If a water supply is interrupted without warning for between 3 and 6 hours, it would not be possible to draw water from the taps or flush the toilet; it may be necessary to buy bottled water.

Duration without water for more than 3 hours by minutes per property. (A lower bar number is better)

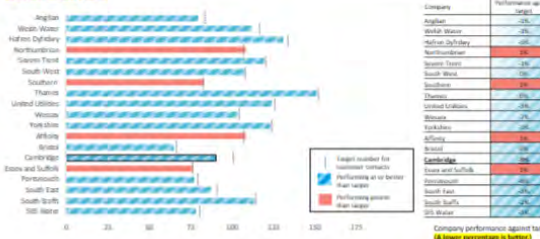


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Cambridge Water is currently performing better than target

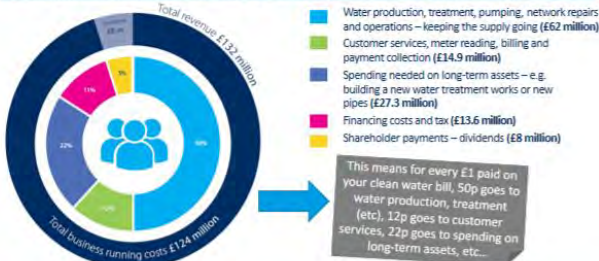
Leaks can affect customers directly if their water supply is affected. They are sometimes unnoticed if underground. But leakage is often seen in the media and has a cost to people on their bills and a cost to the environment.

Leakage per property per day. (A lower number is better)



## How Cambridge Water uses the money it gets from customers' bills

Customers are charged separately for their wastewater services, provided by Anglian Water. Typically, 40p of every £1 of a customer's total bill goes to Cambridge Water, with the other 60p going to Anglian Water. The money collected from customers' water bills by Cambridge Water funds many areas, shown below.



## The proposed plan to meet the challenges faced

Bill Impact	£116m or £12.10 on the average annual bill	£24m or £2.50 on the average annual bill	£22m or £2.30 on the average annual bill
<b>Challenges</b>	<ul style="list-style-type: none"> <li>Environmental challenges: Climate, only 44% of rivers in England are clean or healthy and able to fully recover if damaged. Population growth (close to 20%) and climate change means less water for the environment and more pressure on supplies to meet human demand. Reducing carbon emissions from our operations to help tackle global warming.</li> </ul>	<ul style="list-style-type: none"> <li>Water quality challenges: The water environment is becoming increasingly polluted, which means finding better ways to treat it to make safe for human consumption. There are risks in the pipe network - such as lead pipes. Around 1 in 4 properties are supplied by lead pipes.</li> </ul>	<ul style="list-style-type: none"> <li>Resilience challenges: Aging infrastructure that needs investment to ensure it is fit for the future. More storms, cold snaps and periods of very hot weather require us to invest to protect our sites to reduce the chance of them failing.</li> </ul>
<b>Investment</b>	<ul style="list-style-type: none"> <li>£16m to help restore the water environment.</li> <li>£37m to roll out new metering technology across our customer base.</li> <li>£17m to lay the preparations for new water sources - a major new reservoir and a water transfer.</li> <li>£6m to replace our fleet with electric vehicles.</li> </ul>	<ul style="list-style-type: none"> <li>£4m to improve the filtration process across water treatment sites and mains cleaning to remove sediment build-up.</li> <li>£12m on improved distribution processes at some of our sites, including ultraviolet (UV) treatment.</li> <li>£7m to increase the rate at which lead pipes are removed from properties, including targeting vulnerable groups.</li> </ul>	<ul style="list-style-type: none"> <li>£8m on laying more pipes, so if one fails we can still move water around to customers.</li> <li>£20m on upgrading our sites - e.g. power generators to ensure resilience to power cuts.</li> <li>£3m on using smart sensors and technology to identify issues before they cause damage to pipes and other parts of the network.</li> </ul>
<b>Benefits of investments</b>	<ul style="list-style-type: none"> <li>More water environments to have a healthy level of water flowing in them and to allow habitats to flourish.</li> <li>Water usage can be better understood, help spot leaks faster and offer customers new tariffs to help encourage people to use less.</li> <li>Ensure secure and reliable water supplies, now and in the future.</li> </ul>	<ul style="list-style-type: none"> <li>Lower customers impacted by unwanted changes to their water supply: taste, smell and colour.</li> <li>Extra layer of protection from potential water quality risks.</li> <li>Reduced dependence on chemicals added to treat water in the long run.</li> <li>Reduced number of lead supply pipes found on customer properties.</li> </ul>	<ul style="list-style-type: none"> <li>Less chance of any failures which shut down water production sites, which therefore kept water flowing, even with increasing extreme weather conditions.</li> <li>Improved ability to identify issues proactively to better manage our network for domestic and business users.</li> </ul>

\* These investments are the ones that your water company has put forward in its plan as the best way to meet statutory/legal requirements.

## Cambridge Water's proposed performance targets for 2025-2030

Reducing leaks	Appearance, taste and smell of tap water	Unplanned interruptions
<p>Targets for reducing the amount of water lost due to leaks from water mains and pipes.</p> <p>Amount of water lost from mains, expressed per property per day, in litres. (A lower number is better).</p> <p>Performance: 2022/23 industry rank: 8<sup>th</sup> of 17. Impacted by factors such as condition and age of network and more extreme weather. However, we are working hard to meet our mid of period target. Our ambition is reduce leakage by 50% by the 2030 target from 2022/23 levels, and our interim targets reflect this trajectory.</p> <p>Strategy: Use advanced leakage detection techniques and increased smart metering to find leaks quicker on both our pipes and those on customer properties. This means we will lose less water from the environment.</p>	<p>Targets for reducing the number of incidents of discoloured water (e.g. brown tinge) or a strange taste or smell occurring.</p> <p>Number of customer contacts received about water quality incidents, expressed per 1,000 properties. (A lower number is better).</p> <p>Performance: 2022/23 industry rank: 3<sup>rd</sup> of 17. Improvements in recent years through setting challenging targets that go above and beyond statutory requirements across our whole water supply chain. The latest major upgrade to our two largest water treatment works due for completion in 2025 will help improve the position trend.</p> <p>Strategy: Building on our largest ever investment programme for water quality, we will further invest in addressing specific risks to achieve sector leading levels of customer contacts about the colour, taste and smell of their water.</p>	<p>Targets for reducing the average length of time properties are without water.</p> <p>Average duration properties are without water, when the interruption is long (i.e. for more than 3 hours), expressed by minutes per property. (A lower number is better).</p> <p>Performance: 2022/23 industry rank: 4<sup>th</sup> of 17. Delivered and maintained a 20% change in performance from over 6 minutes in 2022/23. Achieved through embedding the approach to facilitate rapid response to customer supply interruptions. Our ambition is to continue this trend and maintain our top 4 position in at least 4 of the years between 2022-2025.</p> <p>Strategy: Build on our performance by continuing to invest in our pipe networks and invest in technology to allow more real time intelligence on our networks. This will allow us to react even quicker in the future.</p>



# South Staffs Water – pre-task (Future customers)

## A map of the water companies in England and Wales

**South Staffs Water**  
with waste water services provided by Severn Trent Water

**Cambridge Water**  
with waste water services provided by Anglian Water

**England & Wales**

- 10 water and sewerage companies
- 6 water only companies

**Water companies:**

- Some provide clean water services only and some provide clean water and wastewater services
- South Staffs Water and Cambridge Water provide only clean water services.

**Map legend**

APW	Affinity Water	NES	Northumbrian Water
ANH	Anglian Water	SES	Sutton and East Surrey Water
BRL	Bristol Water	SEW	South East Water
HDD	Hafren Dyfrdwy (Welsh)	SSC	South Staffs & Cambridge Water
PRT	Portsmouth Water	SVE	Severn Trent Water
		SWB	South West Water

## Cambridge Water was merged with South Staffs Water in 2013 – here's an overview of what they do every day across the two regions

<b>Collect and treat the water</b> 48 underground sources 2 surface water reservoirs 40 water treatment works 1.66 million people living in just under 700,000 homes and working in over 42,500 business properties	<b>Store and distribute water</b> 69 service reservoirs and water towers to store water locally for supply 160 pumping stations which send water through 8,670km of pipes	<b>Customer services, billing and support for those who need extra help</b> Take meter readings: 45% (South Staffs Water) and 75% (Cambridge Water) of domestic properties have a water meter. The figure is over 90% for business properties in both regions. Sending bills: by email, through an app or by post. Providing extra support for customers struggling to pay their bills – e.g. discounted bills, or payment plans. There are currently over 52,000 customers receiving discounted bills.	<b>Customer service: helping customers in person, by phone or through digital channels – e.g. e-mail</b> Providing support for customers who need extra assistance because of medical, learning, physical disabilities. The companies manages a Priority Services Register which currently has more than 66,500 customers registered for support.
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One thing South Staffs Water and Cambridge Water don't do is take away the waste water which has been used in homes and businesses across the regions they supply. That is the responsibility of Severn Trent Water in the South Staffs region and Anglian Water in the Cambridge region.

## More about the areas that South Staff and Cambridge Water serve

**South Staffs Water**

To learn more about South Staffs Water and the region you live in please watch this video

- Serves 3.3 million people across an area of 1,800 km<sup>2</sup>
- Living in around 556,000 homes and working in almost 35,000 business properties
- Supply 305 million litres water per day – or 1.67 million full bath tubs
- Drinking water comes from 2 surface water sources (River Severn and Blithfield reservoir) and 15 underground water sources

**Cambridge Water**

- Serves almost 360,000 people across 1,173,000 km<sup>2</sup>
- Living in around 140,000 homes and working in almost 9,000 business properties
- Supply close to 83 million litres water per day – or 333,000 full bath tubs
- Drinking water comes from 23 underground water sources, which feed the regions chalk streams

Click [here](#) to watch video or [here](#) to read video transcript

## More about South Staffs Water

To know more about South Staffs Water please watch this video or read the transcript

**Video transcript: about South Staffs Water and its challenges**

**South Staffs Water:**

- We supply clean water to 3.3 million people – living in 556,000 homes and working in 35,000 business properties. As clean water supply this means we do not take away your waste water.
- On average, people in our region use a combined total of 1.67 million full bath tubs of water every day, or just over 1 and a quarter full bath tubs.
- This water comes from 2 surface water sources (River Severn and Blithfield reservoir) and 15 underground water sources.
- Every day our people focus on:
  - collecting water from the environment, treating it and transporting it to customers taps through 8,670km of pipes – that's the equivalent of Birmingham to Boston (USA) powered by 117 pumping stations
  - Maintaining, repairing and renewing all of these assets
  - Working with landowners and local communities to help protect the natural environment
- Providing customer service and supporting more than 48,700 customers with discounted bills and supporting more than 52,000 customers who need extra help accessing our services.
- We have always been privately owned. The amount of money that will go to shareholders between 2020 and 2025 is 2.3% of customers' bills each year.

**We are facing many challenges:**

- Only 14% of rivers in England are in a healthy condition and able to fully recover if damaged. We need to restore the environment.
- The population is likely to grow by 18% by 2045 and changing rainfall patterns means our region is now classed as 'high risk'. This means that there will not be enough to meet human demand. We need to make better use of the water we take and find new sources.
- Our carbon emissions need to be reduced as fast as possible to combat the impacts of global warming and we need to remove non-recyclable plastics from our operations.
- Our customers are demanding ever higher levels of customer service, and we need to find new and better ways to help those who need extra support across their water services.

Click [here](#) to watch video or [here](#) to read video transcript

## How the water industry is overseen

Regulators	Main roles
<b>Environment Agency</b> 	<ul style="list-style-type: none"> <li>• Holds water companies to account to protect and restore the environment</li> <li>• Works with water companies to ensure long-term plans to maintain water supplies are done in a sustainable way</li> </ul>
<b>Drinking Water Inspectorate</b> 	<ul style="list-style-type: none"> <li>• Holds water companies to account that the water supplied in England and Wales is safe and that drinking water quality is acceptable for customers</li> </ul>
<b>Consumer Council for Water</b> 	<ul style="list-style-type: none"> <li>• Represents customers on matters relating to their water supply and services – the "water watchdog"</li> <li>• Investigates complaints and provides advice to ensure water services remain fair and affordable for customers</li> </ul>
<b>Office of Water Services</b> 	<ul style="list-style-type: none"> <li>• The water regulator makes sure companies do their job properly, including fair pricing for customers and ensuring there is always a reliable water supply and that companies improve their service</li> </ul>

## How water company performance is monitored

Water companies are currently part way through their five-year business plan for 2020 to 2025. They have service level targets, called 'performance commitments', in every five-year business plan. These targets are based on what customers have previously told companies they would like them to do, and on Ofwat's assessment of what companies should deliver. These targets cover a wide range of the different services that water companies provide.

Ofwat monitors water company performance against each performance commitment every year to see if they have met the target service level in their business plan. We are going to show you how well your water company is doing on some of its performance commitments, compared to other water companies in England and Wales.

These performance commitments are a snapshot out of the wide range of services companies provide. We are showing these examples as customers have told us they are particularly important to them.



## More about the role of Ofwat

- Ofwat (Water Services Regulation Authority) is the economic regulator for the water and sewerage sectors in England and Wales. It is responsible for making sure that water companies are regulated to provide customers with a good quality and efficient service at a fair price.
- Every five years, water companies develop a 'business plan' that sets out how they want to develop their services, and the proposed cost to customers. As customers are not able to choose their water company, water companies must give them a say about what they want from their services and the price they pay. Talking to customers also helps water companies prioritise what to do first or what to do most of – because they are not able to fund everything they would like to do or do all of the things that customers might want them to do.
- The business plan and prices are then finalised by Ofwat in a process known as the Price Review. There is more information about this here: 'All about the price review'. Available at: <https://www.youtube.com/watch?v=QWmivGSA8E>

• One of the ways that people have their say is through this research, which will explain what the plans are for where you live, and ask what you think – whether the plans are 'acceptable' to you and whether you can afford the proposed water bills from 2025-2030

• Water companies also have to show Ofwat that their plans reflect what their customers want otherwise they can be penalised – that means refining the plans based on what customers tell them.

## How water company performance is monitored

<ul style="list-style-type: none"> <li>• Water companies have to provide reliable services, and plan for their services to be resilient to changing weather patterns and demand from consumers</li> <li>• Companies can miss or exceed performance commitment targets for a number of reasons. For example, leaks from pipes happen more often after very cold weather, which can contribute to a company not meeting the target</li> </ul>	<ul style="list-style-type: none"> <li>• If a company <b>misses a target</b> then they receive a <b>penalty</b> to reflect the poorer service that customers have received</li> </ul>
	<ul style="list-style-type: none"> <li>• If they not just meet but <b>exceed a target</b> then they can receive a <b>reward</b> to reflect this</li> </ul>

In the year 2021/22, out of 17 financial Performance Commitments, South Staffs Water and Cambridge Water passed 12 and failed 5. At the end of each year the company adds up all the rewards and penalties it has received.

South Staffs Water and Cambridge Water are responsible for paying any penalties for missing targets; this cost is not covered by an increase to customer bills.



## How to read comparison information about water company performance

Next, we will show you 3 pages displaying water companies' performance. The blue boxes below show you how to read the information.

**This title tells you the type of performance commitment**

**This summarises how well South Staffs and Cambridge Water did on meeting the target set**

**The chart shows how well each company performs, with separate figures for South Staffs and Cambridge Water.**

**Blue = at or better than target**

**Pink = poorer than target**

**Shorter bar is better**

**Dashed line is the target**

**More information on what is being measured and how**

**The table shows performance against the target and how far from the target**

**Blue means on or better than target**

**Pink means poorer / below target**

**Smaller number is better (which means -52% is better than -30%)**

## Water quality: Appearance, taste and smell of tap water

**South Staffs and Cambridge Water are currently performing better than target**

Number of customer contacts received regarding water quality incidents, per 1,000 properties. **(A lower number is better)**



Tap water may look discoloured or taste/smell different to usual. Although still safe to drink, people may prefer bottled water as a precaution until it returns to normal.

Company	Performance against target
Anglian	1.8%
Wales Water	1.8%
Hudon Duffell	2.8%
Northumbrian (inc Essex & Suffolk)	1.2%
Severn Trent	1.0%
South West	1.2%
Southern	1.2%
Thames	2.7%
United Utilities	1.2%
Wessex	4.5%
Yorkshire	1.2%
affinity	1.2%
British	1.2%
Cambridge	1.2%
East and South	1.2%
Portsmouth	1.2%
South East	1.2%
South Staffs (inc Cambridge)	1.2%
SW Water	1.2%

Results of customer contacts received regarding water quality incidents, per 1,000 properties. (A lower number is better)

## Supply interruptions: the average length of time properties are without water

**South Staffs Water is currently performing better than target**

If a water supply is interrupted without warning for between 3 and 6 hours, it would not be possible to draw water from the taps or flush the toilet; it may be necessary to buy bottled water.

Duration without water for more than 3 hours by minutes per property. **(A lower bar number is better)**

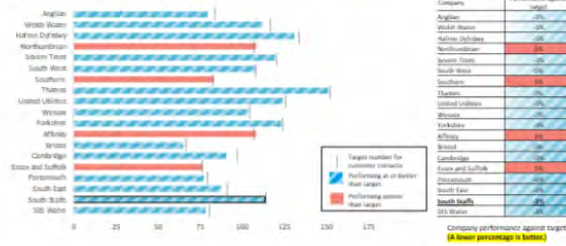


## Leaks: The amount of water lost due to leaks from water mains and pipes

**South Staffs Water is currently performing better than target**

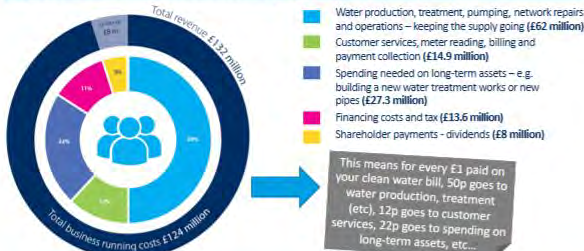
Leaks can affect customers directly if their water supply is affected. They are sometimes unnoticed if underground. But leakage is often seen in the roads and has a cost to people on their bills, and a cost to the environment.

Leakage per property per day. **(A lower number is better)**



## How South Staffs Water uses the money it gets from customers' bills

Customers are charged separately for their wastewater services, provided by Severn Trent Water. Typically, 46p of every £1 of a customer's total bill goes to South Staffs Water, with the other 54p going to Severn Trent Water. The money collected from customers' clean water bills by South Staffs Water funds many areas, shown below.



## The proposed plan to meet the challenges faced

Bill Impact	£116m or £12.10 on the average annual bill	£24m or £2.50 on the average annual bill	£22m or £2.30 on the average annual bill
<b>Challenges</b>	<b>Environmental challenges</b> Climate change, only 44% of rivers in England are clean as they are today and able to fully recover if damaged. Population growth (close to 20%) and climate change means less water for the environment and more pressure on supplies to meet human demand. Reducing carbon emissions from our operations to help tackle global warming.	<b>Water quality challenges</b> The water environment is becoming increasingly polluted, which means finding better ways to treat it to make safe for human consumption. There are risks in the pipe network – such as lead pipes. Around 1 in 4 properties are supplied by lead pipes.	<b>Resilience challenges</b> Aging infrastructure that needs investment to ensure it fits for the future. More storms, cold snaps and periods of very hot weather means we need to protect our assets to reduce the chance of them failing.
<b>Investment</b>	<ul style="list-style-type: none"> <li>£16m* to help restore the water environment</li> <li>£37m* to roll out new metering technology across our customer base</li> <li>£35m* to lay the foundations for new water sources – a major new reservoir and 2 water towers</li> </ul>	<ul style="list-style-type: none"> <li>£4m* to improve the filtration process across water treatment sites and meters cleaning to remove sediment build-up</li> <li>£13m* on improved disinfection processes at seven of our sites, including ultraviolet (UV) technology</li> </ul>	<ul style="list-style-type: none"> <li>£8m on laying more pipes, so if one fails we can still move water around to customers</li> <li>£10m on upgrading our sites – e.g. power generators to ensure resilience to power cuts</li> <li>£2m on using smart sensors and technology to identify issues before they cause damage to pipes and other parts of the network</li> </ul>
<b>Benefits of investments</b>	<ul style="list-style-type: none"> <li>More water environments to host a healthy load of water flowing in them and to allow habitats to flourish</li> <li>Water usage can be better understood, help spot leaks faster and offer customers new tariffs to help encourage people to use less</li> <li>Ensures secure and reliable water supplies, now and in the future</li> </ul>	<ul style="list-style-type: none"> <li>Fresher customers impacted by unwholesome changes to their water supply, taste, smell and colour</li> <li>Extra layer of protection from potential water quality risks</li> <li>Reduced dependence on chemicals added to treat water in the long run</li> <li>Reduced number of leak supply pipes found on customer properties</li> </ul>	<ul style="list-style-type: none"> <li>Less chance of any failures which shut down water production, sites which recover keep water flowing, even with increasing extreme weather conditions</li> <li>Improved ability to identify issues proactively to better manage our network for domestic and business users</li> </ul>

\* These investments are the ones that your water company has put forward in its plan as the best way to meet statutory/regulatory requirements

## South Staffs Water's proposed performance targets for 2025-2030

Reducing leaks	Appearance, taste and smell of tap water	Unplanned interruptions
<p>Targets for reducing the amount of water lost due to leaks from water mains and pipes.</p> <p>Amount of water lost from pipes, expressed per property per day, in litres. A lower number is better.</p> <p><b>Performance:</b> • 2023/24 industry rank: 14<sup>th</sup> of 17 Improvements in recent years through setting challenging targets that go above and beyond statutory requirements across our whole water supply chain. The latest major upgrade to our two largest water treatment works due for completion in 2025 will help maintain this position, in at least 4 of the years between 2025-2030.</p> <p><b>Strategy:</b> Use advanced leakage detection techniques and increased smart metering to find leaks quicker on both our pipes and those on customer properties. This means we will take less water from the environment.</p>	<p>Targets for reducing the number of incidents of discoloured water (e.g. brown tinge), or a strange taste or smell occurring.</p> <p>Number of customer contacts received about water quality incidents, expressed per 1,000 properties. A lower number is better.</p> <p><b>Performance:</b> • 2023/24 industry rank: 1<sup>st</sup> of 17 Improvements in recent years through setting challenging targets that go above and beyond statutory requirements across our whole water supply chain. The latest major upgrade to our two largest water treatment works due for completion in 2025 will help maintain this position, in at least 4 of the years between 2025-2030.</p> <p><b>Strategy:</b> Building on our targets every investment programme for water quality, we will further invest in addressing specific risks to achieve sector leading levels of customer contacts about the colour, taste and smell of their water.</p>	<p>Targets for reducing the average length of time properties are without water.</p> <p>Average duration properties are without water, when the interruption in supply lasts for more than 3 hours, expressed by minutes per property. A lower number is better.</p> <p><b>Performance:</b> • 2023/24 industry rank: 4<sup>th</sup> of 17 Delivered and maintained a step change in performance from over 60 minutes in 2021/22. Achieved through redefining our operations to facilitate rapid responses to customer supply interruptions. Our ambition is to continue this trend and maintain our top position, in at least 4 of the years between 2025-2030.</p> <p><b>Strategy:</b> Build on our performance by continuing to invest in our pipe networks and invest in technology to allow more real time intelligence on our networks. This will allow us to react even quicker in the future.</p>

# APPENDIX C

Mainstage material

# Cambridge Water – Topic guides for face-to-face workshops (HH)

3610 SSC A&AT CAM  
Deliberative Structure



**3 HOURS**

## Event Timetable

- 5pm-5.15pm – Meet, Greet, Seat; Session Introduction
- 5.15pm-6.15pm – Break Out 1 (Warm-up, Recap, Long Term Context, Temperature Check)
- 6.15pm-6.30pm – Comfort/Tea/Coffee/Sandwiches
- 6.30pm-7.45pm – Break out 2 (PROPOSED Plan and MUST DO plan)
- 7.45pm-8pm – Comfort/Tea/Coffee with Final plenary session (post task)

## Meet, Greet, Seat; Session Introduction

5pm-5.15pm

- Sign everyone in
- Allocation to dedicated Moderator Group who will introduce themselves
  - Group 1 – NHH (8 participants)
  - Group 2 – HH ABC1 (8 HH participants)
  - Group 3 – HH C2DE (8 HH participants)
- Offer tea/coffee and seat in main area
- Show the agenda for the session on the screen (**Slide 1 - Agenda**)
- Introduce the moderating team
  - explain that we are an independent, impartial research agency
  - no right or wrong answers
  - no comments are attributed to you by name
  - reassure that some subjects/content might be new to them/okay if they don't understand everything
- Explain that we are here tonight on behalf of Cambridge Water who are looking for their view and input into the Business Plan and are here to answer any technical questions.
- Explain the role of Cambridge Water's Independent Challenge Group and their role in observing the session and challenging the overall business plan.
- Remember that Cambridge Water are the provider of your water services NOT the wastewater service which is run by Anglian Water – we will talk a bit about this in our first break out session
- Tell everyone how long we will be here and session structure (break out groups/comfort breaks)
- Explain fire drills/exits



*This breakout group will focus on warm-up to ensure participants are comfortable, recap the pre-task materials, provide baseline views on the company, provide a financial temperature check and include the long term plan review*

- Settle everyone in break out space
- Thank everyone for doing their pre-task exercises
- Explain that this group will be working together tonight and that in this group and we are interested to hear the different views
- Introduce yourself ice breaker:
  - Name
  - Where you live and who you live with
  - Favourite thing about your local area
- Remind that we are here to discuss the Business Plan for Cambridge Water and focusing only on your clean water services
- Before we get going, we just want to quickly understand how you currently feel about Cambridge Water. On the paper in front of you please circle the emoji that most closely relates to how you feel Cambridge Water
  
- Think back to the pre-task you read through
  - Baseline Comprehension:
    - Is there anything in the material you read which was difficult to understand?
  - Baseline Awareness:
    - What did you know about Cambridge Water before you read through the materials?
    - What surprised you most out of the things you have read?
    - What would you most like to find out more about?
  - Baseline Perceptions:
    - How do you feel about Cambridge Water – scale -ve 0-10 +ve
    - Reasons for scores
    - If you chose a negative emoji but your score was positive, why is this?
    - If you chose a positive emoji but your score was negative, why is this?
  - Baseline Priorities:
    - Has any of the information you have seen changed your opinion of your Cambridge Water in any way?
    - Where do you think they should focus improvements/investment?
    - Are these the areas that you think matter most to customers across the region or in your community?
  - Baseline Value:
    - Before we start talking about the Business Plan, we want to find out about how you are feeling about your household's/your business' current finances and paying bills
    - How do you feel at the moment about your household finances?
    - And how do you think that might change in the next 12 months and then in 5 years?
    - How do you feel about the water bill you receive from Cambridge Water?
    - How would you rate Cambridge Water on value for money 'for your clean water services'?
  
- Long term picture and different perspectives
  - All water companies need to plan for the longer term future to ensure that the services will be appropriate for future generations of service users, bill payers, wider society and the environment (such as looking after rivers, reservoirs)

- Before we begin looking at the Business Plan for 2025-2030, we want to share with you some of the company's longer term ambitions. These go as far as 2050 – these ambitions will give you a high-level sense of what Cambridge Water is planning and where they need to invest to meet priorities. The plan for 2025-2020 is a stepping stone for making investments to deliver their long term ambitions to 2050.
- When you look at this longer term plan, we want you to think about it from a range of different perspectives:
- **Show Slide 2 – 1) service users 2) bill payers. 3) citizen 4) society** – please note that these overlap so if you are a bill payer, you are probably a service user *and* a citizen *and* member of society
- **Show Slide 3 – Cambridge Water's long-term ambitions and challenges**
  - Pair up for a moment and discuss the plan with your partner
  - Let's hear from the different pairs:
    - Overall views
    - From what you have seen, do you feel the long term plan goes far enough, too far or just right
    - What makes you think this
    - What do others think – agree/disagree
    - Is there any difference if you think about this as a Bill Payers, Service Users (Future Customers), Citizens, Society

■ Phasing – *Explain concept of phasing*

- Before we have a break, we want to talk to you about some of the choices a water company has to make when they are putting together its Business Plans
  - Water companies can choose to improve performance or invest in service enhancements at different times depending on customer priorities and depending on their funding and the challenges they face and how these might change over time
  - After the break we are going to be focusing on the shorter term Business Plan for 2025-2030 that we shared with you in the pre-task
  - We are interested to see whether there are things in there that you would say could be done later – this means that investment would not be made between 2025-2030, but made between 2030-2050
  - However, this would mean the benefits of making the investment would be delayed, but would mean that customers would not need to pay for them before 2030.
  - For example, you may say that investing in resilience is in the short term plan we shared, but could be left until later which would mean spreading out the costs between 2025 and 2050

Tea, Coffee, Sandwiches, Stretch, Comfort	6.15pm-6.30pm
Break Out Group 2 – Proposed Plan and Must Do Plan	6.30pm-7.45pm

*This breakout group will focus on the Proposed Plan and the Must Do plan*

5 MINS

- Welcome everyone back to the table
- Explain that this breakout session will be focusing on Cambridge Water's Proposed Business Plan that we shared during the pre-task and in the next part of the discussion we want to understand more about how you all feel about this proposed plan – we will then focus on an alternative plan that is called the Must Do plan
- Explain that Cambridge Water has undertaken customer research and stakeholder research and that this plan reflects their priorities as well as where the business feel they need to invest to ensure a resilient water service to meet the needs of Cambridge Water customers and protect and restore the environment.
- We do need to be clear that what we are sharing with you does not include the full Business Plan as this would take too long to go through – instead Cambridge Water, in conjunction with the regulator OFWAT's guidelines,

has selected the most significant elements where it will be investing and feel that customers would have a view in important decisions.

- It includes statutory (i.e. things that are required by law/legislation) elements that Cambridge Water must do in 2025-2030.

- **Show Slide 4 – Statutory Responsibilities**

10 MINS

- **Show Slide 5 – Proposed performance targets for 2025-30**

- Explain that later on customers will see the bill impact based on their own household / business bill but for now we are going to look at the average bill. This includes some predictions for inflation which we will share at the end
- Initial response to the overall plan
  - What did you feel is good about the plan?
  - What did you feel is not good about the plan?
  - What would you want to change?
- Let's now break the plan down into different sections and get your views on each part

15 MINS

- OVERALL PERFORMANCE COMMITMENTS (Explain that there are 15 common performance commitments that relate to your water services – and another 6 that relate to sewerage services – but today we're focusing on 3)

- **Show Slides 6-8 – Performance Commitments**

- Explain that we are going to focus on the 3 performance commitments in more detail
- Note that for Slide 8 leakage performance commitment although companies have different targets the percentage reduction they have to achieve is the same
- Response to the three core performance targets
  - For each:
    - How do you feel about this target?
    - Do you feel they go far enough/too far/just right?
    - How do you feel about how Cambridge Water is proposing to meet the suggested target?
    - Is there anything they are suggesting that you disagree with?
    - Anything missing that you'd like them to do?

15 MINS

- Overall Service Enhancements

- **Show Slide 9 – The proposed plan to meet the challenges faced**

- Response to the service enhancements

- Explore each of the service enhancements
  - How do you feel about this service enhancement?
  - What is good about it?
  - What is not good about it?

- **Show Slide 10 – Phasing: resilience investment example**

- Cambridge Water needs to balance the amount of investment needed with the amount of money they have to spend from customers' bills. With this in mind, how would you feel if Cambridge Water spread the planned investments out over a longer period?



- They could choose to make bill increases now for current bill payers or bigger increases in the long term for some current bill payers and future bill payers?
- What would be your preference?
- How fair do you think that is for future generations?

## 10 MINS

- Now we have discussed the Proposed Business Plan, overall when you look at this plan, how acceptable is it to you
  - Why do you say this?
  - What did you feel was good about this plan?
  - What did you feel was not good about this plan?
  - How could the plan be made more acceptable?
  - What would you change?
  - Think about this with your different hats on – bill payers, service users, citizens, society – does your view change?
- **Show Slide 11 – Investment and Bill Impact - Proposed plan (Combined bill, water and wastewater)**
- Overall when you look at this plan, how affordable is this to you and your household / your business?
  - Why do you say this?
  - How do you feel about the impact of inflation on the proposed bill?
  - If not affordable, what would you advise Cambridge Water to take out?
- Any difference if you put your hats back on – bill payers, service users, citizens, society
- *Moderator crib sheet for how bill changes add up to 2030.*

<b>Total bill impacts from 2022-23 to 2029-30</b>	<b>Without inflation</b>	<b>Inflation</b>	<b>Total</b>
CAM	<b>29</b>	36	<b>65</b>
ANG	<b>51</b>	62	<b>113</b>
<b>TOTAL</b>	<b>80</b>	98	<b>178</b>

- **Show Slide 12 – Investment and Bill Impact - Proposed plan (Single bill, water only)**
- This slide shows the bill impact of only Cambridge Water’s Business Plan with Anglian Water’s waste water bill impact removed.
- When you look at this slide, how affordable is this to you and your household / your business?
  - Why do you say this?
  - Is this different from the affordability of the combined bill?

## 20 MINS

- Must Do Plan
- **Show Slide 13 – The must-do plan to meet statutory environmental and quality targets**
  - Explain that the greyed out areas are ones that are not included in the must do plan.
- Initial response to this plan
  - What did you feel was good about this plan, when considering the company’s proposed plan?
  - What did you feel was not good about this plan?
  - What would you want to change?
  - How do you feel about the cost being lower than the company’s proposed plan?

- Think about this with your different hats on – bill payers, service users, citizens, society – does your view change?
- Overall when you look at this plan, how acceptable is it to you
  - Why do you say this?
  - How could this be more acceptable?
  - What would you change?
- **Show Slide 14 Investment and Bill Impact – Must-do plan (Combined bill, water and wastewater)**
- This slide shows the combined bill impact for service enhancements and improvements in Cambridge Water’s Must Do plan and Anglian Water’s Business Plan.
- NB moderator note that this is a lower cost than the Proposed plan
- Overall when you look at this plan, how affordable is this to you and your household / your business?
  - Why do you say this?
  - NB moderator note that this is a lower cost than the Proposed plan
- **Show Slide 15 Investment and Bill Impact – Must-do plan (Single bill, water only)**
- This slide shows the bill impact of only Cambridge Water’s Must Do Plan with Anglian Water’s waste water bill impact removed.
- When you look at this slide, how affordable is this to you and your household / your business?
  - Why do you say this?
- Thanks so much for all your input this evening. Before we move onto the final part of the discussions please go back to the emojis and circle the one that most closely reflects how you feel about Cambridge Water given what we have discussed in the last 3 hours. *Moderator to briefly check what’s changed and why.*

## Final Plenary

7.45-8pm

- Welcome everyone back to the main area
- Explain that for this final session, we will be asking them to fill in a questionnaire individually which should take around 5 minutes.
- Completion of POST TASK during final plenary.
- Thank everyone for coming
- Invite any final questions
- Close

## Key Moderator Notes:

Make note of any questions asked by customers that are answered by the company

# South Staffs Water – Topic guides for face-to-face workshops (HH)

3610 SSC A&AT SSW  
Deliberative Structure



## Event 1: 5<sup>th</sup> June — Walsall – 16 HH/6 NHH

**3 HOURS**

### Event Timetable

- 5pm-5.15pm – Meet, Greet, Seat; Session Introduction
- 5.15pm-6.15pm – Break Out 1 (Warm-up, Recap, Long Term Context, Temperature Check)
- 6.15pm-6.30pm – Comfort/Tea/Coffee/Sandwiches
- 6.30pm-7.45pm – Break out 2 (PROPOSED Plan and MUST DO Plan)
- 7.45pm-8pm – Comfort/Tea/Coffee with final plenary session (post task)

### Meet, Greet, Seat; Session Introduction

5pm-5.15pm

- Sign everyone in
- Allocation to dedicated Moderator Group who will introduce themselves
  - Group 1 – NHH (6 participants)
  - Group 2 – HH ABC1 (8 HH participants)
  - Group 3 – HH C2DE (8 HH participants)
- Offer tea/coffee and seat in main area
- Show the agenda for the session on the screen (**Slide 1 - Agenda**)
- Introduce the moderating team
  - explain that we are an independent, impartial research agency
  - no right or wrong answers
  - no comments are attributed to you by name
  - reassure that some subjects/content might be new to them/okay if they don't understand everything
- Explain that we are here tonight on behalf of South Staffs Water who are looking for their view and input into the Business Plan and are here to answer any technical questions.
- Explain the role of South Staffs Water Independent Challenge Group and their role in observing the session and challenging the overall business plan.
- Remember that South Staffs Water are the provider of your water services NOT the wastewater service which is run by Severn Trent – we will talk a bit about this in our first break out session
- Tell everyone how long we will be here and session structure (break out groups/comfort breaks)
- Explain fire drills/exits

*Note: all text in italics is explanatory notes around how the session will run for SSC and SCP and are now read out by the moderator at the sessions.*



## Break Out Group 1 – Establishing Research Context

5.15pm-6.15pm

*This breakout group will focus on warm-up to ensure participants are comfortable, recap the pre-task materials, provide baseline views on the company, provide a financial temperature check and include the long term plan review*

- Settle everyone in break out space
- Thank everyone for doing their pre-task exercises
- Explain that this group will be working together tonight and that in this group and we are interested to hear the different views
- Introduce yourself ice breaker:
  - Name
  - Where you live and who you live with
  - Favourite thing about your local area
- Remind that we are here to discuss the Business Plan for South Staffs Water and focusing only on your clean water services.
- Before we get going we just want to quickly understand how you currently feel about South Staffs Water. On the paper in front of you please circle the emoji that most closely relates to how you feel about South Staffs Water.
  
- Think back to the pre-task you read through
  - Baseline Comprehension:
    - Is there anything in the material you read which was difficult to understand?
  - Baseline Awareness:
    - What surprised you most out of the things you have read?
    - What would you most like to find out more about?
  - Baseline Perceptions:
    - How do you feel about South Staffs Water – scale -ve 0-10 +ve
    - Reasons for scores
  - Baseline Priorities:
    - Has any of the information you have seen changed your opinion of your South Staffs Water in any way?
    - Where do you think they should focus improvements/investment?
    - Are these the areas that you think matter most to customers across the region or in your community?
  - Baseline Value:
    - Before we start talking about the Business Plan, we want to find out about how you are feeling about your household's/your business current finances and paying bills
      - How do you feel at the moment about your household's/businesses' finances?
      - And how do you think that might change in the next 12 months and then in 5 years?
      - How do you feel about the water bill you receive from South Staffs?
      - How would you rate South Staffs Water on value for money 'for your clean water services'?
- Long term picture and different perspectives
  - All water companies need to plan for the longer term future to ensure that the services will be appropriate for future generations of service users, bill payers, wider society and the environment (such as looking after rivers, reservoirs)
  - Before we begin looking at the Business Plan for 2025-2030, we want to share with you some of the company's longer term ambitions. These go as far as 2050 – these ambitions will give you a high-level sense

of what South Staffs Water is planning and where they need to invest to meet priorities. The plan for 2025-2020 is a stepping stone for making investments to deliver their long term ambitions to 2050.

- When you look at this longer term ambitions, we want you to think about it from a range of different perspectives:
- **Show Slide 2 - 1) service users 2) bill payers. 3) citizen 4) society** – please note that these do overlap so if you are a bill payer, you are probably a service user *and* a citizen *and* member of society
- **Show Slide 3 – South Staffs Water’s long-term ambitions and challenges**
  - Pair up for a moment and discuss the plan with your partner
  - Let’s hear from the different pairs:
    - Overall views
    - From what you have seen, do you feel the long term plan goes far enough, too far or just right?
    - What makes you think this?
    - What do others think – agree/disagree?
    - Is there any difference if you think about this as a Bill Payers, Service Users (Future Customers), Citizens, Society?

■ Phasing – *Explain concept of phasing*

- Before we have a break, we want to talk to you about some of the choices a water company has to make when they are putting together its Business Plans
  - Water companies can choose to improve performance or invest in service enhancements at different times depending on customer priorities and depending on their funding and the challenges they face and how these might changes over time.
  - After the break we are going to be focusing on the shorter term Business Plan for 2025-2030 that we shared with you in the pre-task.
  - We are interested to see whether there are things in there that you would say could be done later – this means that investment would not be made between 2025-2030, but made between 2030-2050.
  - However, this would mean the benefits of making the investment would be delayed, but would mean that customers would not need to pay for them before 2030.
  - For example, you may say that investing in resilience is in the short term plan we shared, but could be left until later which would mean spreading out the costs between 2025 and 2050

Tea, Coffee, Sandwiches, Stretch, Comfort

6.15pm-6.30pm

*This breakout group will focus on the Proposed Plan and the Must Do plan*

5 MINS

- Welcome everyone back to the table
- Explain that this breakout session will be focusing on South Staffs Water's Proposed Business Plan that we shared during the pre-task and in the next part of the discussion we want to understand more about how you all feel about this proposed plan – we will then focus on an alternative plan that is called the Must Do plan
- Explain that South Staffs Water has undertaken customer research and stakeholder research and that this plan reflects their priorities as well as where the business feel they need to invest to ensure a resilient water service to meet the needs of South Staffs Water customers and protect and restore the environment.
- We do need to be clear that what we are sharing with you does not include the full Business Plan as this would take too long to go through – instead South Staffs Water, in conjunction with the regulator OFWAT's guidelines, has selected the most significant elements where it will be investing and feel that customers would have a view in important decisions.
- It includes statutory (i.e. things that are required by law/legislation) elements that South Staffs Water must do in 2025-2030.
- **Show Slide 4 – Statutory Responsibilities**

10 MINS

- **Show Slide 5 – Proposed performance targets for 2025-30**
- Explain that later on customers will see the bill impact based on their own household / business bill but for now we are going to look at the average household bill. This includes some predictions for inflation which we will share at the end
- Initial response to the overall plan
  - What did you feel is good about the plan?
  - What did you feel is not good about the plan?
  - What would you want to change?
- Let's now break the plan down into different sections and get your views on each part.

15 MINS

- **OVERALL PERFORMANCE COMMITMENTS** (Explain that there are 15 common performance commitments that relate to your water services – and another 6 that relate to sewerage services – but today we're focussing on 3)
- **Show Slides 6-8 – Performance Commitments**
- Explain that we are going to focus on the 3 performance commitments in more detail
- Response to the three core performance targets
  - For each:
    - How do you feel about this target?
    - Do you feel they go far enough/too far/just right?
    - How do you feel about how South Staffs Water is proposing to meet the suggested target?
      - Is there anything they are suggesting that you disagree with?
      - Anything missing that you'd like them to do?

15 MINS

- Overall Service Enhancements
- **Show Slide 9 – The proposed plan to meet the challenges faced**
- Response to the service enhancements



- Explore each of the service enhancements
  - How do you feel about this service enhancement?
  - What is good about it?
  - What is not good about it?

■ **Show Slide 10 – Phasing: resilience investment example**

- South Staffs Water need to balance the amount of investment needed with the amount of money they have to spend from customers’ bills. With this in mind, how would you feel if South Staffs Water spread the planned investments out over a longer period
- They could choose to make bill increases now for current bill payers or delay investment and have bigger increases in the long term for some current bill payers and future bill payers
- What would be your preference?
- How fair do you think that is for future generations? Why do you say this?

11 MINS

■ Now we have discussed the Proposed Business Plan, overall when you look at this plan, how acceptable is it to you?

- Why do you say this?
- What did you feel was good about this plan?
- What did you feel was not good about this plan?
- How could the plan be made more acceptable?
- What would you change?
- Think about this with your different hats on – bill payers, service users, citizens, society – does your view change?

■ **Show Slide 11 – Investment and Bill Impact - Proposed plan (Combined bill, water and wastewater)**

■ This slide shows the combined bill impact for service enhancements and improvements in South Staffs’ Proposed Business Plan and Severn Trent’s Business Plan.

■ Overall when you look at this plan, how affordable is this to you and your household / your business?

- Why do you say this?
- How do you feel about the impact of inflation on the proposed bill?
- If not affordable, what would you advise South Staffs Water to take out?

■ Any difference if you put your hats back on – bill payers, service users, citizens, society?

■ **Show Slide 12 – Investment and Bill Impact - Proposed plan (Single bill, water only)**

■ This slide shows the bill impact of only South Staffs’ Proposed Business Plan with Severn Trent’s waste water bill impact removed.

■ When you look at this slide, how affordable is this to you and your household / your business?

- Why do you say this?
- Is this different from the affordability of the combined bill?

20 MINS

■ Must Do Plan

■ **Show Slide 13 – The must-do plan to meet statutory environmental and quality targets**

- Explain that the greyed out areas are ones that are not included in the must do plan.

- Initial response to this plan
  - What did you feel was good about this plan, when considering the company’s proposed plan?
  - What did you feel was not good about this plan?
  - What would you want to change?
  - How do you feel about the cost being lower than the company’s proposed plan?
  - Think about this with your different hats on – bill payers, service users, citizens, society – does your view change?
  
- Overall when you look at this plan, how acceptable is it to you
  - Why do you say this?
  - How could this be more acceptable?
  - What would you change?
  
- **Show Slide 14 Investment and Bill Impact – Must-do plan (Combined bill, water and wastewater)**
- This slide shows the combined bill impact for service enhancements and improvements in South Staffs’ Must Do plan and Severn Trent’s Business Plan.
- Overall when you look at this plan, how affordable is this to you and your household / your business?
  - Why do you say this?
  - NB moderator note that this is a lower cost than the Proposed plan
  
- **Show Slide 15 Investment and Bill Impact – Must-do plan (Single bill, water only)**
- This slide shows the bill impact of only South Staffs’ Must Do Plan with Severn Trent’s waste water bill impact removed.
- When you look at this slide, how affordable is this to you and your household / your business?
  - Why do you say this?
  
- Thanks so much for all your input this evening. Before we move onto the final part of the discussions, please go back to the emojis and circle the one that most closely reflects how you feel about South Staffs Water given what we have discussed in the last 3 hours. *Moderator to briefly check what’s changed and why*

## Final Plenary

7.45-8pm

- Welcome everyone back to the main area
- Explain that for this final session, we will be asking them to fill in a questionnaire individually which should take around 5 minutes.
- Completion of POST TASK during final plenary.
- Thank everyone for coming
- Invite any final questions
- Close

## Key Moderator Notes:

Make note of any questions asked by customers that are answered by the company representatives.

## Topic guides for depth interviews (NHH)

3610 SSC A&AT  
NHH Depth Interviews: **NHH customers**



Participant Name	
Date / time	
URN	

Good morning/afternoon/evening... My name is ... and I work for an independent market research company called Accent. We are carrying out research on behalf of [South Staffs] or [Cambridge] Water to explore what customers like you think of its business plan for 2025-2030. Thank you very much for agreeing to be part of this research.

We will be exploring your views on the activities we shared with you ahead of this discussion as well as [South Staffs] or [Cambridge] Water's long term picture and its proposed business plan and alternative plan option.

This research is being conducted in accordance with the Code of Conduct of the Market Research Society (MRS) and also with the Data Protection Act, with whom Accent is registered. This means that everything you say is confidential and will not be attributed to you personally.

Our discussion is being recorded. This is standard market research procedure and is to ensure accuracy – so I do not have to try to remember what you have said – and for analysis purposes only. The recordings will not be passed to any third party not associated with the research project, and in our reporting of the findings from this research everything that you say will be confidential and will be reported in grouped format only.

The discussion will last around 90 minutes, and to thank you for your time we'll provide an incentive via bank transfer.

Can I stress before we begin that we are looking for your views. There are no right or wrong answers.

### Introduction 5 mins (05)

- Can you tell me a little bit about your business? (where is it based, what does it involve, how many employees...?)
- How do you use water as a business?
- How critical are water services to your business?

### Pre-task 20 mins (25)

Firstly we're going to discuss the activities which we shared with you ahead of this discussion.

- Baseline Comprehension:



- Was there anything in the material you read which you felt was difficult to understand?
  - Are you aware that [South Staffs] or [Cambridge] Water supply clean water only and do not provide wastewater services?
- Baseline Awareness:
- What did you know about [South Staffs] or [Cambridge] Water before you read through the materials?
  - What surprised you most out of the things you have read?
  - What would you most like to find out more about?
  - Were you aware that as a business customer you're able to switch your water retailer (but that your wholesale water services are still delivered by [South Staffs] or [Cambridge] Water)?
  - Have you ever switched your water retailer? (if yes, explore reasons and experience of switching)
- Baseline Perceptions:
- How do you feel about [South Staffs] or [Cambridge] Water – scale -ve 1-10 +ve
  - Reasons for score
- Baseline Priorities:
- You said your priority was **[check participant answer to Q2 of the pre-task on priorities and reference]**, why was this?
  - You said you would most like to see **[check participant answer to Q3 of the pre-task on expectation for improvement and reference]**, why was this?
  - How would you rate [South Staffs] or [Cambridge] Water on value for money for your water services?
  - Has any of the information you have seen changed your opinion of [South Staffs] or [Cambridge] Water in any way?
- Financial context
- How do you feel at the moment about your organisation's finances?
  - And how do you think that might change in the next 5 years?

## Long term picture

5 mins (30)

- **SLIDE 1: [South Staffs] or [Cambridge] Water's long-term ambitions and challenges**
  - Before we begin looking at the Business Plan for 2025-2030, we want to share with you some of the company's longer term ambitions. These go as far as 2050 – these ambitions will give you a high-level sense of what South Staffs Water is planning and where they need to invest to meet priorities. The plan for 2025-2030 is a stepping stone for making investments to deliver their long term ambitions to 2050.
- Overall views of the long-term plan
  - From what you have seen, do you feel the long term plan goes far enough, too far or just right?
  - What makes you think this?

- Now we're going to start looking at [South Staffs] or [Cambridge] Water's Proposed Plan.
- Explain that what you are sharing does not include the full Business Plan as this would take too long to go through – instead [South Staffs] or [Cambridge] Water, in conjunction with the regulator OFWAT's guidelines, has selected the most significant elements where it will be investing and feel that customers would have a view in important decisions.
- It includes statutory elements that [South Staffs] or [Cambridge] Water must do in 2025-2030 which you can see in this slide.
- **SLIDE 2: Statutory Responsibilities of a water company**
- Now that you've seen some information on the statutory responsibilities of [South Staffs] or [Cambridge] Water, here are [South Staffs] or [Cambridge] Water's proposed performance targets for 2025-30.
- **SLIDE 3: South Staffs/Cambridge Water's proposed performance targets for 2025-2030**
- What do you feel is good about the plan?
- What do you feel is not good about the plan?
- Does this plan meet the organisational priorities you identified earlier?
- Does this plan meet the organisational expectations you identified earlier?
- What would you want to change?
- Explain that we are going to focus on the three core performance commitments in more detail
- **SHOW SLIDE 4 AND ASK PROMPTS AND THEN REPEAT FOR SLIDES 5 AND 6**
- For each:
  - How do you feel about this target?
  - Do you feel they go far enough/too far/just right?
- Explain that next we are going to look at the three service enhancements
- **SHOW SLIDE 7: The proposed plan to meet the challenges faced**
- For each enhancement:
  - How do you feel about this service enhancement – particularly thinking about your organisation's needs?
  - What is good about it?
  - What is not good about it?
- Now we have discussed the Proposed Business Plan, overall when you look at this plan, how acceptable is it to you and your organisation?
  - Why do you say this?
  - How could this be more acceptable to your organisation?
  - What would you change?

- **SHOW SLIDE 8: Investment and Bill Impact – Proposed plan (Combined bill, water and wastewater)**
- Explain that the prediction is a ball-park guide to what your bill will be – once actual inflation and rewards and penalties are built-in your bill is likely to be a bit different.
- Overall when you look at this plan, how affordable is this for your business?
  - Why do you say this?
  - If not affordable, what would you advise [South Staffs] or [Cambridge] Water to take out from its proposed plan?
- Now we're going to show you the bill impact of only [South Staffs] or [Cambridge] Water's Proposed Business Plan with [Severn Trent] or [Anglian] Water's waste water bill impact removed.
- **SHOW SLIDE 9: Investment and Bill Impact – Proposed plan (Single bill, water only)**
- Overall when you look at this plan, how affordable is this for your business?
  - Why do you say this?
  - If not affordable, what would you advise [South Staffs] or [Cambridge] Water to take out?

## Phasing

5 mins (65)

- **SHOW SLIDE 10: Phasing: resilience investment example**
- Explain that [South Staffs] or [Cambridge] Water needs to balance the amount of investment needed with the amount of money they have to spend from customers' bills. With this in mind, how would you feel if [South Staffs] or [Cambridge] Water spread the planned investments out over a longer period?
- They could choose to make bill increases now for current bill payers or delay investment and have bigger increases in the long term for some current bill payers and future bill payers?
- What would be your preference?
- How fair do you think that is for future generations of customers?

## Must-do business plan summary

20 mins (85)

- Explain that this next part of the discussion will be focusing on a must-do Business Plan.
- **SHOW SLIDE 11: The must-do plan to meet statutory environmental and quality targets**
  - Explain that the greyed out areas are ones that are not included in the must do plan, but are in the proposed plan.
- Initial response to this must-do plan
  - What did you feel was good about this plan?
  - What did you feel was not good about this plan?
  - What would you want to change?
  - How do you feel about the service enhancements now (note there are different costs associated with these)?
  - How do you feel about the cost being lower?
- Overall when you look at this plan, how acceptable is it to you?



- Why do you say this?
- How could this be more acceptable?
- What would you change?
  
- **SHOW SLIDE 12: Investment and Bill Impact – Must-do plan (Combined bill, water & wastewater)**
- Overall when you look at this plan, how affordable is this for your business?
  - Why do you say this?
  - If not affordable, what would you advise [South Staffs] or [Cambridge] Water do to support business customers with their water bills?
  
- Now we're going to show you the bill impact of only [South Staffs] or [Cambridge] Water's Must-do Business Plan with [Severn Trent] or [Anglian] Water's waste water bill impact removed.
  
- **SHOW SLIDE 13: Investment and Bill Impact – Must-do plan (Single bill, water only)**
  
- Overall when you look at this plan, how affordable is this for your business?
  - Why do you say this?

## Wrap and Close

5 mins (90)

The final step is to complete a 5 minute post-task exercise. You will be sent this in the next few days, please complete it as soon as possible.

A payment of part of the incentive will be made after the post-task exercise is completed.

Thank you very much for taking the time to speak to me today.

## Topic guides for Customers in Vulnerable Circumstances (CIVS)

### 3610 SSC A&AT Customers in Vulnerable Circumstances



Participant Name	
Date / time	
URN	

### Introductions and Warm Up 5 Mins (5 Mins)

Good morning/afternoon/evening... My name is ... and I work for an independent market research company called Accent. We are carrying out research on behalf of [South Staffs] or [Cambridge] Water to explore what customers like you think of its business plan for 2025-2030 and particularly what extra support they intend to offer to customers. Thank you very much for agreeing to be part of this research.

We will be exploring your views on the tasks we shared with you as well as [South Staffs] or [Cambridge] Water's long term picture and their proposed business plan.

This research is being conducted in accordance with the Code of Conduct of the Market Research Society (MRS) and also with the Data Protection Act, with whom Accent is registered. This means that everything you say is confidential and will not be attributed to you personally.

Our discussion is being recorded. This is standard market research procedure and is to ensure accuracy – so I do not have to try to remember what you have said – and for analysis purposes only. The recordings will not be passed to any third party not associated with the research project, and in our reporting of the findings from this research everything that you say will be confidential and will be reported in grouped format only.

The discussion will last around 90 minutes, and to thank you for your time we'll provide an incentive via bank transfer.

Can I stress before we begin that we are looking for your views. There are no right or wrong answers.

- Ask participant to introduce themselves:
  - Name
  - Where you live
  - Who do you live with (family/pets/friends)
  - What's on your mind in your home life most at the moment and the coming months?

### Response to Pre-Task and Your Service Needs 35 Mins (40 Mins)

Firstly we're going to discuss the tasks which we shared with you.

- Baseline Comprehension:
  - Was there anything in the material you read which you felt was difficult to understand?
- Baseline Awareness:

- What did you know about [South Staffs] or [Cambridge] Water before you read through the materials?
- What surprised you most out of the things you have read?
- What would you most like to find out more about?
  
- Baseline Perceptions:
  - How do you feel about [South Staffs] or [Cambridge] Water – scale -ve 1-10 +ve
  - Reasons for score
  
- Baseline Priorities:
  - Where do you think they should focus improvements/investment?
  - Has any of the information you have seen changed your opinion of your [South Staffs] or [Cambridge] Water in any way?
  
- What do you know about the Priority Services register?
  - Is this something that you are part of or think you should be part of?
  - If you or someone in your household are on the PSR or have been in the past, what is your experience of being on this?
  - What works, what could be improved?
  
- What do you know about [South Staffs] or [Cambridge] Water’s discounted Assure tariff to support low income households, or the WaterSure tariff?
  - Is this something that you are part of?
  - If you or someone in your household are on the Assure tariff or have been on any discounted tariff in the past, what is your experience of being on this?
  - What works, what could be improved?
  
- Baseline Value (Bill Payers):
  - Before we start talking about the Business Plan, we want to find out about how you’re feeling about your household finances
    - How do you feel at the moment about your household finances?
    - And how do you think that might change in the next year?
      - ◆ What about in 5 years?
    - How do you feel about your latest water bill?
    - How would you rate [South Staffs] or [Cambridge] Water on value for money ‘for your water / waste services’?

## Long term picture

5 mins (45 Mins)

- **SLIDE 1: [South Staffs] or [Cambridge] Water’s long-term ambitions and challenges**
- Before we begin looking at the Business Plan for 2025-2030, we want to share with you some of the company’s longer term ambitions. These go as far as 2050 – these ambitions will give you a high-level sense of what South Staffs Water is planning and where they need to invest to meet priorities. The plan for 2025-2020 is a stepping stone for making investments to deliver their long term ambitions to 2050.
  
- Overall views
  
- From what you have seen, do you feel the long term plan goes far enough, too far or just right?



- What makes you think this?
- How do you feel these cover your individual circumstances/situation we talked about earlier?

## Proposed Plan

44 Mins (89 Mins)

- Now we're going to start looking at [South Staffs] or [Cambridge] Water's Proposed Plan.
- Explain that what you are sharing does not include the full Business Plan as this would take too long to go through – instead [South Staffs] or [Cambridge] Water have selected the most significant elements where they will be investing and feel that customers would have a view.
- It includes statutory elements that [South Staffs] or [Cambridge] Water must do in 2025-2030 which you can see in this slide.
- **SLIDE 2: Statutory Responsibilities of a water company**
- Now that you've seen some information on the statutory responsibilities of [South Staffs] or [Cambridge] Water, here are [South Staffs] or [Cambridge] Water's proposed performance targets for 2025-30.
- **SLIDE 3: South Staffs Water's proposed performance targets for 2025-2030**

Initial response to the overall plan

- What did you feel was good about the plan?
- What did you feel was not good about the plan?
- What would you want to change?

Let's now break the plan down into different sections and get your views on each part

- Explain that we are going to focus on the three core performance commitments in more detail
- **SHOW SLIDE 4 AND ASK PROMPTS AND THEN REPEAT FOR SLIDES 5 AND 6**

Response to the three core performance targets

- For each:
  - How do you feel about this target
  - Do you feel they go far enough/too far/just right

- Explain that next we are going to look at the three service enhancements
- **SHOW SLIDE 7: The proposed plan to meet the challenges faced**

■ For each enhancement:

- How do you feel about this service improvements?
- What is good about it?
- What is not good about it?
- Which ones are most important to you that you want to see investment in, given your situation? Why is that?

ACTIONS TAKEN TO SUPPORT VULNERBALE CUSTOMERS

- In the next Business Plan period 2025-2030, [South Staffs] or [Cambridge] Water will continue to support customers who are in vulnerable circumstances e.g. health and/or financially struggling

- **SHOW SLIDE 8: [South Staffs] or [Cambridge] Water currently offers the following to help customers who need extra support**
  - How do you feel about the current support offered?
    - Which parts are most important to you?
  - Does the support currently on offer make you feel reassured or not?
- **SHOW SLIDE 9: [South Staffs] or [Cambridge] Water's plans for 2025-2030 to help customers who need extra support**
  - How do you feel about this support for help with paying bills?
  - How do you feel about this support for help with accessing services?
  - What is good about these plans?
  - What is not good about them?
  - Do they go far enough, or too far?
  - Is there anything else you would be looking for [South Staffs] or [Cambridge] Water to do to support your needs? If so, what should they be doing?
  - Is there anything that other utilities companies or suppliers (e.g. energy, broadband, mobile phones, banks) are doing that you would want [South Staffs] or [Cambridge] Water to also do? If so, what are they doing that has impressed you?

Now we have discussed the Proposed Business Plan, overall when you look at this plan, how acceptable is it to you?

- Why do you say this?
- How could this be more acceptable?
- What would you change?
- **SHOW SLIDE 10: Investment and Bill Impact – Proposed plan (Combined bill, water and wastewater)**
  - Overall when you look at this plan, how affordable is this for you/your household?
    - Why do you say this?
    - If not affordable, what would you advise [South Staffs] or [Cambridge] Water to take out?
- Now we're going to show you the bill impact of only [South Staffs] or [Cambridge] Water's Proposed Business Plan with [Severn Trent] or [Anglian] Water's waste water bill impact removed.
- **SHOW SLIDE 11: Investment and Bill Impact – Proposed plan (Single bill, water only)**
  - Overall when you look at this plan, how affordable is this for you?
    - Why do you say this?
    - Why do you say this?

### ***Must-do plan (OPTIONAL - ONLY COVER IF TIME AVAILABLE)***

- **Show Slide 12 – The must-do plan to meet statutory environmental and quality targets**
  - Explain that the greyed out areas are ones that are not included in the must do plan.
- Initial response to this plan
  - What did you feel was good about this plan, when considering the company's proposed plan?
  - What did you feel was not good about this plan?
  - What would you want to change?
  - How do you feel about the cost being lower than the company's proposed plan?

- Overall when you look at this plan, how acceptable is it to you
  - Why do you say this?
  - How could this be more acceptable?
  - What would you change?
  
- **Show Slide 13 Investment and Bill Impact – Must-do plan (Combined bill, water and wastewater)**
- This slide shows the combined bill impact for service enhancements and improvements in [South Staffs] or [Cambridge] Water’s Must Do plan and [Severn Trent] or [Anglian] Water’s Business Plan.
- Overall when you look at this plan, how affordable is this to you and your household?
  - Why do you say this?
  - NB moderator note that this is a lower cost than the Proposed plan
  
- **Show Slide 14 Investment and Bill Impact – Must-do plan (Single bill, water only)**
- This slide shows the bill impact of only [South Staffs] or [Cambridge] Water’s Must Do Plan with [Severn Trent] or [Anglian] Water’s waste water bill impact removed.
- When you look at this slide, how affordable is this to you and your household?
  - Why do you say this?

## Final thank and close

01 Min (90 Mins)

The final step is to complete a 5 minute exercise. You will be sent this in the next few days, please complete it as soon as possible.

A payment of part of the incentive will be made after the post-task exercise is completed.

Thank you very much for taking the time to speak to me today – your feedback will help to finalise the company’s business plan.



## Topic guides for online focus groups (Future customers)

3610 SSC Water A&AT  
Future Customers – Digital Groups: 90 mins



### Introductions

10 mins (10)

- Hello everyone and welcome to this discussion group which we are running on behalf of [South Staffs]/[Cambridge] Water
- Thanks for all your work during the homework exercise – we have enjoyed reviewing your comments on the tasks we shared and we will discuss those further this evening
- **IMPORTANT:** Explain about independent and exploratory nature of research:
  - Undertaken under the Market Research Society’s Code of Conduct
  - Your input will remain confidential – all reporting will be undertaken in an anonymised format
  - No right or wrong answers. And it’s okay not to understand everything – some of these areas might be new to some of you
  - Okay to disagree with each other
  - Recordings are standard market research procedure and for analysis purposes only
  - The recordings will not be passed to any third party not associated with the research project, and none of your comments will be attributed to you by name
  - Introduce any observers (cameras/mics off) – interested to hear your views/won’t be contributing to the discussion/will adhere to MRS rules
- Explain that we are here tonight on behalf of [South Staffs] / [Cambridge] Water who are looking for the views and input of people like yourselves who do not currently pay water bills but are likely to in the future into their Business Plan.
- Explain the role of the Independent Challenge Group and their role in observing the session and challenging the overall business plan.
- Remember that [South Staffs]/[Cambridge] Water is the provider of your water services NOT the wastewater service which is run by [Severn Trent]/[Anglian] Water.
- This session will last approximately 90 minutes.
  
- Before we get into the detail let’s do some quick introductions:
  - Name
  - Where do you live?
  - Who’s at home (human and pets!)
  - Favourite thing about your local area

### Establishing Research Context

25 mins (35)

- Thank everyone for doing their pre-task exercises
- Remind that we are here to discuss the Business Plan for [South Staffs]/[Cambridge] Water
- Think back to the pre-task you read through
  - Baseline Comprehension:
    - Was there anything in the material you read which you felt was difficult to understand?
  - Baseline Awareness:

- What did you know about [South Staffs]/[Cambridge] Water before you read through the materials?
  - What surprised you most out of the things you have read?
  - What would you most like to find out more about?
- Baseline Perceptions:
    - How do you feel about [South Staffs]/[Cambridge] Water – scale -ve 1-10 +ve
    - Reasons for scores
  - Baseline Priorities:
    - Where do you think they should focus improvements/investment from your perspective as a future customer, given you will likely be paying water bills in the future?
    - Has any of the information you have seen changed your opinion of [South Staffs]/[Cambridge] water in any way?
  - Financial temperature check
  - Thinking more generally – how would you find your financial situation right now?
    - Have things changed for you over the last year?
    - How? What’s been the impact on you?
  - Have you noticed how other people have been financially impacted?
    - In what way?
- Long term picture and different perspectives
    - Before we begin looking at the Business Plan for 2025-2030, we want to share with you some of the company’s longer term ambitions. These go as far as 2050 – these ambitions will give you a high-level sense of what [South Staffs] or [Cambridge] Water is planning and where they need to invest to meet priorities. The plan for 2025-2030 is a stepping stone for making investments to deliver their long term ambitions to 2050.
    - When you look at this longer term plan, we want you to think about it from a range of different perspectives:
    - **Show Slide 1 – Points of view that we will consider**
    - Please note that these points of view overlap so if you are a bill payer, you are probably a service user and a citizen and member of society
    - **Show Slide 2 – [South Staffs]/[Cambridge] Water’s long-term ambitions and challenges**
      - Let’s hear your views on these long-term plans:
        - Overall views
        - From what you have seen, do you feel the long term plan goes far enough, too far or just right?
        - What makes you think this?
        - What do others think – agree/disagree?
        - Is there any difference if you think about this as a Bill Payers, Service Users, Citizens, Society?
          - ◆ If so, what are they?

## Proposed Plan

30 mins (65)

- Explain that we will be focusing on the Proposed Business Plan that we shared during the pre-task and in the next part of the discussion we want to understand more about how you all feel about this proposed plan.
- **Show Slide 3 – Statutory Responsibilities of a water company**

- Explain that what you are sharing does not include the full Business Plan as this would take too long to go through – instead [South Staffs] or [Cambridge] Water, in conjunction with the regulator OFWAT’s guidelines, has selected the most significant elements where it will be investing and feel that customers would have a view in important decisions.
- It includes statutory elements that [South Staffs] or [Cambridge] Water must do in 2025-2030 which you can see in this slide.
- **Show Slide 4 – [South Staffs]/[Cambridge] Water’s proposed performance targets for 2025-2030.**

#### ■ PROPOSED PLAN

##### ■ Initial response to the overall plan

- What did you feel was good about the plan?
- What did you feel was not good about the plan?
- What would you want to change?

#### ■ OVERALL PERFORMANCE COMMITMENTS

- Explain that we are going to focus on three core performance commitments in more detail.
- **Show Slide 5 and ask prompts and then repeat for Slides 6 and 7**

##### ■ For each:

- How do you feel about this target?
- Do you feel they go far enough/too far/just right?

- Explain that next we are going to look at the three service enhancements.

##### - **Show Slide 8: The proposed plan to meet the challenges faced**

##### ■ For each enhancement:

- How do you feel about this service enhancement?
- What is good about it?
- What is not good about it?

#### ■ Now we have discussed the Proposed Business Plan, overall when you look at this plan, how acceptable is it to you?

- Why do you say this?
- How could this be more acceptable?
- What would you change?

#### ■ **Show Slide 9: Investment and Bill Impact – Must-do plan (Combined bill, water & wastewater)**

- Does this water bill seem fair to you?
- How does this water bill compare to other bills and costs you are familiar with?
  - What bills are you comparing the water and wastewater bill to?
- How would you rate this water bill in terms of value for money for your water services?

#### ■ **Show Slide 10: Investment and Bill Impact – Proposed plan (Single bill, water only)**

- Does this water bill seem fair to you?
- How would you rate this water bill in terms of value for money for your water services?



- We want to talk to you about some of the choices a water company has to make when they are putting together its Business Plans
  - Explain that [South Staffs] or [Cambridge] Water needs to balance the amount of investment needed with the amount of money they have to spend from customers' bills. With this in mind, how would you feel if [South Staffs] or [Cambridge] Water spread the planned investments out over a longer period?
- **Show Slide 11 – Phasing of customer bills: resilience investment example**
  - In this example, [South Staffs] or [Cambridge] could choose to make bill increases now for current bill payers and invest in schemes to improve resilience sooner, or delay investment and have bigger increases in the long term for some current bill payers and future bill payers.
- What would be your preference from the options presented?
- How fair do you think that is for future generations of bill paying customers?

## Must-do Plan *(if time is available)*

16 mins (89)

- Explain that this next part of the discussion will be focusing on a must-do Business Plan.
  - **Show Slide 12: The must-do plan to meet statutory environmental and quality targets**
  - Explain that the greyed out areas are ones that are not included in the must do plan, but are in the proposed plan.
- Initial response to this plan
    - What did you feel was good about this plan?
    - What did you feel was not good about this plan?
    - What would you want to change?
    - How do you feel about the service enhancements now (note there are different costs associated with these)?
    - How do you feel about the cost being lower?
    - Think about this with your different hats on – bill payers, service users, citizens, society?
  - Overall when you look at this plan, how acceptable is it to you?
    - Why do you say this?
    - How could this be more acceptable?

- **Show Slide 13: Investment and Bill Impact – Must-do plan (Combined bill, water & wastewater)**

- Does this water bill seem fair to you?
- How would you rate this water bill in terms of value for money for your water services?

- **Show Slide 14: Investment and Bill Impact – Must-do plan (Single bill, water only)**

- Does this water bill seem fair to you?
- How would you rate this water bill in terms of value for money for your water services?

## Thank and next steps

1 mins (90)

- Explain that we'll be emailing out the post task that will take approximately 5 mins to complete and that this is required to receive your incentive for taking part.
- Thank and close.

# Cambridge Water – Stimulus materials (HH)

## A map of the water companies in England and Wales

**England & Wales**

- 10 water and sewerage companies
- 6 water only companies

**Water companies:**

- Some provide clean water services only and some provide clean water and wastewater services
- South Staffs Water and Cambridge Water provide only clean water services.

<b>Map legend</b>	AFW Affinity Water	NES Northumbrian Water
ANH Anglian Water	SES Sutton and East Surrey Water	SEW South East Water
BRL Bristol Water	SSC South Staffs & Cambridge Water	SVE Severn Trent Water
HDD Hafren Dyfrdwy (Welsh)	SVE Severn Trent Water	SWB South West Water
PRT Portsmouth Water		

## Cambridge Water was merged with South Staffs Water in 2013 – here's an overview of what they do every day across the two regions

<b>Collect and treat water</b> 	<b>Store and distribute water</b> 	<b>Customer services, billing and support for those who need extra help</b> 
48 underground sources 2 surface water reservoirs 40 water treatment works 1.66 million people living in just under 700,000 homes and working in over 42,500 business properties	69 service reservoirs and water towers to store water locally for supply 160 pumping stations which send water through 8,670km of pipes	Take meter readings: 45% (South Staffs Water) and 75% (Cambridge Water) of domestic properties have a water meter. The figure is over 90% for business properties in both regions Sending bills: by email, through an app or by post Providing extra support for customers struggling to pay their bills – e.g. discounted bills or payment plans There are currently over 52,000 customers receiving discounted bills

Customer service: helping customers in person, by phone or through digital channels - e.g. e-mail

Providing extra support for customers who need extra assistance because of medical, learning, physical disabilities.

The companies manages a Priority Services Register which currently has more than 65,500 customers registered for support

One thing Cambridge Water and South Staffs Water don't do is take away the waste water which has been used in homes and businesses across the regions they supply. That is the responsibility of Anglian Water in the Cambridge region and Severn Trent Water in the South Staffs region.

## More about the areas that Cambridge Water and South Staff serve

**South Staff Water**

- Serves 1.5 million people across an area of 1,500 km<sup>2</sup>
- Living in around 558,000 homes and working in almost 33,000 business properties
- Supply 308 million litres water per day – or 1.67 million full bath tubs
- Drinking water comes from 2 surface water sources (River Severn and Blithfield reservoir) and 25 underground water sources

**Cambridge Water**

To learn more about Cambridge Water and the region you live in please watch this video

- Serves almost 960,000 people across 1,175sq km
- Living in around 140,000 homes and working in almost 9,000 business properties
- Supply close to 83 million litres water per day – or 333,000 full bath tubs
- Drinking water comes from 23 underground water sources, which feed the regions chalk streams

Click [here](#) to watch video or [here](#) to read video transcript

## More about Cambridge Water

To know more about Cambridge Water please watch this video or read the transcript

Click [here](#) to watch video or [here](#) to read video transcript

**Video transcript: about Cambridge Water and its challenges**

**Cambridge Water**

- We supply clean water to 960,000 people – living in 140,000 homes and working in 9,000 business properties. As clean water supplier, this means we do not take away your waste water.
- On average, our customers use a combined total of 300,000 full bath tubs of water every day or just over 1 tub each.
- This water comes from 23 underground water sources (which feed the regions chalk streams)
- We have already been privately owned. The amount of money that will go to shareholders between 2020 and 2025 is 2-5% of customer's bills each year.

We are facing many challenges:

- Only 14% of rivers in England are in a healthy condition and able to fully recover if damaged. We need to restore the environment.
- The population is likely to grow by 18% by 2045 and changing rainfall patterns means our region is now classed as 'high risk'. This means that there will not be enough to meet human demand. We need to make better use of the water we have and find new sources.
- Our carbon emissions need to be reduced as fast as possible to combat the impacts of global warming and we need to remove non-recyclable plastic from our operations.
- Our customers are demanding ever higher levels of customer service, and we need to find new and better ways to help those who need extra support to access their water services.

## How the water industry is overseen

Regulators	Main roles
<b>Environment Agency</b> 	<ul style="list-style-type: none"> <li>Holds water companies to account to protect and restore the environment</li> <li>Works with water companies to ensure long-term plans to maintain water supplies are done in a sustainable way</li> </ul>
<b>Drinking Water Inspectorate</b> 	<ul style="list-style-type: none"> <li>Holds water companies to account that the water supplied in England and Wales is safe and that drinking water quality is acceptable for customers</li> </ul>
<b>Consumer Council for Water</b> 	<ul style="list-style-type: none"> <li>Represents customers on matters relating to their water supply and services – the "water watchdog"</li> <li>Investigates complaints and provides advice to ensure water services remain fair and affordable for customers</li> </ul>
<b>Office of Water Services</b> 	<ul style="list-style-type: none"> <li>The water regulator makes sure companies do their job properly, including fair pricing for customers and ensuring there is always a reliable water supply and that companies improve their service</li> </ul>

## More about the role of Ofwat

- Ofwat (Water Services Regulation Authority) is the economic regulator for the water and sewerage sectors in England and Wales. It is responsible for making sure that water companies are regulated to provide customers with a good quality and efficient service at a fair price.
- Every five years, water companies develop a 'business plan' that sets out how they want to develop their services, and the proposed cost to customers. As customers are not able to choose their water company, water companies must give them a say about what they want from their services and the price they pay. Talking to customers also helps water companies prioritise what to do first or what to do most of – because they are not able to fund everything they would like to do or do all of the things that customers might want them to do
- The business plan and prices are then finalised by Ofwat in a process known as the Price Review. There is more information about this here: 'All about the price review'. Available at: <https://www.youtube.com/watch?v=0VlmiuG3AF8>

One of the ways that people have their say is through this research, which will explain what the plans are for where you live, and ask what you think – whether the plans are 'acceptable' to you and whether you can afford the proposed water bills from 2025-2030

Water companies also have to show Ofwat that their plans reflect what their customers want otherwise they can be penalised – that means refining the plans based on what customers tell them.

## How water company performance is monitored

Water companies are currently part way through their five-year business plan for 2020 to 2025. They have service level targets, called 'performance commitments', in every five-year business plan. These targets are based on what customers have previously told companies they would like them to do, and on Ofwat's assessment of what companies should deliver. These targets cover a wide range of the different services that water companies provide.

Ofwat monitors water company performance against each performance commitment every year to see if they have met the target service level in their business plan. We are going to show you how well your water company is doing on some of its performance commitments, compared to other water companies in England and Wales.

These performance commitments are a snapshot out of the wide range of services companies provide. We are showing these examples as customers have told us they are particularly important to them.

## How water company performance is monitored

- Water companies have to provide reliable services, and plan for their services to be resilient to changing weather patterns and demand from consumers
- Companies can miss or exceed performance commitment targets for a number of reasons. For example, leaks from pipes happen more often after very cold weather, which can contribute to a company not meeting the target

If a company **misses a target** then they receive a **penalty** to reflect the poorer service that customers have received

If they not just meet but **exceed a target** then they can receive a **reward** to reflect this

In the year 2021/22, out of 17 financial Performance Commitments, South Staffs Water and Cambridge Water passed 12 and failed 5. At the end of each year the company adds up all the rewards and penalties it has received.

South Staffs Water and Cambridge Water are responsible for paying any penalties for missing targets; this cost is not covered by an increase to customer bills.



## How to read comparison information about water company performance

Next, we will show you 3 pages displaying water companies' performance. The blue boxes below show you how to read the information.

This title tells you the type of performance commitment.

This summarises how well South Staffs and Cambridge Water did on meeting the target set.

The chart shows how well each company performs, with separate figures for South Staffs and Cambridge Water. Blue = at or better than target. Pink = poorer than target. Shorter bar is better. Dashed line is the target.

**Supply interruptions: the average length of time properties are without water**

Performance commitment: Supply interruptions: the average length of time properties are without water

Target number for customer contacts: Performance at or better than target. Performance poorer than target.

More information on what is being measured and how being measured and how

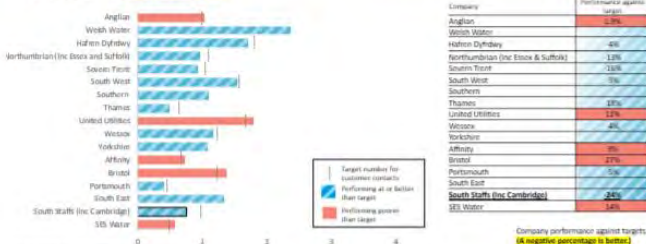
The table shows performance against the target and how far from the target. Blue means on or better than target. Pink means poorer/below target. Smaller number is better (which means -52% is better than -20%).

Blue means on or better than target. Pink means poorer/below target. Smaller number is better (which means -52% is better than -20%).

## Water quality: Appearance, taste and smell of tap water

South Staffs and Cambridge Water are currently performing better than target.

Number of customer contacts received regarding water quality incidents, per 1,000 properties. (A lower number is better).



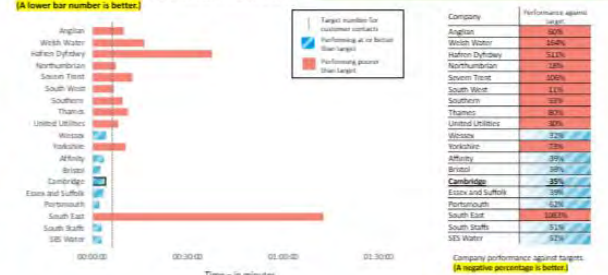
Tap water may look discoloured or taste/smell different to usual. Although still safe to drink, people may prefer bottled water as a precaution until it returns to normal.

## Supply interruptions: the average length of time properties are without water

Cambridge Water is currently performing better than target.

If a water supply is interrupted without warning for between 3 and 6 hours, it would not be possible to show water from the taps or flush the toilet; it may be necessary to buy bottled water.

Duration without water for more than 3 hours by minutes per property. (A lower bar number is better).

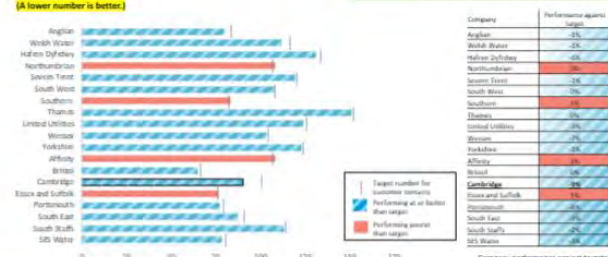


## Leaks: The amount of water lost due to leaks from water mains and pipes

Cambridge Water is currently performing better than target.

Leaks can affect customers directly if their water supply is affected. They are sometimes unnoticed if underground. But leakage is often seen in the media and has a cost to people on their bills and a cost to the environment.

Leakage per property per day. (A lower number is better).



## How Cambridge Water uses the money it gets from customers' bills

Customers are charged separately for their wastewater services, provided by Anglian Water. The money collected from customers' clean water bill by Cambridge Water funds many areas.



## The proposed plan to meet the challenges faced

Bill Impact	£116m or £12.10 on the average annual bill	£24m or £2.50 on the average annual bill	£22m or £2.30 on the average annual bill
<b>Environmental challenges</b>	<ul style="list-style-type: none"> <li>Currently only 24% of rivers in England are classified as 'good' or better.</li> <li>Population growth (close to 20%) and climate change means less water for the environment and more pressure on supplies to meet human demand.</li> <li>Reducing carbon emissions from our operations to help tackle global warming.</li> </ul>	<ul style="list-style-type: none"> <li>The water environment is becoming increasingly polluted, which means finding better ways to treat it to make safe for human consumption.</li> <li>There are risks in the pipe network – such as lead pipes. Around 1 in 4 properties are supplied by lead pipes.</li> </ul>	<ul style="list-style-type: none"> <li>Aging infrastructure that needs investment to ensure it is fit for the future.</li> <li>More storms, cold snaps and periods of very hot weather mean we need to protect our sites to reduce the chance of them failing.</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>£126m* to help restore the water environment.</li> <li>£27m* to roll out new metering technology across our customer base.</li> <li>£37m* to lay the preparations for new water sources – a major new reservoir and a water transfer.</li> </ul>	<ul style="list-style-type: none"> <li>£44m* to improve the filtration process across water treatment sites and mains cleaning to remove sediment build up.</li> <li>£13m* on improved disinfection processes at town of our sites, including ultraviolet (UV) treatment.</li> </ul>	<ul style="list-style-type: none"> <li>£9m on laying more pipes, so if one fails we can still move water around to customers.</li> <li>£10m on upgrading our sites – e.g. power generators to ensure resilience to power cuts.</li> <li>£3m on using smart sensors and technology to identify issues before they cause damage to pipes and other parts of the network.</li> </ul>
<b>Investment</b>	<ul style="list-style-type: none"> <li>£6m to replace our fleet with electric vehicles.</li> </ul>	<ul style="list-style-type: none"> <li>£7m to increase the rate at which lead pipes are removed from properties, including targeting vulnerable groups.</li> </ul>	
<b>Benefits of investments</b>	<ul style="list-style-type: none"> <li>More water environments to have a healthy level of water flowing in them and to allow habitats to flourish.</li> <li>Water usage can be better understood, help spot leaks faster and offer customers new tariffs to help encourage people to use less.</li> <li>Ensures secure and reliable water supplies, now and in the future.</li> </ul>	<ul style="list-style-type: none"> <li>Fewer customers impacted by unwanted changes to their water supply: taste, smell and colour.</li> <li>Extra layer of protection from potential water quality risks.</li> <li>Reduced dependence on chemicals added to treat water in the long run.</li> <li>Reduced number of lead supply pipes found on customer properties.</li> </ul>	<ul style="list-style-type: none"> <li>Less chance of any failures which shut down water production sites, which therefore keeps water flowing, even with increasing extreme weather conditions.</li> <li>Improved ability to identify issues proactively to better manage our network for domestic and business users.</li> </ul>

\* These investments are the ones that your water company has put forward in its plan as the best way to meet statutory/legal requirements.

## Cambridge Water's proposed performance targets for 2025-2030

Reducing leaks	Appearance, taste and smell of tap water	Unplanned interruptions
<p>Targets for reducing the amount of water lost due to leaks from water mains and pipes.</p> <p>Amount of water lost from pipes, expressed per property per day, in litres. A lower number is better.</p> <p>Performance: 2022/23 industry rank: 8<sup>th</sup> of 17. Impacted by factors such as condition and age of network and more extreme weather. However, we are working hard to meet our end-of-period target. Our ambition is to reduce leakage by 50% by the 2030 target from 2017/18 levels, and our interim targets reflect this trajectory.</p> <p>Strategy: Use advanced leakage detection techniques and increased smart metering to find leaks quicker on both our pipes and those on customer properties. This means we will take less water from the environment.</p>	<p>Targets for reducing the number of incidents of discoloured water (e.g. brown tinge), or a strange taste or smell occurring.</p> <p>Number of customer contacts received about water quality incidents, expressed per 1,000 properties. A lower number is better.</p> <p>Performance: 2022/23 industry rank: 5<sup>th</sup> of 13. Improvements in recent years through setting challenging targets that go above and beyond statutory requirements across our whole water supply chain. The latest major upgrades to our two largest water treatment works due for completion in 2025 will help maintain the positive trend.</p> <p>Strategy: Building on our largest ever investment programme for water quality, we will further invest in addressing specific risks to achieve better leading levels of customer contacts about the colour, taste and smell of their water.</p>	<p>Targets for reducing the average length of time properties are without water.</p> <p>Average duration properties are without water, when the interruption is supply loss for more than 3 hours, expressed by minutes per property. A lower number is better.</p> <p>Performance: 2022/23 industry rank: 4<sup>th</sup> of 17. Delivered and maintained a step change in performance from over 8 minutes in 2017/18. Achieved through redesigning our operations to facilitate rapid responses to customer supply interruptions. Our ambition is to continue this trend and maintain our top 4 position, in at least 4 of the years between 2025-2030.</p> <p>Strategy: Build on our performance by continuing to invest in our pipe networks and meet in technology to allow more real time intelligence on our networks. This will allow us to react even quicker in the future.</p>



# South Staffs Water – Stimulus materials (HH)

## A map of the water companies in England and Wales

**England & Wales**

- 10 water and sewerage companies
- 6 water only companies

**Water companies:**

- Some provide clean water services only and some provide clean water and wastewater services
- South Staffs Water and Cambridge Water provide only clean water services.

**Map legend**

AFW	Affinity Water	NES	Northumbrian Water
AWW	Anglian Water	SES	Sutton and East Surrey Water
BRL	Bristol Water	SEW	South East Water
HDD	Hafren Dyfrdwy (Welsh)	SSC	South Staffs & Cambridge Water
PRT	Portsmouth Water	SVE	Severn Trent Water
		SWB	South West Water

**South Staffs Water** with water/water services provided by Severn Trent Water

**Cambridge Water** with water/water services provided by Anglian Water

## Cambridge Water was merged with South Staffs Water in 2013 – here's an overview of what they do every day across the two regions

<p><b>Collect and treat water</b></p> <p>48 underground sources 2 surface water reservoirs 40 water treatment works</p> <p>1.66 million people living in just under 700,000 homes and working in over 42,500 business properties</p>	<p><b>Store and distribute water</b></p> <p>69 service reservoirs and water towers to store water locally for supply</p> <p>100 pumping stations which pump water through 8,670km of pipes</p>	<p><b>Customer services, billing and support for those who need extra help</b></p> <p>Take meter readings: 45% (South Staffs Water) and 75% (Cambridge Water) of domestic properties have a water meter. The figure is over 90% for business properties in both regions</p> <p>Sending bills: by email, through an app or by post</p> <p>Providing extra support for customers struggling to pay their bills – e.g. discounted bills or payment plans</p> <p>There are currently over 52,000 customers receiving discounted bills</p>	<p>Customer service: helping customers in person, by phone or through digital channels - e.g. e-mail</p> <p>Providing support for customers who need extra assistance because of medical, learning, physical disabilities.</p> <p>The companies manage a Priority Services Register which currently has more than 66,500 customers registered for support</p>
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One thing South Staffs Water and Cambridge Water don't do is take away the waste water which has been used in homes and businesses across the regions they supply. That is the responsibility of Severn Trent Water in the South Staffs region and Anglian Water in the Cambridge region.

## More about the areas that South Staff and Cambridge Water serve

**South Staff Water**

To learn more about South Staffs Water and the region you live in please watch this video

- Serves 1.3 million people across an area of 1,500 km<sup>2</sup>
- Living in around 556,000 homes and working in almost 35,000 business properties
- Supply 305 million litres water per day – or 1.97 million full bath tubs
- Drinking water comes from 2 surface water sources (River Severn and Blithfield reservoir) and 25 underground water sources

**Cambridge Water**

- Serves almost 360,000 people across 1,175 sq km
- Living in around 140,000 homes and working in almost 9,000 business properties
- Supply close to 83 million litres water per day - or 533,000 full bath tubs
- Drinking water comes from 23 underground water sources, which feed the regions chalk streams.

Click here to watch video or here to read video transcript

## More about South Staffs Water

To know more about South Staffs Water please watch this video or read the transcript

Video transcript: about South Staffs Water and its challenges

**South Staffs Water**

- We supply clean water to 1.3 million people living in 556,000 homes and working in 35,000 business properties. As clean water supplies this means we do not take away your waste water.
- On average, people in our region use a combined total of 1.67 million full bath tubs of water every day, or just over 1 and a quarter tubs each.
- This water comes from 2 surface water sources (River Severn and Blithfield reservoir) and 25 underground water sources.
- Every day our people focus on:
  - collecting water from the environment, treating it and transporting it to customer taps through 8,200km of pipes – that's the Equivalent of Birmingham to Boston (USA) powered by 112 pumping stations
  - Maintaining, repairing and renewing all of these assets
  - Working with businesses and local communities to help restore the natural environment
  - Providing customer service and supporting more than 48,700 customers with discounted bills and assisting more than 57,400 customers who need extra help accessing our services.
- We have always been proudly green. The amount of money that will go to shareholders between 2020 and 2025 is 2.5% of customers' bills each year.

We are facing many challenges:

- Only 24% of rivers in England are in a healthy condition and able to fully recover if damaged. We need to restore the environment.
- The population is likely to grow by 28% by 2045 and changing rainfall patterns means our region is now classed as "high risk". This means that there will not be enough to meet human demand. We need to make better use of the water we have and find new sources.
- Our carbon emissions need to be reduced as fast as possible to combat the impacts of global warming and we need to remove non-recyclable plastic from our operations.
- Our customers are demanding ever higher levels of customer service, and we need to find new and better ways to help those who need extra support to access their water services.

Click here to watch video or here to read video transcript

## How the water industry is overseen

Regulators	Main roles
<p>Environment Agency</p>	<ul style="list-style-type: none"> <li>Holds water companies to account to protect and restore the environment</li> <li>Works with water companies to ensure long-term plans to maintain water supplies are done in a sustainable way</li> </ul>
<p>Drinking Water Inspectorate</p>	<ul style="list-style-type: none"> <li>Holds water companies to account that the water supplied in England and Wales is safe and that drinking water quality is acceptable for customers</li> </ul>
<p>Consumer Council for Water</p>	<ul style="list-style-type: none"> <li>Represents customers on matters relating to their water supply and services – the "water watchdog"</li> <li>Investigates complaints and provides advice to ensure water services remain fair and affordable for customers</li> </ul>
<p>Office of Water Services</p>	<ul style="list-style-type: none"> <li>The water regulator makes sure companies do their job properly, including fair pricing for customers and ensuring there is always a reliable water supply and that companies improve their service</li> </ul>

## More about the role of Ofwat

- Ofwat (Water Services Regulation Authority) is the economic regulator for the water and sewerage sectors in England and Wales. It is responsible for making sure that water companies are regulated to provide customers with a good quality and efficient service at a fair price.
- Every five years, water companies develop a 'business plan' that sets out how they want to develop their services, and the proposed cost to customers. As customers are not able to choose their water company, water companies must give them a say about what they want from their services and the price they pay. Talking to customers also helps water companies prioritise what to do first or what to do most of – because they are not able to fund everything they would like to do or do all of the things that customers might want them to do
- The business plan and prices are then finalised by Ofwat in a process known as the Price Review. There is more information about this here: 'All about the price review'. Available at: <https://www.youtube.com/watch?v=QWmivC93AF8>

One of the ways that people have their say is through this research, which will explain what the plans are for where you live, and ask what you think – whether the plans are 'acceptable' to you and whether you can afford the proposed water bills from 2025-2030

Water companies also have to show Ofwat that their plans reflect what their customers want otherwise they can be penalised – that means refining the plans based on what customers tell them.

## How water company performance is monitored

Water companies are currently part way through their five-year business plan for 2020 to 2025. They have service level targets, called 'performance commitments', in every five-year business plan. These targets are based on what customers have previously told companies they would like them to do, and on Ofwat's assessment of what companies should deliver. These targets cover a wide range of the different services that water companies provide.

Ofwat monitors water company performance against each performance commitment every year to see if they have met the target service level in their business plan. We are going to show you how well your water company is doing on some of its performance commitments, compared to other water companies in England and Wales.

These performance commitments are a snapshot out of the wide range of services companies provide. We are showing these examples as customers have told us they are particularly important to them.



## How water company performance is monitored

- Water companies have to provide reliable services, and plan for their services to be resilient to changing weather patterns and demand from consumers
- Companies can miss or exceed performance commitment targets for a number of reasons. For example, leaks from pipes happen more often after very cold weather, which can contribute to a company not meeting the target

If a company misses a target then they receive a penalty to reflect the poorer service that customers have received

If they don't just meet but exceed a target then they can receive a reward to reflect this

In the year 2021/22, out of 17 financial Performance Commitments, South Staffs Water and Cambridge Water passed 12 and failed 5. At the end of each year the company adds up all the rewards and penalties it has received.

South Staffs Water and Cambridge Water are responsible for paying any penalties for missing targets; this cost is not covered by an increase to customer bills.



## How to read comparison information about water company performance

Next, we will show you 3 pages displaying water companies' performance. The blue boxes below show you how to read the information.

This title tells you the type of performance commitment

This summarises how well South Staffs and Cambridge Water did on meeting the target set

More information on what is being measured and how

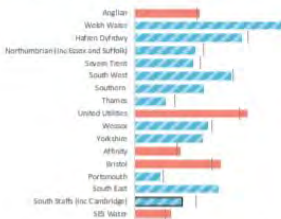
The chart shows how well each company performs, with separate figures for South Staffs and Cambridge Water. Blue = at or better than target. Pink = poorer than target. Shorter bar is better. Dashed line is the target.

The table shows performance against the target and how far from the target. Blue means on or better than target. Pink means poorer/ below target. Smaller number is better (which means -52% is better than -20%)

## Water quality: Appearance, taste and smell of tap water

South Staffs and Cambridge Water are currently performing better than target

Number of customer contacts received regarding water quality incidents, per 1,000 properties. (A lower number is better)



Tap water may look discoloured or taste/smell different to usual. Although still safe to drink, people may prefer bottled water as a precaution until it returns to normal.

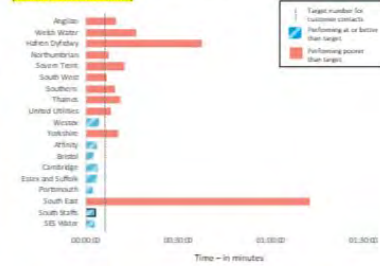
Company	Performance against target
Anglian	1.7%
Welsh Water	2%
Hafren Dyfrdwy	2%
Northumbrian (inc Essex and Suffolk)	18%
Severn Trent	16%
South West	5%
Southern	2%
Thames	2%
United Utilities	4%
Wessex	2%
Yorkshire	2%
affinity	2%
British	2%
Portsmouth	2%
South East	2%
South Staffs (inc Cambridge)	2%
South West	2%
S&S Water	2%

Year of information had Water quality as a key priority based on the last 1000 incidents on each day per property

## Supply interruptions: the average length of time properties are without water

South Staffs Water is currently performing better than target

Duration without water for more than 3 hours by minutes per property. (A lower bar number is better)



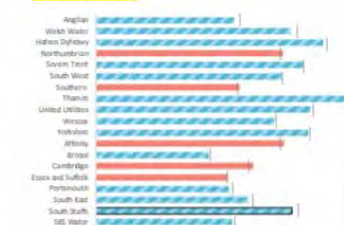
If a water supply is interrupted without warning for between 3 and 6 hours, it would not be possible to draw water from the taps or flush the toilet; it may be necessary to buy bottled water.

Company	Performance against target
Anglian	2%
Welsh Water	2%
Hafren Dyfrdwy	2%
Northumbrian	2%
Severn Trent	2%
South West	2%
Southern	2%
Thames	2%
United Utilities	2%
Wessex	2%
Yorkshire	2%
affinity	2%
British	2%
Cambridge	2%
Essex and Suffolk	2%
Portsmouth	2%
South East	2%
South Staffs	2%
S&S Water	2%

## Leaks: The amount of water lost due to leaks from water mains and pipes

South Staffs is currently performing better than target

Leakage per property per day. (A lower number is better)



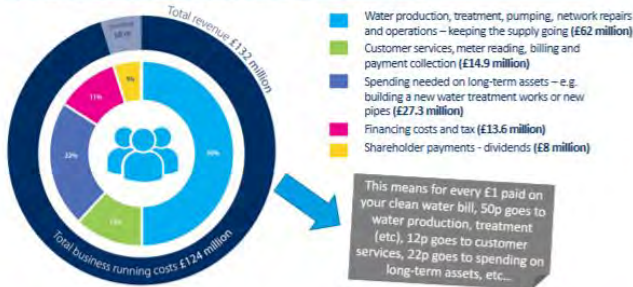
Leaks can affect customers directly if their water supply is affected. They are sometimes unnoticed if underground. But leakage is often seen in the media and has a cost to people on their bills and a cost to the environment.

Company	Performance against target
Anglian	2%
Welsh Water	2%
Hafren Dyfrdwy	2%
Northumbrian	2%
Severn Trent	2%
South West	2%
Southern	2%
Thames	2%
United Utilities	2%
Wessex	2%
Yorkshire	2%
affinity	2%
British	2%
Cambridge	2%
Essex and Suffolk	2%
Portsmouth	2%
South East	2%
South Staffs	2%
S&S Water	2%

Year of information had Water quality as a key priority based on the last 1000 incidents on each day per property

## How South Staffs Water uses the money it gets from customers' bills

Customers are charged separately for their wastewater services, provided by Severn Trent Water. The money collected from customers' clean water bill by South Staffs Water funds many areas.



## The proposed plan to meet the challenges faced

Bill Impact	£116m or £12.10 on the average annual bill	£24m or £2.50 on the average annual bill	£22m or £2.30 on the average annual bill
<b>Challenges</b>	<p><b>Environmental challenges</b></p> <ul style="list-style-type: none"> <li>Currently, only 14% of rivers in England are classed as 'healthy' and able to fully recover if damaged.</li> <li>Population growth (close to 20%) and climate change means less water for the environment and more pressure on supplies to meet human demand.</li> <li>Reducing carbon emissions from our operations to help tackle global warming.</li> </ul>	<p><b>Water quality challenges</b></p> <ul style="list-style-type: none"> <li>The water environment is becoming increasingly polluted, which means finding better ways to treat it to make safe for human consumption.</li> <li>There are risks in the pipe network – such as lead pipes. Around 1 in 4 properties are supplied by lead pipes.</li> </ul>	<p><b>Resilience challenges</b></p> <ul style="list-style-type: none"> <li>Aging infrastructure that needs investment to ensure it is fit for the future.</li> <li>More extreme, cold snaps and periods of very hot weather means we need to protect our sites to reduce the chance of them failing.</li> </ul>
<b>Investment</b>	<ul style="list-style-type: none"> <li>£136m* to help restore the water environment.</li> <li>£22m* to roll-out new metering technology across our customer base.</li> <li>£32m* to lay the preparations for new water routes – a major new reservoir and a water transfer.</li> </ul>	<ul style="list-style-type: none"> <li>£40m* to improve the filtration process across water treatment plants and mains cleaning to remove sediment build-up.</li> <li>£13m* on improved distribution processes at seven of our sites, including abradant (UV) treatment.</li> </ul>	<ul style="list-style-type: none"> <li>£10m on laying more pipes, so if one fails we can still move water around to customers.</li> <li>£10m on upgrading our sites – e.g. power generators to ensure resilience to power cuts.</li> <li>£10m on using smart sensors and technology to identify issues before they cause damage to pipes and other parts of the network.</li> </ul>
<b>Benefits of investments</b>	<ul style="list-style-type: none"> <li>More water environments to have a healthy level of water flowing in them and to allow habitats to flourish.</li> <li>Water usage can be better understood, help spot leaks faster and offer customers new tariffs to help encourage people to use less.</li> <li>Ensures secure and reliable water supply, now and in the future.</li> </ul>	<ul style="list-style-type: none"> <li>Reduce customers impacted by unwanted changes to their water supply: taste, smell and colour.</li> <li>Extra layer of protection from potential water quality risks.</li> <li>Reduced dependence on chemicals added to treat water in the long run.</li> <li>Reduced number of lead supply pipes found on customer properties.</li> </ul>	<ul style="list-style-type: none"> <li>Less chance of any failures which shut down water production sites, which therefore keeps water flowing, even with increasing extreme weather conditions.</li> <li>Improved ability to identify issues proactively to better manage our network for domestic and business users.</li> </ul>

\* These investments are the ones that your water company has put forward in its plan as the best way to meet statutory/legal requirements.

## South Staffs Water's proposed performance targets for 2025-2030

Reducing leaks	Appearance, taste and smell of tap water	Unplanned interruptions
<p>Targets for reducing the amount of water lost due to leaks from water mains and pipes.</p> <p>Amount of water lost from pipes, expressed per property per day, in litres. A lower number is better.</p>	<p>Targets for reducing the number of incidents of discoloured water (e.g. brown tinge), or a strange taste or smell occurring.</p> <p>Number of customer contacts received about water quality incidents, expressed per 1,000 properties. A lower number is better.</p>	<p>Targets for reducing the average length of time properties are without water.</p> <p>Average duration properties are without water, when the interruption is supply loss for more than 3 hours, expressed by minutes per property. A lower number is better.</p>
<p><b>Performance:</b></p> <ul style="list-style-type: none"> <li>2021/22 industry rank: 14<sup>th</sup> of 17</li> <li>Performance impacted by factors such as condition and age of network and extreme weather events. Over the next 5 years investing an extra £4m to help ensure we maintain our progress. Our ambition is reduce leakage by 50% by the 2030 target from 2017/18 levels, and our interim targets reflect this trajectory.</li> </ul> <p><b>Strategy:</b></p> <ul style="list-style-type: none"> <li>Use advanced leakage detection techniques and increased smart metering to find leaks earlier on both our pipes and those on customer properties. This means we will take less water from the environment.</li> </ul>	<p><b>Performance:</b></p> <ul style="list-style-type: none"> <li>2021/22 industry rank: 5<sup>th</sup> of 17</li> <li>Improvements in recent years through setting challenging targets that go above and beyond statutory requirements across our whole water supply chain. The latest major upgrade to our two largest water treatment works due for completion in 2025 will help maintain the positive trend.</li> </ul> <p><b>Strategy:</b></p> <ul style="list-style-type: none"> <li>Building on our largest ever investment programme for water quality, we will further invest in addressing specific risks to achieve sector leading levels of customer contacts about the colour, taste and smell of their water.</li> </ul>	<p><b>Performance:</b></p> <ul style="list-style-type: none"> <li>2021/22 industry rank: 4<sup>th</sup> of 17</li> <li>Delivered and maintained a steep change in performance from over 8 minutes in 2017. Achieved through redesigning our operations to facilitate rapid responses to customer heavily interruptions. Our ambition is to continue this trend and maintain our top 4 position, in at least 4 of the years between 2025-2029.</li> </ul> <p><b>Strategy:</b></p> <ul style="list-style-type: none"> <li>Build on our performance by continuing to invest in our pipe networks and meter technology to allow more and more intelligent on our networks. This will allow us to react even quicker in the future.</li> </ul>



# Cambridge Water – Stimulus materials (NHH)

## Cambridge Water's challenges and long-term ambitions

### Challenges

- Water demand increase due to:
  - Forecasted 19% population growth by 2045
  - Anticipated construction of 46,500 new homes by 2045
  - Changing rainfall patterns leading to higher risk of flooding or longer periods of drought
- Addressing pipe leakage: currently 16% (or 79,000 full bath-tubs) of treated water is lost daily, which is less than national average of 20%. Around 70% of leaks are from company pipes and 30% from customer-owned pipes
- Reducing carbon emissions to Net Zero to combat global warming
- Educating, informing and helping customers to use less water and reuse more
- Protecting water environment: taking water from rivers and underground sources for human needs could lead to a deterioration of the environment
- Ensuring services are accessible to all and providing financial support and advice to customers in need

### Long-term ambitions to 2050

- Our service:** We will use cutting edge technology and ensure the infrastructure is in place so that customers always receive reliable, high-quality water supplies.
- Our environment:** We will lead in protecting and restoring the environment, working with partners to ensure sustainable water supplies and flourishing local habitats.
- Our customers:** We will innovate to exceed customers' expectations of our service, and water poverty and make sure help is always available for those who need more support.
- Our community:** We will use partnerships and education to help fill up our communities, creating space and opportunities to help people work and thrive.
- Our business:** We will lead in adapting to climate change and will run a safe, efficient and sustainable business (e.g. achieving carbon Net Zero) with a highly skilled workforce.

All whilst balancing the need to offer affordable water bills and ensuring the long-term resilience of water services to meet these challenges

## Statutory Responsibilities of a water company

**Environmental laws**  
The services that water companies provide must comply with environmental laws in England, as well as UK Government policy. They have ambitious targets set by regulators that they must meet by law. However, these laws do not set out how companies should meet the targets. Water companies, like Cambridge Water, invest in a programme of work to meet these laws, which includes:

- Making sure there is enough water available to provide a 24/7 public water supply to all customer, but
- Also protect the natural environment, by not taking too much water from rivers and from underground aquifers.
- Water companies must also meet legal requirements for the quality and safety of drinking water and;
- Protect reservoirs, treatment works and other sites to ensure they are safe and secure and
- Ensure these keep operating, even during incidents like storms, floods and heat waves.

Water and sewerage companies also need to make investments to ensure wastewater is treated to a standard where it will not damage the environment.

- There is now a legal target for water companies to put in place plans to reduce the amount of water business customers consume overall by 9% by 2037.



Water treatment plant



Surface water reservoir

The investments needed to ensure they meet the laws will add 6.4% to the typical annual household water bill.

## Cambridge Water's proposed performance targets for 2025-2030

### Reducing leaks

Targets for reducing the amount of water lost due to leaks from water mains and pipes.

Amount of water lost from pipes per property per day. (A lower number is better)

Performance: 2021/22 Industry rank: 8<sup>th</sup> of 17

Strategy: Use advanced leakage detection techniques and increased smart metering to find leaks quicker on both our pipes and those on customer properties. This means we will take less water from the environment.

### Appearance, taste and smell of tap water

Targets for reducing the number of incidents of discoloured water (e.g. brown tinge) or a strange taste or smell occurring.

Number of customer contacts regarding incidents, per 1,000 properties. (A lower number is better)

Performance: 2021/22 Industry rank: 5<sup>th</sup> of 17

Strategy: Building on our largest-ever investment programme for water quality, we will further invest in addressing specific risks to achieve sector leading levels of customer contacts about the colour, taste and smell of their water.

### Unplanned supply interruptions

Targets for reducing the average length of time properties are without water when the interruption is more than 3 hours.

Duration without water, by minutes per property. (A lower bar / number is better)

Performance: 2021/22 Industry rank: 4<sup>th</sup> of 17

Strategy: Build on our performance by continuing to invest in our pipe networks and invest in technology to allow more real-time intelligence on our networks. This will allow us to react even quicker in the future.

## Supply interruptions: the average length of time properties are without water

Cambridge Water is currently performing better than target

Duration without water for more than 3 hours by minutes per property

Target number for customer contacts: Performing at or better than target, Performing poorer than target

If a water supply is interrupted without warning for between 3 and 6 hours, it would not be possible to allow water from the tap or bulk the effect. It may be necessary to buy bottled water.

Looking into the Future: Targets for reducing the average length of time properties are without water when the interruption is more than 3 hours

Performance: 2021/22 Industry rank: 8<sup>th</sup> of 17

Strategy: Use advanced leakage-detection techniques and increased smart metering to find leaks quicker on both our pipes and those on customer properties. This means we will take less water from the environment.

## Water quality: Appearance, taste and smell of tap water

Cambridge Water is currently performing better than target

Number of customer contacts received regarding incidents, per 1,000 properties. (A lower number is better)

Looking into the Future: Appearance, taste and smell of tap water

Targets for reducing the number of incidents of discoloured water (e.g. brown tinge) or a strange taste or smell occurring.

Number of customer contacts regarding incidents, per 1,000 properties. (A lower number is better)

Performance: 2021/22 Industry rank: 5<sup>th</sup> of 17

Strategy: Building on our largest-ever investment programme for water quality, we will further invest in addressing specific risks to achieve sector leading levels of customer contacts about the colour, taste and smell of their water.

## Leaks: The amount of water lost due to leaks from water mains and pipes

Cambridge Water is currently performing better than target

Leakage per property per day

Leakage can affect customers, directly if their water supply is affected. There are sometimes unnoticed in underground. But leakage in other areas in the media and has a cost to people on their bills as a cost to the environment.

Target number for customer contacts: Performing at or better than target, Performing poorer than target

Looking into the Future: Reducing leaks

Targets for reducing the amount of water lost due to leaks from water mains and pipes.

Amount of water lost from pipes per property per day. (A lower number is better)

Performance: 2021/22 Industry rank: 8<sup>th</sup> of 17

Strategy: Use advanced leakage-detection techniques and increased smart metering to find leaks quicker on both our pipes and those on customer properties. This means we will take less water from the environment.

## The proposed plan to meet the challenges faced

Bill Impact	£116m or 5.5% on the average annual bill	£24m or 1.1% on the average annual bill	£22m or 1.0% on the average annual bill
<b>Environmental challenges</b>	<ul style="list-style-type: none"> <li>Currently, only 1% of rivers in England are classed as healthy and able to fully recover if damaged.</li> <li>Population growth (close to 20%) and climate change means less water for the environment and more pressure on supplies to meet human demand</li> <li>Reducing carbon emissions from our operations to help tackle global warming.</li> </ul>	<ul style="list-style-type: none"> <li>The water environment is becoming increasingly polluted, which means finding better ways to treat it to make safe for human consumption.</li> <li>There are risks in the pipes network - such as lead pipes. Around 8 in 4 properties are supplied by lead pipes.</li> </ul>	<ul style="list-style-type: none"> <li>Ageing infrastructure that needs investment to ensure it is fit for the future.</li> <li>More storms, cold snaps and periods of very hot weather means we need to protect our sites to reduce the chance of them failing.</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>£16m* to help restore the water environment.</li> <li>£37m* to roll out new metering technology across our customer base.</li> <li>£5m* to lay the foundations for new water sources - a major new reservoir and a water transfer.</li> </ul>	<ul style="list-style-type: none"> <li>£4m* to improve the filtration process across water treatment sites and enables cleaning to remove sediment build up.</li> <li>£13m* on improved disinfection processes at seven of our sites, including ultraviolet (UV) treatment.</li> </ul>	<ul style="list-style-type: none"> <li>£10m on laying new pipes, so if one fails we can still move water around to customer.</li> <li>£10m on upgrading our sites - e.g. power generators to ensure resilience to power cuts</li> <li>£1m on using smart sensors and technology to identify issues before they cause damage to pipes and other parts of the network.</li> </ul>
<b>Investment</b>	<ul style="list-style-type: none"> <li>£6m to replace our fleet with electric vehicles</li> </ul>	<ul style="list-style-type: none"> <li>£7m to increase the rate at which lead pipes are removed from properties, including targeting vulnerable groups.</li> </ul>	
<b>Benefits of Investments</b>	<ul style="list-style-type: none"> <li>More water environments to have a healthy level of water flowing in them and to allow habitats to flourish.</li> <li>Water usage can be better understood, help spot leaks faster and offer customers new ways to help encourage people to use less.</li> <li>Creates secure and reliable water supplies, now and in the future.</li> </ul>	<ul style="list-style-type: none"> <li>Fewer customers impacted by unwanted changes to their water supply - taste, smell and colour</li> <li>Fewer customers impacted from potential water quality risks.</li> <li>Reduced dependence on chemicals added to treat water in the long run.</li> <li>Reduced number of lead supply pipes found on customer properties.</li> </ul>	<ul style="list-style-type: none"> <li>Less chance of any failures which shut down water production sites, which therefore keeps water flowing, even with increasing extreme weather conditions.</li> <li>Improved ability to identify issues proactively to better manage our network for domestic and business sites.</li> </ul>

\* These investments are the ones that your water company has put forward in its plan as the best way to meet statutory/legal requirements

## Investment and Bill Impact – Proposed plan (Combined bill, water and wastewater)

Your water bills

- As well as changing by inflation each year, bills change by an amount set by Ofwat as part of their price review process every five years.
- The proposed bills you will see from 2025 to 2030 include the Bank of England forecasts for inflation from 2025 to 2030, and proposed amounts to cover the investment in water and sewerage services needed over the next five years.



## Investment and Bill Impact – Proposed plan (Single bill, water only)

**Your water bills**

- The proposed bill below includes the Bank of England forecasts for inflation from 2025 to 2030, and proposed amounts to cover the investment in clean water services only needed over the next five years.



## Phasing of customer bills: resilience investment example

**The challenge**

- Climate change is causing more extreme weather conditions that put additional stress on the water network.
- This increases the chance of supplies being cut off, temporary use bans (e.g. hose pipe bans), or changes to colour, taste and odour of water.
- It is inevitable that investment in resilience must increase to ensure the service levels customers expect can be delivered.

**Investment solutions**

- Replacements of ageing assets with new materials so they are more robust to extreme weather (e.g. pipes).
- Increased storage capacity (local service reservoirs) to hold more water to use in incidents caused by extreme weather.
- Latest sensors to monitor assets. Enables better assessment of ones most at risk of failure and so prioritise replacements.
- Increased back up options such as power generators, that kick in if there is a power cut.

**Option 1: All generations pay equally**

- Investment in risks which may not materialise in the future.
- Equal spread of costs over 75 years to avoid bill shocks.

**Option 2: Future generations pay more**

- Investment only in risks which already have/will materialise.
- Risk infrastructure failure in the short term which may cause deterioration of service levels.
- High chance of bill shocks for future customers.

**Option 3: Phase up**

- Investment in most likely risks, allowing adjustments for emerging circumstances, prioritising those based on the best value for customers.
- Smooth increase in bills over time, but higher chance of increased bills for future generations.

**Bill Impact E**

**Investment phasing**

Choice of option 1 or 2 or 3

What are the advantages and disadvantages of each option?

## The must-do plan to meet statutory environmental and quality targets

**Environmental challenges**

- Currently, only 15% of rivers in England are classed as healthy and able to fully recover if damaged.
- Population growth (till 2030) and climate change means less water for the environment and more pressure on supplies to meet human demand.
- Reducing carbon emissions from our operations to help tackle global warming.

**Water quality challenges**

- The water environment is becoming increasingly polluted, which means finding better ways to treat it to make safe for human consumption.
- There are risks in the pipe network – such as lead pipes. Around 1 in 4 properties are supplied by lead pipes.

**Resilience challenges**

- Ageing infrastructure that needs investment to ensure it is fit for the future.
- Major storms, cold snaps and periods of very hot weather means we need to protect our sites to reduce the chance of them failing.

**Challenges**

- £16m\* to help restore the water environment.
- £37m\* to roll out new metering technology across our customer base.
- £17m\* to lay the preparations for new water sources: a major new reservoir and a water transfer.

**Bill Impact Investment**

- £6m to replace our fleet with electric vehicles. **0.3% by 2030 less than the proposed plan**

**Change in benefit** (before compared to the proposed plan)

- These investments are the ones that your water company has put forward in its plan as the best way to meet statutory/legal requirements.

## Investment and Bill Impact – Must-do plan (Combined bill, water & wastewater)

**Your water bills – the Must do Plan**

- The proposed bills you will see from 2025 to 2030 include the Bank of England forecasts for inflation from 2025 to 2030, and proposed amounts to cover the investment in water and sewerage services needed over the next five years.

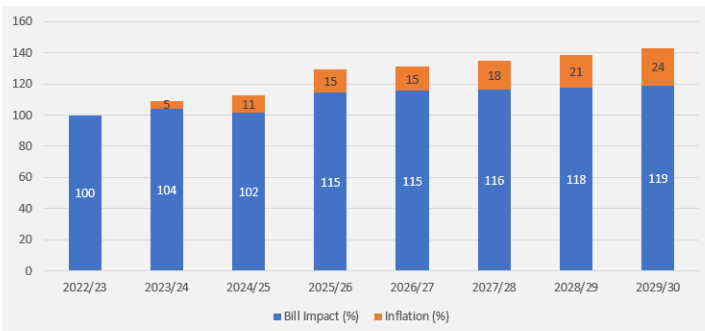


## Investment and Bill Impact – Must-do plan (Single bill, water only)

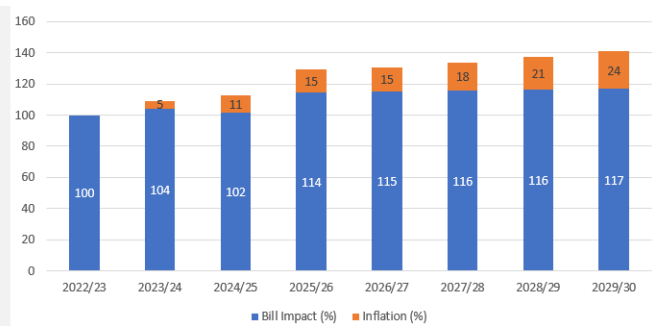
### Your water bills – the Must do Plan

- The proposed bill below includes the Bank of England forecasts for inflation from 2025 to 2030, and proposed amounts to cover the investment in clean water services only needed over the next five years.

### Proposed plan



### Must-do plan



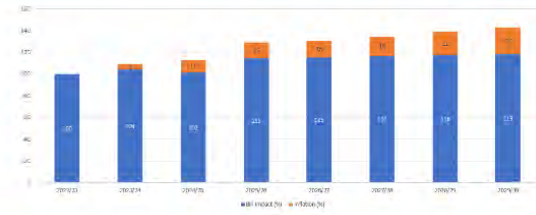




## Investment and Bill Impact – Proposed plan (Single bill, water only)

### Your water bills

- The proposed bill below includes the Bank of England forecasts for inflation from 2025 to 2030, and proposed amounts to cover the investment in **clean water services only** needed over the next five years.



## The must-do plan to meet statutory environmental and quality targets

### Environmental challenges

- Currently, only 4% of rivers in England are classed as healthy and able to fully reverse if damaged.
- Population growth (close to 20%) and climate change: means less water for the environment and more pressure on supplies to meet human demand.
- Reducing carbon emissions from our operations to help tackle global warming.

### Water quality challenges

- The water environment is becoming increasingly polluted, which means finding better ways to treat it to make safe for human consumption.
- There are risks in the pipe network – such as lead pipes. Around 1 in 4 properties are supplied by lead pipes.

### Resilience challenges

- Ageing infrastructure that needs investment to remain fit for the future.
- More storms, cold snaps and periods of very hot weather means we need to protect our sites to reduce the chance of them failing.



Challenges



Bill Impact/Investment



Change in benefit

- £16m\* to help reverse the water environment.
- £4.9m\* to roll out new emerging technology across our customer base.
- £2.9m\* to lay the preparations for new water sources to make new reservoirs and water transfer.

- £4m\* to improve the filtration process across water treatment sites and more cleaning to remove sediment build up.
- £3.9m\* on improved distribution processes at some of our sites, including ultraviolet (UV) treatment.

- £9m on laying more pipes, so if one fails we can still move water around to customers.
- £3.9m on upgrading our sites – e.g. power generators to ensure resilience to power cuts.
- £9m on using smart sensors and technology to identify issues before they cause damage to pipes and other parts of the network.

£6m to replace our fleet with electric vehicles

£2m to increase the rate at which lead pipes are removed from properties, including targeting vulnerable groups.

£10% by 2030 less than the proposed plan

- No reduction in ground water gas emissions from company vehicles.
- Limit how far the company could go to achieve its operational carbon net zero target by 2030 – i.e. not adding any additional carbon into the atmosphere.

- No proactive replacement of lead pipes to meet 2022-2026 water target date for replacing all of them is pushed back further.
- Note that all water companies have safe standards in the supply to ensure that water is always safe to drink from lead pipes.

- Less investment increases the chance of infrastructure failures, which can shut down water treatment sites and/or lead to water supplies being temporarily cut off.
- Less investment in monitoring technology, means less insight on the best way to maintain pipes and other assets (e.g. pouring sand to a construction site and making the chance of it not actively picking up on an asset failing).

\* These investments are the ones that your water company has put forward in its plan as the best way to meet statutory/legal requirements

## Phasing of customer bills: resilience investment example

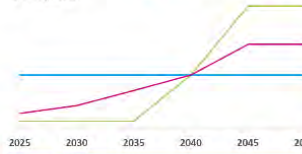
### The challenge

- Climate change is causing more extreme weather conditions that put additional stress on the water network.
- This increases the chance of supplies being cut off, temporary use bans (e.g. hose pipe bans), or changes to colour, taste and odour of water.
- It is inevitable that investment in resilience must increase to ensure the service levels customers expect can be delivered.

### Investment solutions

- Replacements of aging assets with new materials as they are more robust to extreme weather (e.g. pipes).
- Increased storage capacity (local service reservoirs) to hold more water to use in incidents caused by extreme weather.
- Latest sensors to monitor assets. Failures before assessment of costs must at risk of failure and so prioritise replacements.
- Increased back up options such as power generators, that kick in if there is a power cut.

### Bill Impact £



### Option 1: All generations pay equally

- Investment in risks which may not materialise in the future.
- Equal spread of costs over 25 years to avoid bill shocks.

### Option 2: Future generations pay more

- Investment **only** in risks which already have full materials.
- Risk infrastructure failure in the short term which may cause deterioration of service levels.
- High chance of bill shocks for future customers.

### Option 3: Phase up

- Investment in most likely risks, allowing adjustments for emerging circumstances, prioritising those based on the best value for customers.
- Smooth increase in bills over time, but higher chance of increased bills for future generations.

### Investment phasing

Choice of option 1 or 2 or 3

What are the advantages and disadvantages of each option?

## Investment and Bill Impact – Must-do plan (Combined bill, water & wastewater)

### Your water bills – the Must do Plan

- The proposed bills you will see from 2025 to 2030 include the Bank of England forecasts for inflation from 2025 to 2030, and proposed amounts to cover the investment in **water and sewerage services** needed over the next five years.

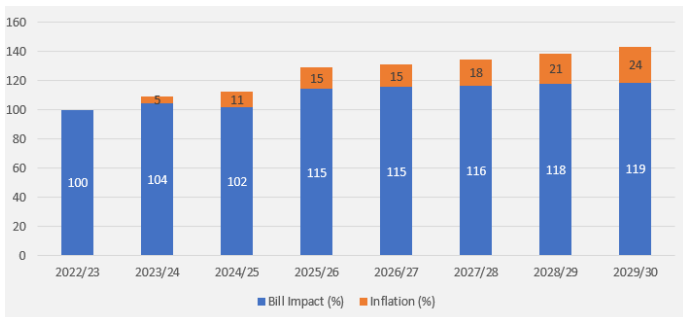


## Investment and Bill Impact – Must-do plan (Single bill, water only)

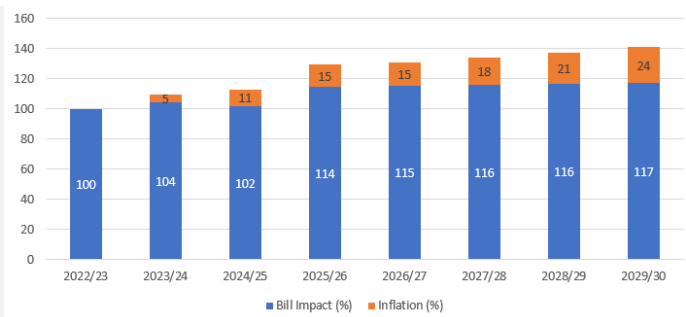
### Your water bills – the Must do Plan

- The proposed bill below includes the Bank of England forecasts for inflation from 2025 to 2030, and proposed amounts to cover the investment in **clean water services only** needed over the next five years.

### Proposed plan



### Must-do plan









## Cambridge Water currently offers the following to help customers who need extra support

### Helping customers with accessing services

All water companies run a **Priority Services Register (PSR)** where they keep details of the extra support that people need to access their services:

- The PSR ensures support is provided for customers who need extra assistance because of medical, learning or physical disabilities
- There are currently more than **8,900** people registered for support across the region
- The company also offers community visits to provide face-to-face support
- In 2022/23 the company's latest independent research showed that **30%** of customers were aware that the company offer extra help for customers who need support to access its services.

#### Priority Services Register

This includes dropping **bottled water** to customers who can't get out and about to collect or buy bottled water during a period when the water supply is temporarily cut off – e.g. if a pipe in the road bursts. The PSR also **helps with bills** – such as providing braille versions or phone support to discuss bills. Customers can also nominate a friend or relative to manage their account or set up password protection on an account – e.g. if a customer is suffering from a learning or other condition, such as dementia.

### Helping customers with paying water bills

There are currently over **3,360** customers receiving discounted water bills across the Cambridge Water region.

- If a customer is on water meter, **support and advice** can also be offered to help lower the water bill
- In 2022/23 the company's latest independent research showed that **52%** of customers were aware that the company offers support for customers struggling to pay their bills – the figure was under 50% in 2015/16
- If a customer does not qualify for discounted bill, the company also offers **payment breaks, payment plans and support to help clear debts**, which are designed to help customers manage their payments over the year

#### Assure – by Cambridge Water

The company's discounted tariff for households with an income of less than £19,050. For each dependent child living at the property this amount increased by £1,500. Customers receive 60% off their water bill in Year 1 and 40% off their water bill in Year 2.

#### WaterSure – national scheme

This tariff provides a support bill to households with a water meter that receive one or more, of a number of benefits. It also covers households with a person living with a medical condition that requires lots of water to manage and/or those with three or more dependent children.

## Cambridge Water's plans for 2025-2030 to help customers who need extra support

### Helping customers with accessing services

- Continue to **improve clarity and effectiveness of communications** including promoting real-life stories of how being on the PSR can help customers, to encourage those who are reluctant to sign up
- Increase the amount of time spent working with stakeholders** (e.g. charities, support groups) in communities to make sure more customers are proactively identified to go onto the PSR. This also includes working with other suppliers (such as energy companies) to securely share information, where permission is given by customers. This means that customers just have to provide details about their situation once.
- Look to offer **different ways** for customers to contact and be contacted to discuss their support needs – designed to get the customer at ease. For example: increasing the number of community visits, making it easier to manage accounts online and a dedicated phone hotline to a trained expert.



Continue to invest in their staff by launching more **employee training programmes** so that their customer service teams, including new starters, can always offer customers **invervency and the support they need** given all the different situations people can be in.

### Helping customers with paying water bills

- The number of low-income households that will require this support over the coming years is expected to be more than **90,000** across the South Staffs and Cambridge regions. To account for this increase, SSC will focus on securing funding that will enable the company to maintain and potentially increase the number of customers supported on its Assure discounted tariff. Additional areas of support for customers include the following initiatives:
- Create an **online application form** for its discounted Assure tariff, that can be used by customers or employees when registering customers over the phone, or face-to-face. This will make the application process easier as it removes barriers and removes the need for primed forms, postage and, if done online, removes the need to contact the customer service teams directly
  - Launch an **online calculator** that can be used by employees and customers to find out what financial help is available from the company and make sure households are on the best payment plan for them given their situation
  - Trials a **new tariff** to offer support to customers who are financially struggling, yet don't qualify for Assure as their household income is over £19,050 or WaterSure. Customers will need to be on a water meter and the focus is on price of water for an essential use (e.g. cooking, cleaning, washing) would be discounted to help manage bills.

## Investment and Bill Impact – Proposed plan (Combined bill, water and wastewater)

### Water bills & inflation

Water bills change each year in line with inflation. Inflation is the increase in prices paid for goods and services over time. Household incomes also change over time. If your household income keeps up with inflation (i.e. increases at the same rate), then you are likely to notice little difference in what you are paying for things.

If inflation increases by a faster rate than your household income, then you are likely to have less money to go around.

If your household income increases by a faster rate than inflation, then you are likely to have more money to go around.

The Bank of England aims to keep inflation at 2%, but it has recently been much higher than this.

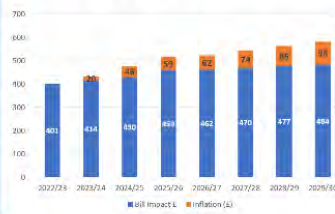
As well as changing by inflation each year, water bills change by an amount set by Ofwat as part of their price review process every five years.

The proposed bills you will see from 2025 to 2030 include the Bank of England forecasts for inflation from 2025 to 2030, and proposed amounts to cover the investment in water and sewerage services needed over the next few years.

### Your water bills

The average household bill for **water and wastewater services** in 2022-2023 is **£401** per year.

By 2029-2030 the average household bill (which will include all the service enhancements and improvements in Cambridge Water and Anglian Water's Business Plans) will be **£484** without inflation.



## Investment and Bill Impact – Must-do plan (Combined bill, water & wastewater)

### Your water bills – the Must do Plan

The average household bill for **water and wastewater services** in 2022-2023 is **£401** per year.

By 2029-2030 the average household bill (which will include all the service enhancements and improvements in Cambridge Water and Anglian Water's Business Plans) will be **£481** without inflation.

The average business customer bill for **water and wastewater services** may be higher, however, the level of increase will remain the same.



## Investment and Bill Impact – Must-do plan (Single bill, water only)

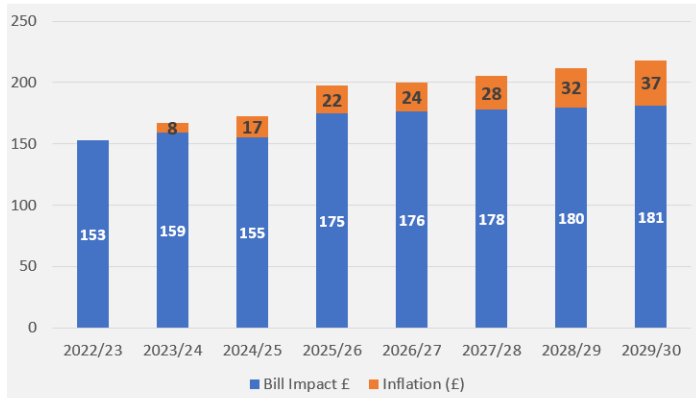
### Your water bills – the Must do Plan

The average household bill for **clean water services** only in 2022-2023 is **£153** per year.

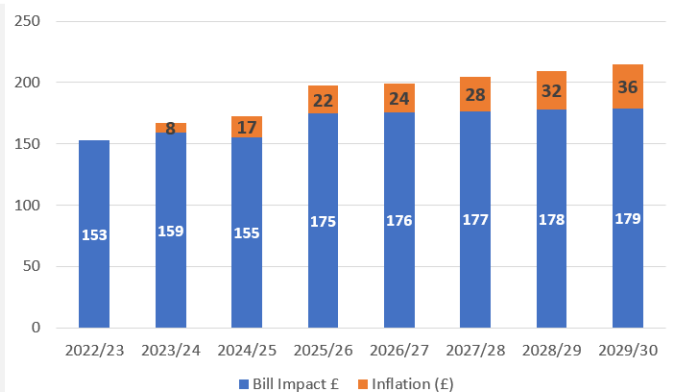
By 2029-2030 the average household bill (which will include all the service enhancements and improvements in Cambridge Water's Business Plan) will be **£179** without inflation.

The average business customer bill for **clean water services** may be higher, however, the level of increase will remain the same.

### Proposed plan



### Must-do plan





# South Staffs Water – Stimulus materials (CIVS)

## South Staffs Water's challenges and long-term ambitions

Challenges	Long-term ambitions to 2050
<ul style="list-style-type: none"> <li><b>Water demand increase</b> due to:                             <ul style="list-style-type: none"> <li>Forecasted 18% population growth by 2045</li> <li>Anticipated construction of 125,000 new homes by 2045</li> <li>Changing rainfall patterns leading to higher risk of flooding or longer periods of drought</li> </ul> </li> <li><b>Addressing pipe leakage:</b> in 2022/23 over 21% (or 377,000 full bath-tubs) of treated water is lost daily, which is similar to the national average. Around 70% of leaks are from company pipes and 30% from customer-owned pipes</li> <li><b>Reducing carbon emissions</b> to combat global warming</li> <li><b>Promoting water conservation</b> and reuse through customer education</li> <li><b>Protecting water environment:</b> taking water from rivers and underground sources for human needs could lead to deterioration of the environment</li> <li><b>Ensuring services are accessible</b> to all and providing financial support and advice to customers in need</li> </ul>	<ul style="list-style-type: none"> <li><b>Our service:</b> We will be installing edge technology and ensure the infrastructure is in place so that customers always receive resilient, high-quality water supplies</li> <li><b>Our environment:</b> We will lead in protecting and enhancing the environment, working with partners to ensure sustainable water supplies and protecting vital habitats</li> <li><b>Our customers:</b> We will increase our customer's 'expectation of our service, and water poverty and make sure help is always available for those who need more support</li> <li><b>Our community:</b> We will use partnerships and education to help lift up our community, creating space and opportunities to help people work and thrive</li> <li><b>Our business:</b> We will lead in adapting to climate change and will run a safe, efficient and sustainable business (e.g. achieving carbon Net Zero) with a highly skilled workforce</li> </ul>

All whilst balancing the need to offer affordable water bills and ensuring the long-term resilience of water services to meet these challenges

## South Staffs Water's proposed performance targets for 2025-2030

Reducing leaks	Appearance, taste and smell of tap water	Unplanned supply interruptions
<p>Targets for reducing the amount of water lost due to leaks from water mains and pipes. (A lower number is better)</p> <p>Amount of water lost from pipes per property per day. (A lower number is better)</p> <p><b>Performance:</b></p> <ul style="list-style-type: none"> <li>2021/22 industry rank: 14<sup>th</sup> of 17</li> </ul> <p><b>Strategy:</b></p> <p>Use advanced leakage detection techniques and increased smart metering to find leaks quicker on both our pipes and those on customer properties. This means we will take less water from the environment.</p>	<p>Targets for reducing the number of incidents of discoloured water (e.g. brown tinge), or a strange taste or smell occurring.</p> <p>Number of customer contacts received regarding incidents, per 1,000 properties. (A lower number is better)</p> <p><b>Performance:</b></p> <ul style="list-style-type: none"> <li>2021/22 industry rank: 5<sup>th</sup> of 17</li> </ul> <p><b>Strategy:</b></p> <p>Building on our largest-ever investment programme for water quality, we will further invest in addressing specific risks to achieve sector leading levels of customer contacts about the colour, taste and smell of their water.</p>	<p>Targets for reducing the average length of time properties are without water (when the interruption is more than 3 hours)</p> <p>Duration without water, by minutes per property. (A lower number is better)</p> <p><b>Performance:</b></p> <ul style="list-style-type: none"> <li>2021/22 industry rank: 4<sup>th</sup> of 17</li> </ul> <p><b>Strategy:</b></p> <p>Build on our performance by continuing to invest in our pipe networks and invest in technology to allow more real time intelligence on our networks. This will allow us to react even quicker in the future.</p>

## Statutory Responsibilities of a water company

**Environmental laws**  
The services that water companies provide must comply with environmental laws in England, as well as UK Government policy

They have ambitious targets set by regulators that they must meet by law. However, these laws do not set out how companies should meet the targets. Water companies, like South Staffs Water, invest in a programme of work to meet these laws, which includes:

- Making sure there is enough water available to provide a 24/7 public water supply to all customer, but
- Also protect the natural environment, by not taking too much water from rivers and from underground aquifers.
- Water companies must also meet legal requirements for the quality and safety of drinking water and;
- Protect reservoirs, treatment works and other sites to ensure they are safe and secure and
- Ensure these keep operating, even during incidents like storms, floods and heat waves.

Water and sewerage companies also need to make investments to ensure wastewater is treated to a standard where it will not damage the environment.



Water treatment plant



Surface water reservoir

The investments needed to ensure the company meets the laws will add £14 to the typical annual household water bill.

## Supply interruptions: the average length of time properties are without water

**South Staffs Water is currently performing better than target**

Duration without water: for more than 3 hours by minutes per property. (A lower bar number is better)

Target number for customer contacts is better than target. Performance is better than target. Performing poorer than target.

It is not possible to interrupt without warning for between 3 and 6 hours. It would not be possible to draw water from the taps or flush the toilet; it may be necessary to use bottled water.

**Performance:**

- 2021/22 industry rank: 8<sup>th</sup> of 17

**Strategy:**

Build on our performance by continuing to invest in our pipe networks and invest in technology to allow more real time intelligence on our networks. This will allow us to react even quicker in the future.

## Water quality: Appearance, taste and smell of tap water

**South Staffs Water is currently performing better than target**

Number of customer contacts received regarding incidents, per 1,000 properties. (A lower number is better)

Targets for reducing the number of incidents of discoloured water (e.g. brown tinge), or a strange taste or smell occurring.

Number of customer contacts received regarding incidents, per 1,000 properties. (A lower number is better)

**Performance:**

- 2021/22 industry rank: 5<sup>th</sup> of 17

**Strategy:**

Building on our largest-ever investment programme for water quality, we will further invest in addressing specific risks to achieve sector leading levels of customer contacts about the colour, taste and smell of their water.

## Leaks: The amount of water lost due to leaks from water mains and pipes

**South Staffs Water is currently performing better than target**

Leakage: per property per day. (A lower number is better)

Leakage can affect customers directly if their water supply is affected. They are sometimes annoyed if unexplained, but leakage is often seen in the roads and has a cost to people on their bill and a cost to the environment.

Targets for reducing the amount of water lost due to leaks from water mains and pipes. (A lower number is better)

Amount of water lost from pipes per property per day. (A lower number is better)

**Performance:**

- 2021/22 industry rank: 14<sup>th</sup> of 17

**Strategy:**

Use advanced leakage detection techniques and increased smart metering to find leaks quicker on both our pipes and those on customer properties. This means we will take less water from the environment.

## The proposed plan to meet the challenges faced

Bill impact	£116m or £12.10 on the average annual bill	£24m or £2.50 on the average annual bill	£22m or £2.30 on the average annual bill
<b>Challenges</b>	<ul style="list-style-type: none"> <li>Environmentally challenges</li> <li>Water quality challenges</li> </ul>	<ul style="list-style-type: none"> <li>Resilience challenges</li> </ul>	<ul style="list-style-type: none"> <li>Accessing services</li> </ul>
<b>Investment</b>	<ul style="list-style-type: none"> <li>£126m to help restore the water environment</li> <li>£120m to roll out new metering technology across our customer base</li> <li>£20m to lay the preparations for new water sources in a single new reservoir and water transfer</li> </ul>	<ul style="list-style-type: none"> <li>£26m to improve the filtration process across water treatment sites and make obsolete or remove sediment build up</li> <li>£130m to improve disinfection processes at seven of our sites, including ultra-violet (UV) treatment</li> <li>£7m to increase the rate at which lead pipes are removed from properties, including targeting vulnerable groups</li> </ul>	<ul style="list-style-type: none"> <li>£2m on laying more pipes, so if one fails we can still move water around to customers</li> <li>£30m on upgrading our sites – e.g. power generators to ensure resilience to power cuts</li> <li>£2m on using smart sensors and technology to identify issues before they cause damage to pipes and other parts of the network</li> </ul>
<b>Benefits of investments</b>	<ul style="list-style-type: none"> <li>Water water environments as have a healthy level of water flowing in them and to slow habitats to flourish</li> <li>Water water can be better understood, help spot leaks faster and other customers use traffic to help encourage people to use less</li> <li>Greater secure and reliable water supply, now and in the future</li> </ul>	<ul style="list-style-type: none"> <li>Reduce customer's exposure to uncleaned and emerges to their water supply, taste, smell and colour</li> <li>Extra layer of protection from potential water quality risks</li> <li>Reduce dependence on chemicals added to treat water in the site run</li> <li>Reduced number of lead supply pipes found on customer properties</li> </ul>	<ul style="list-style-type: none"> <li>Less chance of any failures which slow down water production sites, which therefore stops water flowing, even with increasing extreme weather conditions</li> <li>Increased ability to identify issues proactively to better manage our network for domestic and business users</li> </ul>

\* These investments are the ones that your water company has put forward in its plan as the best way to meet statutory/legal requirements

## South Staffs Water currently offers the following to help customers who need extra support

Helping customers with accessing services	Helping customers with paying water bills
<p>All water companies run a <b>Priority Services Register (PSR)</b> where they keep details of the extra support that people need to access their services:</p> <ul style="list-style-type: none"> <li>The PSR ensures support is provided for customers who need extra assistance because of medical, learning or physical disabilities</li> <li>There are currently more than 37,600 people registered for support across the region</li> <li>The company also offers a <b>Community Hub</b> on the high street in Wednesbury and community sites to provide support face to face</li> <li>In 2022/23 the company's latest independent research showed that 33% of customers were aware that the company offer extra help for customers who need support to access its services</li> </ul> <p><b>Priority Services Register</b></p> <p>This includes dropping bottled water to customers who can't get out and about to collect or buy bottled water during a period when the water supply is temporarily cut off – e.g. if a pipe in the road bursts.</p> <p>The PSR also helps with bills – such as providing braille versions or phone support for discuss bills. Customers can also nominate a friend or relative to manage their account or set-up password protection on an account. e.g. if a customer is suffering from a learning or other condition, such as dementia.</p>	<p>There are currently over 48,700 customers receiving discounted water bills across the South Staffs Water region.</p> <ul style="list-style-type: none"> <li>If a customer is on water meter, support and advice can also be offered to help lower the water bill</li> <li>In 2022/23 the company's latest independent research showed that 53% of customers were aware that the company offers support for customers struggling to pay their bills. The figure was under 10% in 2015/16</li> <li>If a customer does not qualify for discounted bills, the company also offers any customer payment breaks, payment plans and support with clearing debts. This can help customers manage their payments over the year.</li> </ul> <p><b>Assure – run by South Staffs</b></p> <p>This company's discounted tariff for households with an income of less than £19,050, for each dependent child living at the property this amount increased by £1,500.</p> <p>Customers receive 60% off their water bill in Year 1 and 40% off their water bill in Year 2.</p> <p><b>WaterSure – national scheme</b></p> <p>This tariff provides a capped bill to households with a water meter that receive one or more of a number of benefits.</p> <p>It also covers households with a person living with a medical condition that requires bill of water to manage and/or those with three or more dependent children.</p>



## South Staffs Water's plans for 2025-2030 to help customers who need extra support

### Helping customers with accessing services

- Continue to **improve clarity and effectiveness of communications** including promoting real life stories of how being on the PSR can help customers, to encourage those who are reluctant to sign up.
- Increase the amount of time spent working with stakeholders** (e.g. charities, support groups) in communities to make sure more customers are pro-actively identified to go onto the PSR. This also includes working with other suppliers (such as energy companies) to securely share information, where permission is given by customers. This means that customers just have to provide details about their situation once.
- Look to offer **different ways** for customers to contact and be contacted in respect of their support needs, designed so it puts the customer at ease. For example increasing the number of in-person visits, making it easier to manage accounts online and a dedicated phone hotline to a trained expert.



Continued to invest in their staff by launching more employee training programmes so that their customer service teams, including new starters, can always offer customers empathy and the support they need given all the different situations people can be in.

### Helping customers with paying water bills

The number of low-income households that will require this support over the coming years is expected to be more than **90,000** across the South Staffs and Cambridge regions. To account for this increase, SSC will focus on securing funding that will enable the company to maintain and potentially increase the number of customers supported on its Assure discounted tariff. Additional areas of support for customers include the following initiatives:

- Create an **online application form** for its discounted Assure tariff, that can be used by customers or employees when registering customers over the phone, or face-to-face. This will make the application process easier as it removes barriers and removes the need for printed forms, postage and, if done online, removes the need to contact the customer service teams directly.
- Launch an **online calculator** that can be used by employees and customers to find out what financial help is available from the company and make sure households are on the best payment plan for them given their situation.
- Trial a **new tariff** to offer support to customers who are financially struggling, yet don't qualify for Assure as their household income is over **£10,050** or WaterSure. Customers will need to be on a water meter and the focus is on price of water for any essential use (e.g. cooking, cleaning, washing) would be discounted to help manage bills.

## Investment and Bill Impact – Proposed plan (Combined bill, water and wastewater)

### Water bills & inflation

Water bills change each year in line with inflation. Inflation is the increase in prices paid for goods and services over time. Household incomes also change over time.

If your household income keeps up with inflation (i.e. increases at the same rate), then you are likely to notice little difference in what you are paying for things.

**If inflation increases by a faster rate than your household income, then you are likely to have less money to go around.**

**If your household income increases by a faster rate than inflation, then you are likely to have more money to go around.**

The Bank of England aims to keep inflation at 2%, but it has recently been much higher than this.

As well as changing by inflation each year, water bills change by an amount set by Ofwat as part of their price review process every five years.

The proposed bills you will see from 2025 to 2030 include the Bank of England forecasts for inflation from 2025 to 2030, and proposed amounts to cover the investment in water and sewerage services needed over the next few years.

### Your water bills

The average household bill for water and waste services in 2022-2023 is **£351** per year.

By 2029-2030 the average household bill (which will include all the service enhancements and improvements in South Staffs Water and Severn Trent's Business Plans) will be **£431** without inflation.



## Investment and Bill Impact – Proposed plan (Single bill, water only)

### Your water bills

The average household bill for clean water services only in 2022-2023 is **£160** per year.

By 2029-2030 the average household bill (which will include all the service enhancements and improvements in South Staffs Water's Business Plan) will be **£189** without inflation.

The average business customer bill for clean water services may be higher, however, the level of increase will remain the same.



## The must-do plan to meet statutory environmental and quality targets

### Environmental challenges



- Currently, only 14% of rivers in England are classed as healthy and able to fully recover if damaged.
- Population growth (close to 20%) and climate change means less water for the environment and more pressure on supplies to meet human demand.
- Reducing carbon emissions from our operations will help tackle global warming.

### Challenges



- £16m\* to help restore the water environment.
- £37m\* to roll out new emerging technology across our customer base.
- £20m\* to lay the pipelines for new water services – a major new reservoir and a water transfer.

### Bill Impact/Investment



- £6m to replace our fleet with electric vehicles.
- £60m per year less than the proposed plan.

### Change in benefit (when compared to the proposed plan)



- No reduction in greenhouse gas emissions from company vehicles.
- £16m focus for the company could go to reduce its operational carbon cut even further by 2030 – i.e. not adding any additional carbon into the atmosphere.

### Water quality challenges

- The water environment is becoming increasingly polluted, which means finding better ways to treat it to make safe for human consumption.
- Here are risks in the pipe network – such as lead pipes. Around 1.4 million pipes are supplied by lead pipes.

- £4m\* to improve the filtration process across water treatment sites and invest in cleaning to remove sediment build up.
- £2.5m\* in proposed characterisation processes at some of our sites, including ultraviolet (UV) treatment.

- £7m to increase the rate at which lead pipes are removed from properties, including targeting vulnerable groups.
- 70p per year less than the proposed plan.

- No proactive replacement of lead pipes between 2025-2030 means the target rate for replacing all of them is pushed back further.
- More than all water companies there will be identified in the supply to ensure that water is always safe to drink from lead pipes.

### Resilience challenges

- Ageing infrastructure that needs investment to ensure it is fit for the future.
- More storms, cold snaps and periods of very hot weather mean we need to protect our sites to reduce the chance of them failing.

- £8m on laying more pipes, so if one falls we can still move water around to customers.
- £10m on upgrading our sites – e.g. power generators to ensure resilience to power cuts.
- £3m on using smart sensors and technology to identify issues before they cause damage to pipes and other parts of the network.

- £7.30 per year less than the proposed plan.

- Less investment increases the chance of infrastructure failing, which can shut down water treatment sites and/or lead to water supplies being temporarily cut off.
- Less investment in monitoring technology means less insight on the best way to maintain pipes and other assets (e.g. monitoring stations) in a cost effective way and reduces the chance of proactively picking up on an asset failing.

## Investment and Bill Impact – Must-do plan (Combined bill, water & wastewater)

### Your water bills – the Must-do Plan

The average household bill for water and wastewater services in 2022-2023 is **£351** per year.

By 2029-2030 the average household bill (which will include all the service enhancements and improvements in South Staffs Water and Severn Trent's Business Plans) will be **£429** without inflation.

The average business customer bill for water and wastewater services may be higher, however, the level of increase will remain the same.



## Investment and Bill Impact – Must-do plan (Single bill, water only)

### Your water bills – the Must-do Plan

The average household bill for clean water services only in 2022-2023 is **£160** per year.

By 2029-2030 the average household bill (which will include all the service enhancements and improvements in South Staffs Water's Must-do Business Plan) will be **£187** without inflation.

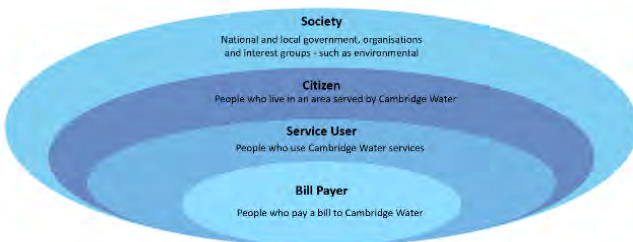
The average business customer bill for clean water services may be higher, however, the level of increase will remain the same.





# Cambridge Water – Stimulus materials (Future customers)

## Points of view that we will consider



## Statutory Responsibilities of a water company

### Environmental laws

The services that water companies provide must comply with environmental laws in England, as well as UK Government policy.

They have ambitious targets set by regulators that they must meet by law. However, these laws do not set out how companies should meet the targets.

Water companies, like Cambridge Water, invest in a programme of work to meet these laws, which includes:

- Making sure there is enough water available to provide a 24/7 public water supply to all customer, but
- Also protect the natural environment, by not taking too much water from rivers and from underground aquifers.
- Water companies must also meet legal requirements for the quality and safety of drinking water and;
- Protect reservoirs, treatment works and other sites to ensure they are safe and secure and
- Ensure these keep operating, even during incidents like storms, floods and heat waves.
- Water and sewerage companies also need to make investments to ensure wastewater is treated to a standard where it will not damage the environment.



Water treatment plant



Surface water reservoir

The investments needed to ensure they meet the laws will add **£14** to the typical annual household water bill.

## Cambridge Water's challenges and long-term ambitions

### Challenges

- **Water demand increase** due to:
  - Forecasted **19%** population growth by 2045
  - Anticipated construction of **46,500** new homes by 2045
  - Changing rainfall patterns leading to higher risk of flooding or longer periods of drought
- **Addressing pipe leakage:** currently 16% (or 79,000 full bath-tubs) of treated water is lost daily, which is less than national average of 20%. Around 70% of leaks are from company pipes and 30% from customer-owned pipes
- **Reducing carbon emissions** to Net Zero to combat global warming
- **Educating, informing and helping customers** to use less water and reuse more
- **Protecting water environment:** taking water from rivers and underground sources for human needs could lead to a deterioration of the environment.
- **Ensuring services are accessible to all and providing financial support** and advice to customers in need

All whilst balancing the need to offer affordable water bills and ensuring the long-term resilience of water services to meet these challenges

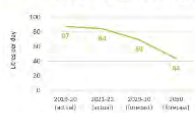
### Long-term ambitions to 2050

- **Our service:** We will use cutting edge technology and ensure the infrastructure is in place so that customers always receive modern, high quality water supplies.
- **Our environment:** We will focus on protecting and improving the environment - working with partners to ensure sustainable water supplies and flourishing local habitats.
- **Our customers:** We will innovate to exceed customer expectation of our service, and water poverty and make sure help is always available for those who need most support.
- **Our community:** We will use partnerships and education to help lift up our communities, creating space and opportunities to help people work and thrive.
- **Our business:** We will invest in adapting to climate change and will run a safe, efficient and sustainable business by e.g. achieving carbon Net Zero with a highly skilled workforce.

## Cambridge Water's proposed performance targets for 2025-2030

### Reducing leaks

Targets for reducing the amount of water lost due to leaks from water mains and pipes.



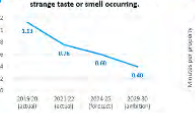
Amount of water lost from pipes per property per day (A lower number is better)

Performance: 2021/22 industry rank: 8<sup>th</sup> of 17

Strategy: Use advanced leakage-detection techniques and increased smart metering to find leaks quicker on both our pipes and those on customer properties. This means we will take less water from the environment.

### Appearance, taste and smell of tap water

Targets for reducing the number of incidents of discoloured water (e.g. brown tinge) or a strange taste or smell occurring.



Number of customer contacts received regarding incidents per 1,000 properties (A lower number is better)

Performance: 2021/22 industry rank: 5<sup>th</sup> of 17

Strategy: Building on our largest-ever investment programme for water quality, we will further invest in addressing specific risks to achieve sector leading levels of customer contacts about the colour, taste and smell of their water.

### Unplanned supply interruptions

Targets for reducing the average length of time properties are without water (when the interruption is more than 3 hours)



Duration without water for more than 3 hours by minutes per property (A lower number is better)

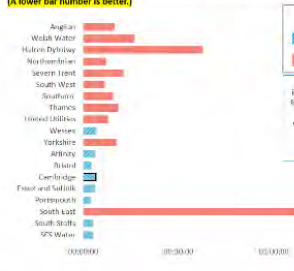
Performance: 2021/22 industry rank: 4<sup>th</sup> of 17

Strategy: Build on our performance by continuing to invest in our pipe networks and invest in technology to allow more real time intelligence on our networks. This will allow us to react even quicker in the future.

## Supply interruptions: the average length of time properties are without water

### Cambridge Water is currently performing better than target

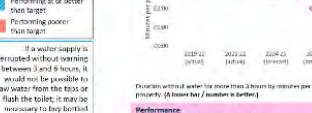
Duration without water for more than 3 hours by minutes per property. (A lower number is better)



### Looking into the Future

#### Unplanned interruptions

Targets for reducing the average length of time properties are without water (when the interruption is more than 3 hours)



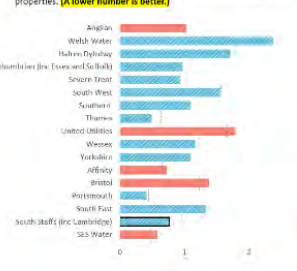
Performance: 2021/22 industry rank: 4<sup>th</sup> of 17

Strategy: Build on our performance by continuing to invest in our pipe networks and invest in technology to allow more real time intelligence on our networks. This will allow us to react even quicker in the future.

## Water quality: Appearance, taste and smell of tap water

### Cambridge Water is currently performing better than target

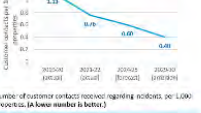
Number of customer contacts received regarding incidents, per 1,000 properties. (A lower number is better)



### Looking into the Future

#### Appearance, taste and smell of tap water

Targets for reducing the number of incidents of discoloured water (e.g. brown tinge) or a strange taste or smell occurring.



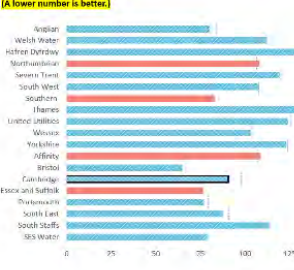
Performance: 2021/22 industry rank: 5<sup>th</sup> of 17

Strategy: Building on our largest-ever investment programme for water quality, we will further invest in addressing specific risks to achieve sector leading levels of customer contacts about the colour, taste and smell of their water.

## Leaks: The amount of water lost due to leaks from water mains and pipes

### Cambridge Water is currently performing better than target

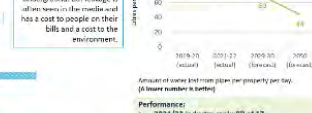
Leakage per property per day (A lower number is better)



### Looking into the Future

#### Reducing leaks

Targets for reducing the amount of water lost due to leaks from water mains and pipes.



Performance: 2021/22 industry rank: 8<sup>th</sup> of 17

Strategy: Use advanced leakage-detection techniques and increased smart metering to find leaks quicker on both our pipes and those on customer properties. This means we will take less water from the environment.

## The proposed plan to meet the challenges faced

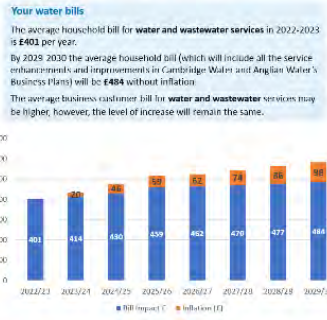
Bill Impact	Environmental challenges	Water quality challenges	Resilience challenges
<p><b>£118m or £12.10 on the average annual bill</b></p> <p><b>Challenges:</b></p> <ul style="list-style-type: none"> <li>• Currently, only 24% of rivers in England are classed as healthy and able to fully recover if damaged.</li> <li>• Population growth (due to 2050) and climate change means less water for the environment and more pressure on supplies to meet human demand</li> <li>• Reducing carbon emissions from our operations to help tackle global warming.</li> </ul> <p><b>Investment:</b></p> <ul style="list-style-type: none"> <li>• <b>£16m</b> to help restore the water environment.</li> <li>• <b>£17m</b> to roll out new metering technology across our customer base.</li> <li>• <b>£33m</b> to lay the preparations for new water sources - a major new reservoir and a water transfer.</li> <li>• <b>£6m</b> to replace our fleet with electric vehicles</li> </ul> <p><b>Benefits of investments:</b></p> <ul style="list-style-type: none"> <li>• More water environments to have a healthy level of water flowing in them and to allow habitats to flourish.</li> <li>• Water usage can be better understood, help spot leaks faster and offer customers new tariffs to help encourage people to use less.</li> <li>• Fewer cars on the road and water supplies, new and in the future.</li> </ul>	<p><b>+£12.10 per year</b></p> <p><b>Challenges:</b></p> <ul style="list-style-type: none"> <li>• The water environment has become increasingly polluted, which means finding better ways to treat it to make safe for human consumption.</li> <li>• There are risks in the pipe network - such as old pipes, around 1 in 10 properties are supplied by lead pipes.</li> </ul> <p><b>Investment:</b></p> <ul style="list-style-type: none"> <li>• <b>£4m</b> to improve the £1.6 billion per year investment in water treatment sites and mains cleaning to remove sediment build up.</li> <li>• <b>£1.5m</b> on smart pipe</li> <li>• <b>£1.5m</b> on improved disinfection processes at some of our sites, including ultraviolet (UV) treatment</li> </ul> <p><b>Benefits of investments:</b></p> <ul style="list-style-type: none"> <li>• Fewer customers impacted by unwanted changes to their water supply - taste, smell and colour</li> <li>• Extra layer of protection from potential water transfer risks</li> <li>• Reduced dependence on chemicals added to treat water in the tap rate.</li> <li>• Reduced number of lead pipe supply lines based on customer properties.</li> </ul>	<p><b>+£2.50 per year</b></p> <p><b>Challenges:</b></p> <ul style="list-style-type: none"> <li>• Aging infrastructure that needs investment to ensure it is fit for the future.</li> <li>• More storms, cold waves and periods of very hot weather means we need to prepare our sites to reduce the chance of them failing.</li> </ul> <p><b>Investment:</b></p> <ul style="list-style-type: none"> <li>• <b>£5m</b> on laying new pipes, so if one fails we can still move water around to customers.</li> <li>• <b>£20m</b> on upgrading our sites - e.g. power generators to ensure resilience to power cuts</li> <li>• <b>£5m</b> on using smart sensors and technology to identify issues before they cause damage to pipes and other parts of the network.</li> </ul> <p><b>Benefits of investments:</b></p> <ul style="list-style-type: none"> <li>• Less chance of any failures which shut down water production sites, which therefore keeps water flowing, even with increasing extreme weather conditions.</li> <li>• Improved ability to identify issues proactively to better manage our network for domestic and business users.</li> </ul>	

\* These investments are the ones that your water company has put forward in its plan as the best way to meet statutory/legal requirements

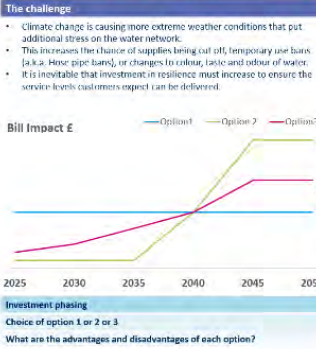


## Investment and Bill Impact – Proposed plan (Combined bill, water and wastewater)

**Water bills & inflation**  
 Water bills change each year in line with inflation. Inflation is the increase in prices paid for goods and services over time. Household incomes also change over time.  
 If your household income keeps up with inflation (i.e. increases at the same rate), then you are likely to notice little difference in what you are paying for things.  
 If inflation increases by a faster rate than your household income, then you are likely to have less money to go around.  
 If your household income increases by a faster rate than inflation, then you are likely to have more money to go around.  
 The Bank of England aims to keep inflation at 2%, but it has recently been much higher than this.  
 As well as changing by inflation each year, water bills change by an amount set by Ofwat as part of their price review process every five years.  
 The proposed bills you will see from 2025 to 2030 include the Bank of England forecasts for inflation from 2025 to 2030, and proposed amounts to cover the investment in water and sewerage services needed over the next few years.



## Phasing of customer bills: resilience investment example



## Investment and Bill Impact – Proposed plan (Single bill, water only)



## The must-do plan to meet statutory environmental and quality targets

Environmental challenges	Water quality challenges	Resilience challenges
<p><b>Challenges</b></p> <ul style="list-style-type: none"> <li>Currently, only 14% of rivers in England are classed as healthy and able to fully recover if damaged.</li> <li>Population growth (up to 2030) and climate change means less water for the environment and more pressure on supplies to meet human demand.</li> <li>Reducing carbon emissions from our operations to help tackle global warming.</li> </ul> <p><b>Bill Impact/Investment</b></p> <ul style="list-style-type: none"> <li>£16m* to help restore the water environment.</li> <li>£12m* to roll out new monitoring technology across our customer base.</li> <li>£50m* to pay the preparation for new water sources a major service reservoir and a water transfer.</li> <li>£6m to replace our fleet with electric vehicles.</li> </ul> <p><b>Change in benefit (when compared to the proposed plan)</b></p> <ul style="list-style-type: none"> <li>60p per year less than the proposed plan.</li> <li>No reduction in greenhouse gas emissions from company vehicles.</li> <li>Limits how far the company could go to achieve its operational carbon net zero target by 2030 – i.e. not adding any additional carbon into the atmosphere.</li> </ul>	<p><b>Challenges</b></p> <ul style="list-style-type: none"> <li>The water environment is becoming increasingly polluted, which means being better equipped to treat it to make safe for human consumption.</li> <li>There are risks in the pipe network – such as lead pipes. Around 1 in 4 properties are supplied by lead pipes.</li> </ul> <p><b>Bill Impact/Investment</b></p> <ul style="list-style-type: none"> <li>£48m* to improve the filtration process across water treatment sites and more cleaning to remove sediment build up.</li> <li>£2.3m* on improved disinfection processes at seven of our sites, including chlorinated DMS treatment.</li> <li>£7m to increase the rate at which lead pipes are removed from properties, including targeting vulnerable groups.</li> <li>70p per year less than the proposed plan.</li> <li>No project for replacement of lead pipes between 2022-2030 means the target date for replacing all of them is pushed back further.</li> <li>Note that all water companies owe safe chemicals in the supply to ensure that water is always safe to drink from lead pipes.</li> </ul> <p><b>Change in benefit (when compared to the proposed plan)</b></p> <ul style="list-style-type: none"> <li>These investments are the ones that your water company has put forward in its plan as the best way to meet statutory/legal requirements.</li> </ul>	<p><b>Challenges</b></p> <ul style="list-style-type: none"> <li>Ageing infrastructure that needs investment to ensure it is fit for the future.</li> <li>More storms, cold snaps and periods of very hot weather means we need to protect our sites to reduce the chance of them failing.</li> </ul> <p><b>Bill Impact/Investment</b></p> <ul style="list-style-type: none"> <li>£70m on buying more pipes, so if one fails you can get more water around for customers.</li> <li>£30m on upgrading our sites – e.g. power generators to ensure resilience to power cuts.</li> <li>£5m on using smart sensors and technology to identify issues before they cause damage to pipes and other parts of the network.</li> <li>£2.50 per year less than the proposed plan.</li> <li>Less investment increases the chance of infrastructure failures, which can shut down water treatment sites and lead to water supplies being temporarily cut off.</li> <li>Less investment in monitoring technology, means less insight on the best way to maintain pipes and other assets (e.g. pumping stations) in a cost-effective way and reduces the chance of proactively picking up on an asset billing.</li> </ul>

## Investment and Bill Impact – Must-do plan (Combined bill, water & wastewater)



## Investment and Bill Impact – Must-do plan (Single bill, water only)





# South Staffs Water – Stimulus materials (Future customers)

## Points of view that we will consider



## Statutory Responsibilities of a water company

- Environmental laws**  
The services that water companies provide must comply with environmental laws in England, as well as UK Government policy
- They have ambitious targets set by regulators that they must meet by law. However, these laws do not set out how companies should meet the targets. Water companies, like South Staffs Water, invest in a programme of work to meet these laws, which includes:
- Making sure there is enough water available to provide a 24/7 public water supply to all customer, but
  - Also protect the natural environment, by not taking too much water from rivers and from underground aquifers.
  - Water companies must also meet legal requirements for the quality and safety of drinking water and;
  - Protect reservoirs, treatment works and other sites to ensure they are safe and secure and
  - Ensure these keep operating, even during incidents like storms, floods and heat waves.
  - Water and sewerage companies also need to make investments to ensure wastewater is treated to a standard where it will not damage the environment.



The investments needed to ensure the company meets the laws will add **£14** to the typical annual household water bill.

## South Staffs Water's challenges and long-term ambitions

Challenges	Long-term ambitions to 2050
<ul style="list-style-type: none"> <li><b>Water demand increase due to:</b> <ul style="list-style-type: none"> <li>Forecasted 18% population growth by 2045</li> <li>Anticipated construction of 125,000 new homes by 2045</li> <li>Changing rainfall patterns leading to higher risk of flooding or longer periods of drought</li> </ul> </li> <li><b>Addressing pipe leakage:</b> In 2021/22 around 21% (or 37,700 full bath-tubs) of treated water is lost daily, which is similar to the national average. Around 70% of leaks are from company pipes and 30% from customer-owned pipes</li> <li><b>Reducing carbon emissions</b> to combat global warming</li> <li><b>Promoting water conservation</b> and reuse through customer education</li> <li><b>Protecting water environment:</b> taking water from rivers and underground sources for human needs could lead to a deterioration of the environment</li> <li><b>Ensuring services are accessible to all and providing financial support and advice to customers in need</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Our service</b> We will use cutting edge technology and ensure the infrastructure is in place so that customers always receive resilient, high quality water supplies</li> <li><b>Our environment</b> We will continue providing and enhancing the environmental working with our friends to ensure sustainable water supplies and developing local habitats</li> <li><b>Our customers</b> We will continue to exceed customer's expectations of our service, give water poverty aid and make sure help is always available for those who need more support</li> <li><b>Our community</b> We will use partnerships, and education to help lift up our communities, creating space and opportunities to help people work and thrive</li> <li><b>Our business</b> We will lead in adapting to climate change and will run a safe, efficient and sustainable business (e.g. reducing carbon footprint) with a highly skilled workforce</li> </ul>

**All whilst balancing the need to offer affordable water bills and ensuring the long-term resilience of water services to meet these challenges**

## South Staffs Water's proposed performance targets for 2025-2030

Reducing leaks	Appearance, taste and smell of tap water	Unplanned supply interruptions
<p><b>Targets for reducing the amount of water lost due to leaks from water mains and pipes. (A lower number is better.)</b></p> <p>Amount of water lost from pipes per property per day.</p> <p><b>Performance:</b> • 2021/22 industry rank: 14<sup>th</sup> of 17</p> <p><b>Strategy:</b> Use advanced leakage detection techniques and increased smart metering to find leaks quicker on both our pipes and those on customer properties. This means we will leak less water from the environment.</p>	<p><b>Targets for reducing the number of incidents of discoloured water (e.g. brown tinge), or a strange taste or smell occurring.</b></p> <p>Number of customer contacts regarding incidents, per 1,000 properties. (A lower number is better.)</p> <p><b>Performance:</b> • 2021/22 industry rank: 5<sup>th</sup> of 17</p> <p><b>Strategy:</b> Building on our largest-ever investment programme for water quality, we will further invest in addressing specific risks to achieve sector leading levels of customer contact about the colour, taste and smell of their water.</p>	<p><b>Targets for reducing the average length of time properties are without water (when the interruption is more than 3 hours).</b></p> <p>Duration without water, by minutes per property. (A lower number is better.)</p> <p><b>Performance:</b> • 2021/22 industry rank: 4<sup>th</sup> of 17</p> <p><b>Strategy:</b> Build on our performance by continuing to invest in our pipe networks and invest in the technology to allow more real time intelligence on our networks. This will allow us to react even quicker in the future.</p>

## Supply interruptions: the average length of time properties are without water

**South Staffs Water is currently performing better than target**

Duration without water for more than 3 hours by minutes per property. (A lower number is better.)

**Looking into the Future**

**Unplanned interruptions**

**Targets for reducing the average length of time properties are without water (when the interruption is more than 3 hours).**

Duration without water for more than 3 hours by minutes per property. (A lower number is better.)

**Performance:**  
• 2021/22 industry rank: 4<sup>th</sup> of 17

Delivered and maintained a step change in performance from over 60 minutes in 2021/22. Achieved through embedding our operations in business rapid responses to customer supply interruptions. Our ambition is to continue this trend and maintain our top 4 position, in at least 4 of the years between 2025-2028.

**Strategy:**  
Build on our performance by continuing to invest in our pipe networks and invest in the technology to allow more real time intelligence on our networks. This will allow us to react even quicker in the future.

## Water quality: Appearance, taste and smell of tap water

**South Staffs Water is currently performing better than target**

Number of customer contacts received regarding incidents, per 1,000 properties. (A lower number is better.)

**Looking into the Future**

**Appearance, taste and smell of tap water**

**Targets for reducing the number of incidents of discoloured water (e.g. brown tinge), or a strange taste or smell occurring.**

Number of customer contacts regarding incidents, per 1,000 properties. (A lower number is better.)

**Performance:**  
• 2021/22 industry rank: 5<sup>th</sup> of 17

Improvements in recent years through settling challenging targets that go above and beyond regulatory requirements to ensure our water supply chain. The latest major investment in our water treatment works and the completion in 2022 will help maintain the positive trend.

**Strategy:**  
Building on our largest ever investment programme for water quality, we will further invest in addressing specific risks to achieve sector leading levels of customer contacts about the colour, taste and smell of their water.

## Leaks: The amount of water lost due to leaks from water mains and pipes

**South Staffs Water is currently performing better than target**

Leakage per property per day (A lower number is better.)

**Looking into the Future**

**Reducing leaks**

**Targets for reducing the amount of water lost due to leaks from water mains and pipes.**

Amount of water lost from pipes per property per day. A lower number is better.

**Performance:**  
• 2021/22 industry rank: 14<sup>th</sup> of 17

Performance improved by factors such as careful and sign of internal and external weather events. Over the next 2 years investing in extra £1m to help ensure we maintain our progress. Our ambition is to reduce leakage by 20% by the 2025 target from 2021/22 levels, and our historic targets reflect this ambition.

**Strategy:**  
The advanced leakage detection technology and increased smart metering to find leaks quicker on both our pipes and those on customer properties. This means we will leak less water from the environment.

## The proposed plan to meet the challenges faced

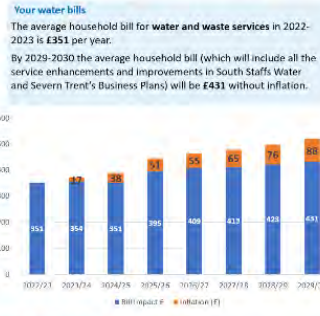
Bill Impact	£116m or £12.10 on the average annual bill	£24m or £2.50 on the average annual bill	£22m or £2.30 on the average annual bill
<b>Challenges</b>	<p><b>Environmental challenges</b></p> <ul style="list-style-type: none"> <li>Currently, only 14% of rivers in England are classed as healthy and able to fully recover if damaged.</li> <li>Population growth (close to 20%) and climate change means less water for the environment and more pressure on supplies to meet human demand.</li> <li>Reducing carbon emissions have our operations to help tackle global warming.</li> </ul>	<p><b>Water quality challenges</b></p> <ul style="list-style-type: none"> <li>The water environment is becoming increasingly polluted, which means drinking water has to be treated to make safe for human consumption.</li> <li>There are risks in the pipe network – such as lead pipes. Around 1 in 8 properties are supplied by lead pipes.</li> </ul>	<p><b>Resilience challenges</b></p> <ul style="list-style-type: none"> <li>Ageing infrastructure that needs investment to continue to fit for the future.</li> <li>More storms, cold snaps and periods of dry hot weather means we need to protect our pipes to make it less chance of them failing.</li> </ul>
<b>Investment</b>	<ul style="list-style-type: none"> <li>£12m to help restore the water environment.</li> <li>£37m to roll out smart metering technology across our customer base.</li> <li>£78m to lay the preparations for new water reservoirs – a major new reservoir and a water transfer.</li> </ul>	<ul style="list-style-type: none"> <li>£4m to improve the filtration process across water treatment sites and mains cleaning to remove sediment build up.</li> <li>£13m to improve distribution processes at several of our sites, including Liverpool (LVP) treatment.</li> </ul>	<ul style="list-style-type: none"> <li>£6m on laying new pipes, so if one fails we can still move water around to customers.</li> <li>£30m on upgrading our sites – e.g. power generators to ensure resilience to power cuts.</li> <li>£2m on using smart sensors and technology to identify issues before they cause damage to pipes and other parts of the network.</li> </ul>
<b>Benefits of investments</b>	<ul style="list-style-type: none"> <li>More water environments to have a healthy level of wildlife living in them and to allow habitat to flourish.</li> <li>Water usage can be better understood, help our leaks faster and offer customers new tools to help encourage people to use less.</li> <li>Ensures secure and reliable water supplies, now and in the future.</li> </ul>	<ul style="list-style-type: none"> <li>Fewer customers impacted by unwanted changes to their water supply, less smell and colour.</li> <li>Fewer layers of protection from potential water quality risks.</li> <li>Reduced dependence on chemicals added to treat water in the long run.</li> <li>Reduces number of lead supply pipes found on customer properties.</li> </ul>	<ul style="list-style-type: none"> <li>Less chance of any failures which shut down water production sites, which therefore keeps essential drinking water with lessening customer water availability.</li> <li>Improved ability to identify issues proactively to better manage our network for domestic and business users.</li> </ul>

\* These investments are the ones that your water company has put forward in its plan as the best way to meet statutory/legal requirements

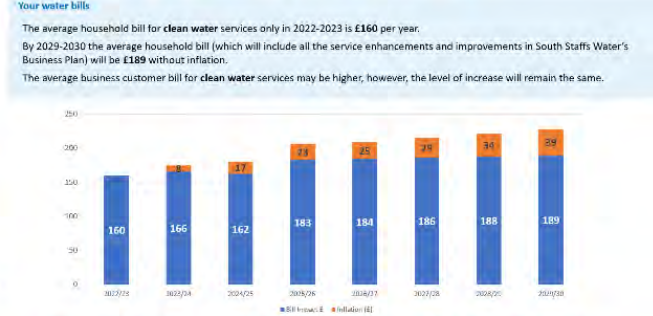


## Investment and Bill Impact – Proposed plan (Combined bill, water and wastewater)

**Water bills & inflation**  
 Water bills change each year in line with inflation. Inflation is the increase in prices paid for goods and services over time. Household incomes also change over time.  
 If your household income keeps up with inflation (i.e. increases at the same rate), then you are likely to notice little difference in what you are paying for things.  
**If inflation increases by a faster rate than your household income, then you are likely to have less money to go around.**  
**If your household income increases by a faster rate than inflation, then you are likely to have more money to go around.**  
 The Bank of England aims to keep inflation at 2%, but it has recently been much higher than this.  
 As well as changing by inflation each year, water bills change by an amount set by Ofwat as part of their price review process every five years.  
 The proposed bills you will see from 2025 to 2030 include the Bank of England forecasts for inflation from 2025 to 2030, and proposed amounts to cover the investment in water and sewerage services needed over the next few years.



## Investment and Bill Impact – Proposed plan (Single bill, water only)



## Phasing of customer bills: resilience investment example

**The challenge**

- Climate change is causing more extreme weather conditions that put additional stress on the water network.
- This increases the chance of supplies being cut off: temporary use bans (a.k.a. hose pipe bans), or changes to colour, taste and odour of water.
- It is inevitable that investment in resilience must increase to ensure the service levels customers expect can be delivered.

**Investment phasing**  
 Choice of option 1 or 2 or 3  
 What are the advantages and disadvantages of each option?



## The must-do plan to meet statutory environmental and quality targets

**Environmental challenges**

- Currently, only 14% of rivers in England are classed as healthy and able to fully recover if damaged.
- Regulation growth (close to 20%) and climate change means less water for the environment and more pressure on supplies to meet human demand.
- Reducing carbon emissions from our operations to help with the global warming.

**Water quality challenges**

- The water environment is becoming increasingly polluted, which means finding better ways to treat it to make safe for human consumption.
- There are risks in the pipe network – such as lead pipes, around 1 in 4 properties are supplied by lead pipes.

**Resilience challenges**

- Aging infrastructure that needs investment to ensure it is fit for the future.
- More extreme cold spells and periods of very hot weather means we need to protect our sites to reduce the chance of them failing.

**Challenges**

- £26m\* to help restore the water environment.
- £37m\* to roll out new monitoring technology across our customer base.
- £57m\* to lay the infrastructure for new water sources – a major new reservoir and a water transfer.

**Bill Impact/Investment**

- £6m to replace our fleet with electric vehicles.

**Change in benefit** (when compared to the proposed plan)

- These investments are the ones that your water company has put forward in its plan as the best way to meet statutory/legal requirements.

**Key Metrics:**

- 60p per year less than the proposed plan
- 70p per year less than the proposed plan
- £2.30 per year less than the proposed plan

## Investment and Bill Impact – Must-do plan (Combined bill, water & wastewater)

**Your water bills – the Must-do Plan**  
 The average household bill for water and wastewater services in 2022-2023 is **£351** per year.  
 By 2029-2030 the average household bill (which will include all the service enhancements and improvements in South Staffs Water and Severn Trent's Business Plans) will be **£429** without inflation.  
 The average business customer bill for water and wastewater services may be higher, however, the level of increase will remain the same.



## Investment and Bill Impact – Must-do plan (Single bill, water only)

**Your water bills – the Must-do Plan**  
 The average household bill for clean water services only in 2022-2023 is **£160** per year.  
 By 2029-2030 the average household bill (which will include all the service enhancements and improvements in South Staffs Water's Must-do Business Plan) will be **£187** without inflation.  
 The average business customer bill for clean water services may be higher, however, the level of increase will remain the same.



# APPENDIX D

Post-task materials



# Acceptability and Affordability Testing (Post-task)

Thank you very much for agreeing to take part in this research and complete this post-task, which is being conducted by Accent, an independent research agency.

Any answer you give will be treated in confidence in accordance with the Code of Conduct of the UK Market Research Society. If you would like to confirm Accent's credentials type Accent in the search box at: <https://www.mrs.org.uk/researchbuyersguide>.

**IF MOBILE DEVICE SHOW: This survey is best undertaken on a tablet or a PC. If you do use a smartphone you can switch between desktop mode and mobile mode at any time by clicking the button at the bottom of the screen.**

---

QA Please can you confirm that your bill size is £#QSBILL#?

Yes

No.....please specify

## Affordability – Proposed Plan

### SHOW TO CURRENT HH AND NON-HH ONLY

Water bills change each in year in line with inflation.

Inflation is the increase in prices paid for goods and services over time. Household incomes also change over time.

- If your household income keeps up with inflation (i. increases at the same rate), then you are likely to notice little difference in what you are paying for things.
- If inflation increases by a faster rate than your household income, then you are likely to have less money to go around.
- If your household income increases by a faster rate than inflation, then you are likely to have more money to go around.

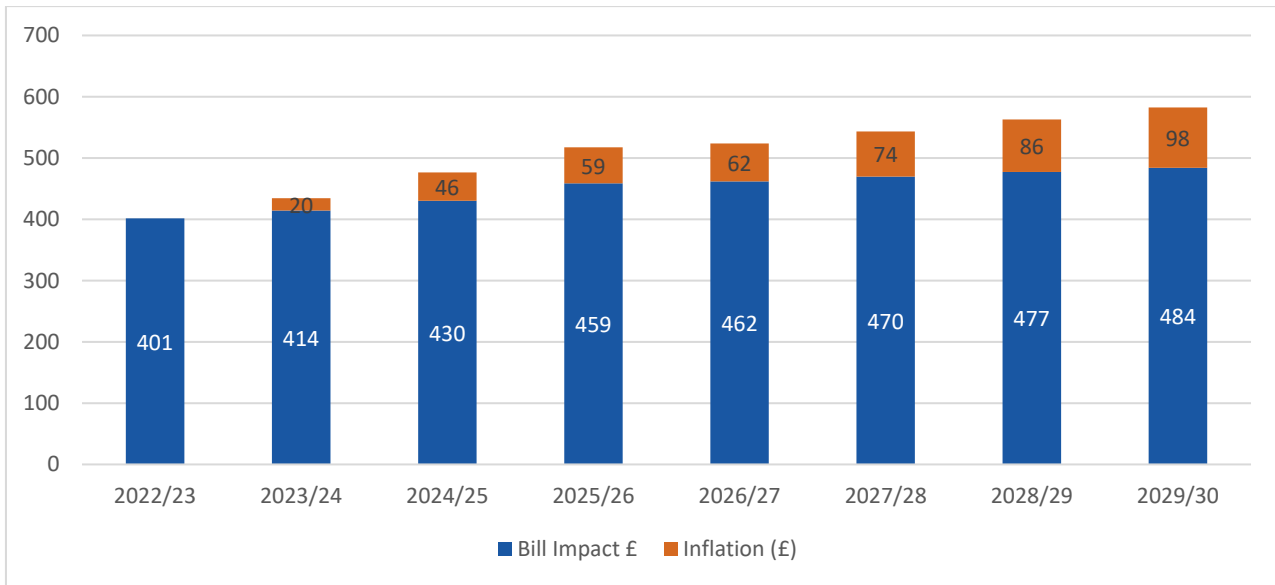
The Bank of England aims to keep inflation at 2%, but it has recently been much higher than this. As well as changing by inflation each year, bills change by an amount set by Ofwat as part of their price review process every five years.

The proposed bills you will see from 2025 to 2030 include the Bank of England forecasts for inflation from 2025 to 2030, and proposed amounts to cover the investment in water and sewerage services needed over the next few years.

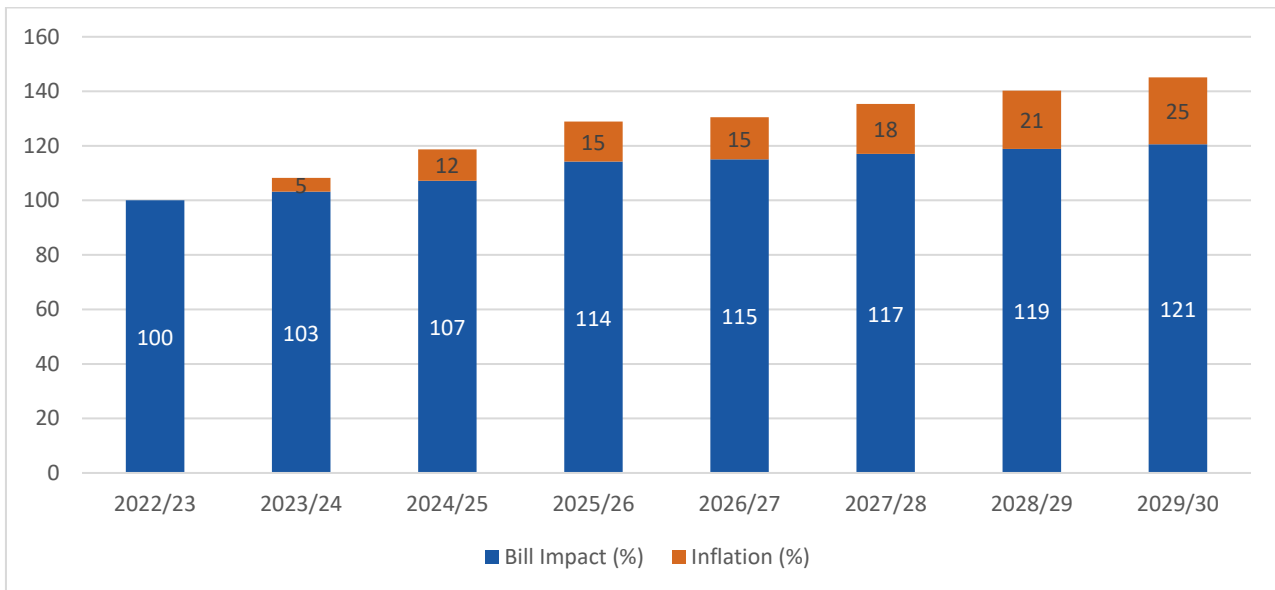
The next set of questions are about proposed changes to your water sewerage bill for the years 2025-2030. The chart below shows these changes, as related to the **proposed plan**.

It also shows how inflation may impact on your bill, based on the Bank of England's inflation forecasts.

**[HH Only]**



**[NHH Only]**



**Q1. ASK CURRENT HH AND NON-HH ONLY** Thinking about how **HH** your income/**NHH** your organisation's income may change in the future, how easy or difficult do you think it would be for you to afford these water and sewerage bills?

- Very easy
- Fairly easy
- Neither easy nor difficult
- Fairly difficult
- Very difficult
- Don't know

**Q2. ASK ALL** Based on everything you have heard and read about the Cambridge Water's proposed business plan, how acceptable or unacceptable is it to you?

- Completely acceptable **GO TO Q4**
- Acceptable **GO TO Q4**
- Unacceptable **GO TO Q3**

Completely unacceptable **GO TO Q3**  
Don't know/can't say

---

**Q3. IF Q2 = 3 OR 4** Why do you say that? Please select the TWO main reasons from the list below or write in your own reason(s) if not on the list: **ROTATE EXCEPT FOR OTHER 1 AND OTHER 2**

*Reasons for why it might be unacceptable or completely unacceptable:*

Too expensive  
Water company profits too high  
The plan won't improve things enough/improvements too small  
Water companies should pay for more of these service improvements out of their profits  
The plan is poor value for money – it's not doing enough for the cost  
The plan doesn't focus on the right things  
**HH I/NHH** My organisation won't be able to afford this  
I don't trust them to make these service improvements  
Plan isn't good enough for future generations  
I don't trust them to do what's best for their customers  
Plan is not environmentally friendly enough  
Other 1 – (please specify) **DP ADD TEXT BOX**  
Other 2 – (please specify) **DP ADD TEXT BOX**

---

**Q4. IF Q2 = 1 OR 2** Why do you say that? Please select the TWO main reasons from the list below or write in your own reason(s) if not on the list: **ROTATE EXCEPT FOR OTHER 1 AND OTHER 2**

*Reasons for why it might be acceptable or completely acceptable:*

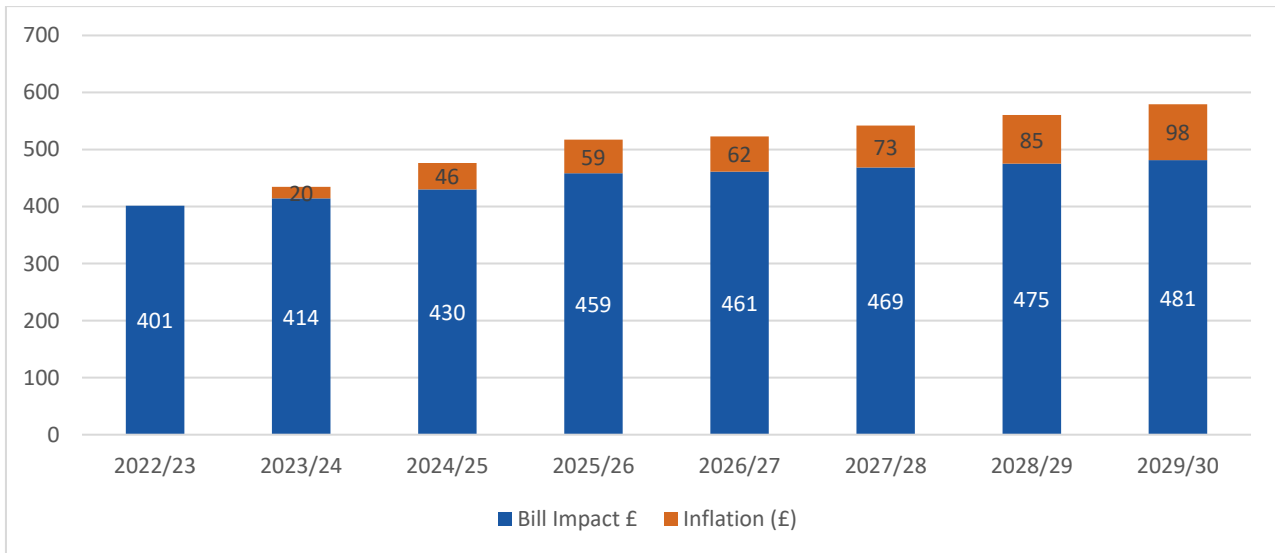
It's not too expensive  
The plan is good value for money - it's doing a lot for the cost  
Their plan focuses on the right things  
I trust them to do what's best for their customers  
The plan will make big/good improvements to things  
I trust them to make these service improvements  
Plan is environmentally friendly  
**HH I/NHH** My organisation will be able to afford this  
Plan is good for future generations  
Other 1 – (please specify) **DP ADD TEXT BOX**  
Other 2 – (please specify) **DP ADD TEXT BOX**

## Affordability – Must do plan

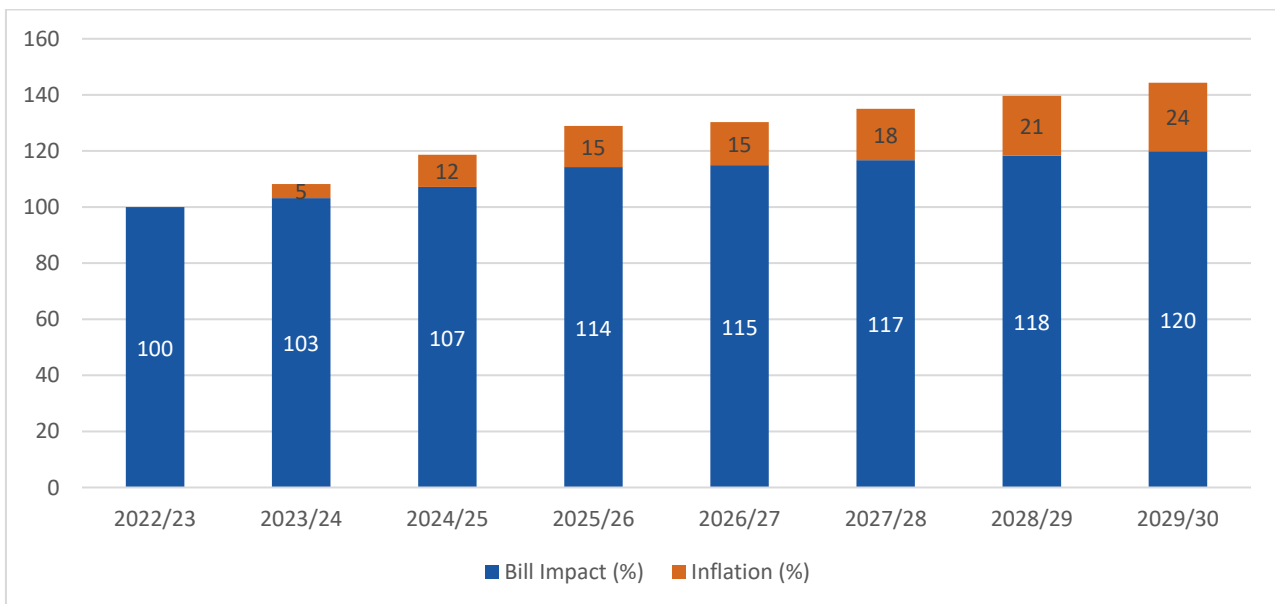
The next set of questions are about proposed changes to your water sewerage bill for the years 2025-2030. The chart below shows these changes, as related to the **Must-do plan**.

**[HH Only]**





**[NHH Only]**



**Q5. ASK CURRENT HH AND NON-HH ONLY** Thinking about how **HH** your income/**NHH** your organisation's income may change in the future, how easy or difficult do you think it would be for you to afford these water and sewerage bills?

- Very easy
- Fairly easy
- Neither easy nor difficult
- Fairly difficult
- Very difficult
- Don't know

**Q6. ASK ALL** Based on everything you have heard and read about the Cambridge Water's least cost business plan, how acceptable or unacceptable is it to you?

- Completely acceptable **GO TO Q8**
- Acceptable **GO TO Q8**
- Unacceptable **GO TO Q7**
- Completely unacceptable **GO TO Q7**
- Don't know/can't say

---

**Q7. IF Q6 = 3 OR 4** Why do you say that? Please select the TWO main reasons from the list below or write in your own reason(s) if not on the list: **ROTATE EXCEPT FOR OTHER 1 AND OTHER 2**

*Reasons for why it might be unacceptable or completely unacceptable:*

Too expensive

Water company profits too high

The plan won't improve things enough/improvements too small

Water companies should pay for more of these service improvements out of their profits

The plan is poor value for money – it's not doing enough for the cost

The plan doesn't focus on the right things

**HH I/NHH** My organisation won't be able to afford this

I don't trust them to make these service improvements

Plan isn't good enough for future generations

I don't trust them to do what's best for their customers

Plan is not environmentally friendly enough

Other 1 – (please specify) **DP ADD TEXT BOX**

Other 2 – (please specify) **DP ADD TEXT BOX**

---

**Q8. IF Q6 = 1 OR 2** Why do you say that? Please select the TWO main reasons from the list below or write in your own reason(s) if not on the list: **ROTATE EXCEPT FOR OTHER 1 AND OTHER 2**

*Reasons for why it might be acceptable or completely acceptable:*

It's not too expensive

The plan is good value for money - it's doing a lot for the cost

Their plan focuses on the right things

I trust them to do what's best for their customers

The plan will make big/good improvements to things

I trust them to make these service improvements

Plan is environmentally friendly

**HH I/NHH** My organisation will be able to afford this

Plan is good for future generations

Other 1 – (please specify) **DP ADD TEXT BOX**

Other 2 – (please specify) **DP ADD TEXT BOX**

## Your Preferences

---

**Q9. ASK ALL** Of the business plans you have seen today, which one do you prefer overall?

Proposed business plan

'Must do' business plan

---

**Q10. ASK ALL** Why do you say that?

**[OPEN-ENDED] – DP ADD TEXT BOX**

---

**Q11. ASK ALL** Long term investment by Cambridge Water will require an increase in customer bills.

Bills could increase in different ways over time. For example, there could be increases now for current bill payers, or bigger increases in the long term for future generations. Which one of the following options would you prefer?

An increase in bills starting sooner, spreading increases across different generations of bill-payers

An increase in bills starting later, putting more of the increases onto younger and future bill-payers

I don't know enough at the moment to give an answer

---

**Q12. ASK CURRENT HH AND NON-HH ONLY** To what extent, if at all, do you trust Cambridge Water to deliver their proposed plan by 2030?

Trust them to deliver it all

Trust them to deliver some of it

Trust them to deliver a little of it  
Don't trust them to deliver it

---

Q13. **ASK CURRENT HH AND NON-HH ONLY** Why do you say that? **SELECT TWO, RANDOMISE**  
*Please select two answers.*

They give me a good service  
Their services are good value for money  
They keep their service promises to their customers  
They don't update their customers on how they are delivering  
They don't give me a good service  
Their services are poor value for money  
Shareholders are more important to them than customers  
They will want to put their bills up by more than this  
Their customers are their top priority

---

Q14. **ASK ALL** How easy, or otherwise, was it for you to decide which plan you preferred?

Very easy  
Fairly easy  
Neither easy nor difficult  
Fairly difficult  
Very difficult

## Classification Questions

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Q15. Thank you. Would you be willing to be contacted again if we need to clarify any of the answers you have given today? And would you be willing to be invited to take part in other research for Cambridge Water?

Yes, for both clarification and further research  
Yes, for clarification only  
Yes, for further research only  
No

Thank you. This research was conducted under the terms of the MRS code of conduct and is completely confidential. We will securely store the data given in this interview for a period of 12 months (for reference purposes) before securely destroying it.



## Acceptability and Affordability Testing (Post-task)

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---

QA Please can you confirm that your bill size is £#QSBILL#?

Yes

No.....please specify

### Affordability – Proposed Plan

#### SHOW TO CURRENT HH AND NON-HH ONLY

Water bills change each in year in line with inflation.

Inflation is the increase in prices paid for goods and services over time. Household incomes also change over time.

- If your household income keeps up with inflation (i. increases at the same rate), then you are likely to notice little difference in what you are paying for things.
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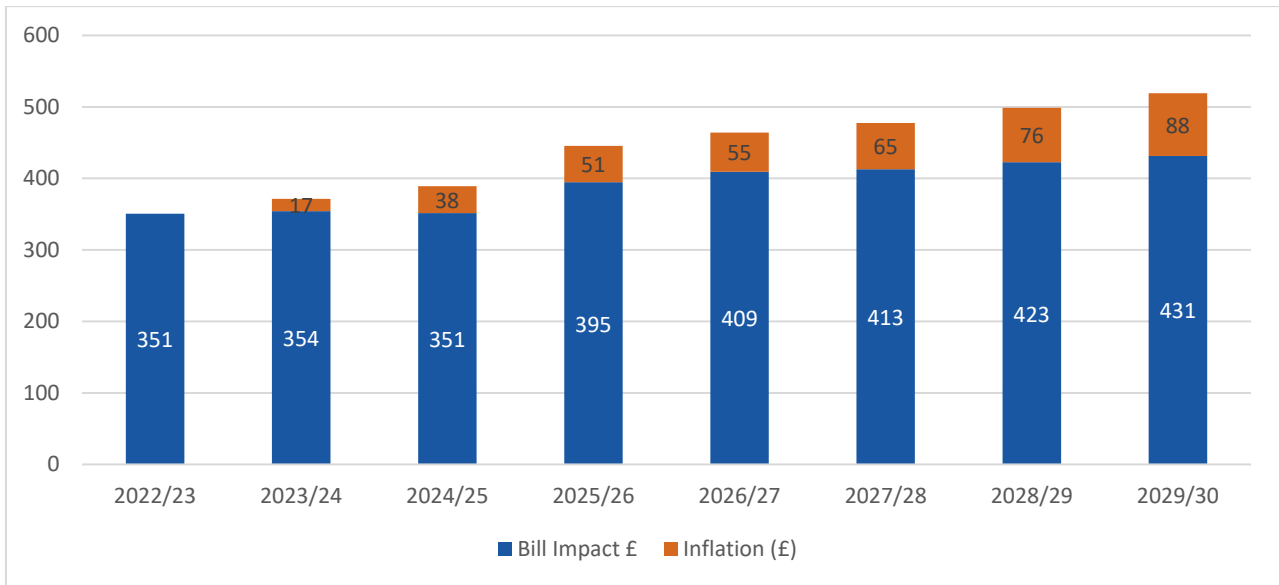
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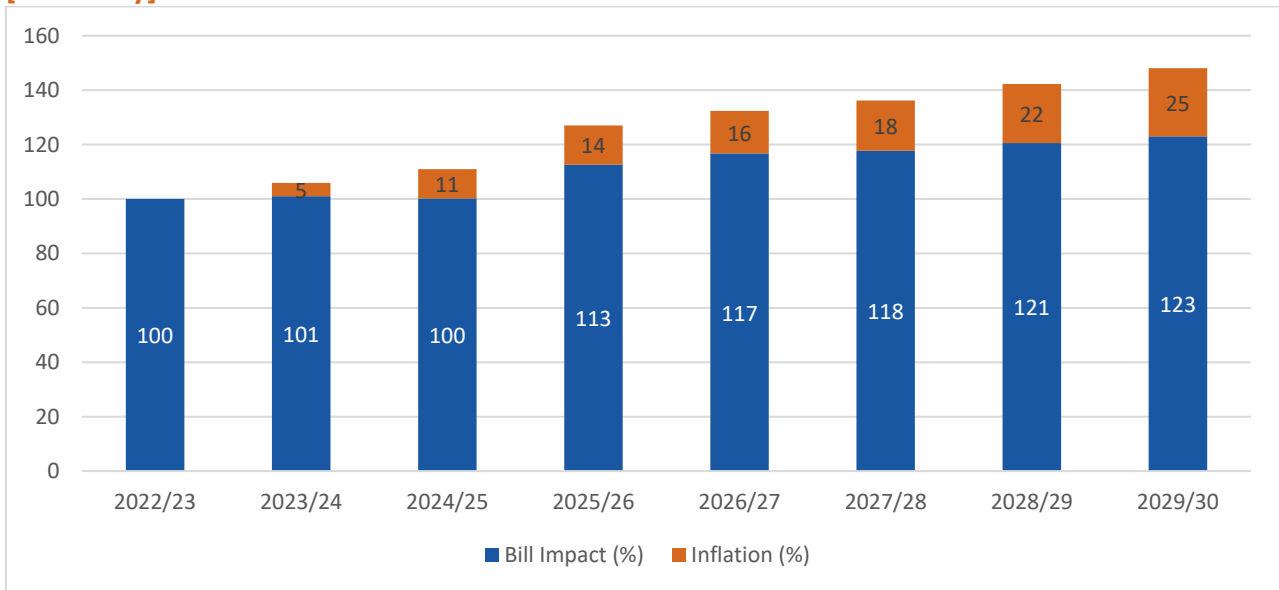
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It also shows how inflation may impact on your bill, based on the Bank of England's inflation forecasts.

**[HH Only]**



**[NHH Only]**



**Q1. ASK CURRENT HH AND NON-HH ONLY** Thinking about how **HH** your income/**NHH** your organisation's income may change in the future, how easy or difficult do you think it would be for you to afford these water and sewerage bills?

- Very easy
- Fairly easy
- Neither easy nor difficult
- Fairly difficult
- Very difficult
- Don't know

**Q2. ASK ALL** Based on everything you have heard and read about the South Staffs Water's proposed business plan, how acceptable or unacceptable is it to you?

- Completely acceptable **GO TO Q4**
- Acceptable **GO TO Q4**
- Unacceptable **GO TO Q3**
- Completely unacceptable **GO TO Q3**
- Don't know/can't say

---

**Q3. IF Q2 = 3 OR 4** Why do you say that? Please select the TWO main reasons from the list below or write in your own reason(s) if not on the list: **ROTATE EXCEPT FOR OTHER 1 AND OTHER 2**

*Reasons for why it might be unacceptable or completely unacceptable:*

Too expensive

Water company profits too high

The plan won't improve things enough/improvements too small

Water companies should pay for more of these service improvements out of their profits

The plan is poor value for money – it's not doing enough for the cost

The plan doesn't focus on the right things

**HH I/NHH** My organisation won't be able to afford this

I don't trust them to make these service improvements

Plan isn't good enough for future generations

I don't trust them to do what's best for their customers

Plan is not environmentally friendly enough

Other 1 – (please specify) **DP ADD TEXT BOX**

Other 2 – (please specify) **DP ADD TEXT BOX**

---

**Q4. IF Q2 = 1 OR 2** Why do you say that? Please select the TWO main reasons from the list below or write in your own reason(s) if not on the list: **ROTATE EXCEPT FOR OTHER 1 AND OTHER 2**

*Reasons for why it might be acceptable or completely acceptable:*

It's not too expensive

The plan is good value for money - it's doing a lot for the cost

Their plan focuses on the right things

I trust them to do what's best for their customers

The plan will make big/good improvements to things

I trust them to make these service improvements

Plan is environmentally friendly

**HH I/NHH** My organisation will be able to afford this

Plan is good for future generations

Other 1 – (please specify) **DP ADD TEXT BOX**

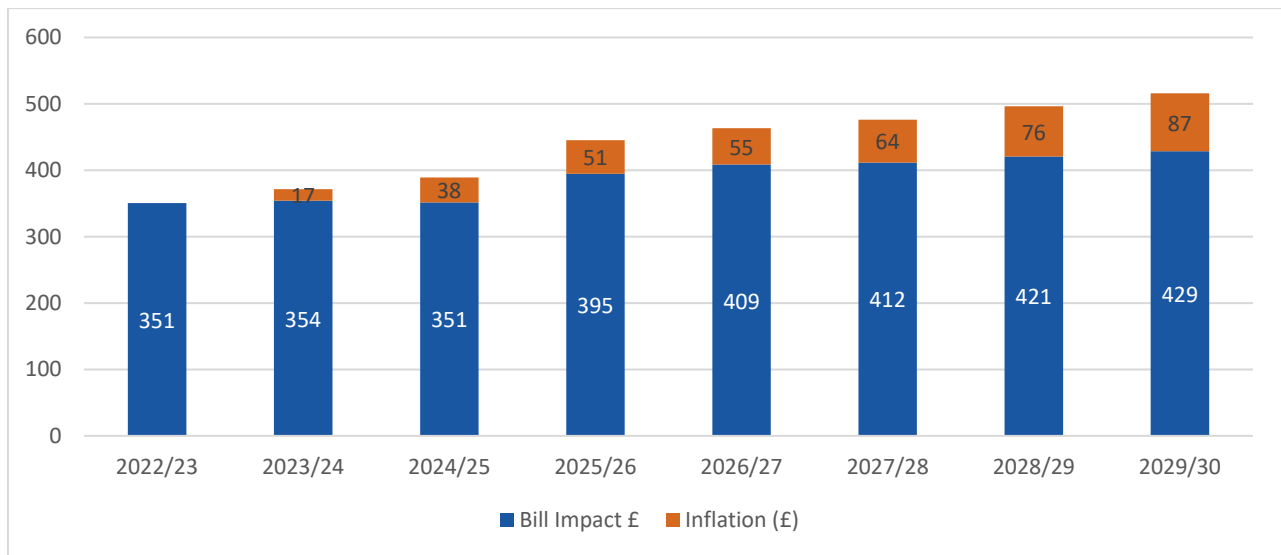
Other 2 – (please specify) **DP ADD TEXT BOX**

## Affordability – Must do plan

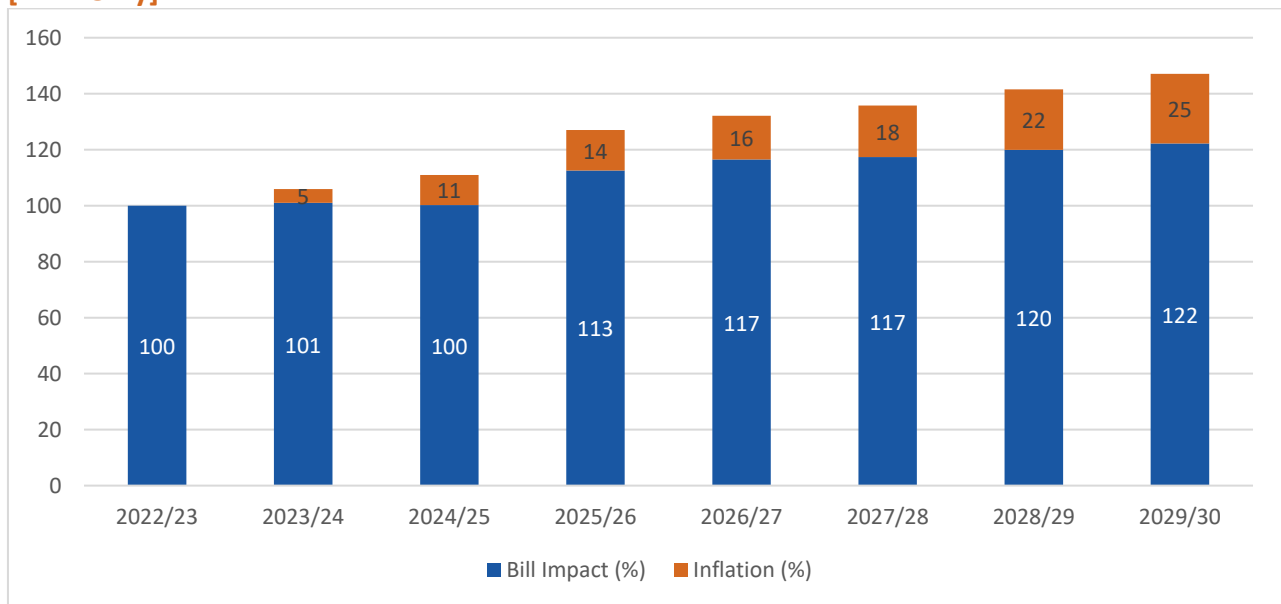
The next set of questions are about proposed changes to your water sewerage bill for the years 2025-2030. The chart below shows these changes, as related to the **Must-do plan**.

**[HH Only]**





**[NHH Only]**



**Q5. ASK CURRENT HH AND NON-HH ONLY** Thinking about how **HH** your income/**NHH** your organisation's income may change in the future, how easy or difficult do you think it would be for you to afford these water and sewerage bills?

- Very easy
- Fairly easy
- Neither easy nor difficult
- Fairly difficult
- Very difficult
- Don't know

**Q6. ASK ALL** Based on everything you have heard and read about the South Staffs Water's least cost business plan, how acceptable or unacceptable is it to you?

- Completely acceptable **GO TO Q8**
- Acceptable **GO TO Q8**
- Unacceptable **GO TO Q7**
- Completely unacceptable **GO TO Q7**
- Don't know/can't say

---

**Q7. IF Q6 = 3 OR 4** Why do you say that? Please select the TWO main reasons from the list below or write in your own reason(s) if not on the list: **ROTATE EXCEPT FOR OTHER 1 AND OTHER 2**

*Reasons for why it might be unacceptable or completely unacceptable:*

- Too expensive
- Water company profits too high
- The plan won't improve things enough/improvements too small
- Water companies should pay for more of these service improvements out of their profits
- The plan is poor value for money – it's not doing enough for the cost
- The plan doesn't focus on the right things
- HH I/NHH** My organisation won't be able to afford this
- I don't trust them to make these service improvements
- Plan isn't good enough for future generations
- I don't trust them to do what's best for their customers
- Plan is not environmentally friendly enough
- Other 1 – (please specify) **DP ADD TEXT BOX**
- Other 2 – (please specify) **DP ADD TEXT BOX**

---

**Q8. IF Q6 = 1 OR 2** Why do you say that? Please select the TWO main reasons from the list below or write in your own reason(s) if not on the list: **ROTATE EXCEPT FOR OTHER 1 AND OTHER 2**

*Reasons for why it might be acceptable or completely acceptable:*

- It's not too expensive
- The plan is good value for money - it's doing a lot for the cost
- Their plan focuses on the right things
- I trust them to do what's best for their customers
- The plan will make big/good improvements to things
- I trust them to make these service improvements
- Plan is environmentally friendly
- HH I/NHH** My organisation will be able to afford this
- Plan is good for future generations
- Other 1 – (please specify) **DP ADD TEXT BOX**
- Other 2 – (please specify) **DP ADD TEXT BOX**

## Your Preferences

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**Q9. ASK ALL** Of the business plans you have seen today, which one do you prefer overall?

- Proposed business plan
- 'Must do' business plan

---

**Q10. ASK ALL** Why do you say that?  
**[OPEN-ENDED] – DP ADD TEXT BOX**

---

**Q11. ASK ALL** Long term investment by South Staffs Water will require an increase in customer bills. Bills could increase in different ways over time. For example, there could be increases now for current bill payers, or bigger increases in the long term for future generations. Which one of the following options would you prefer?

- An increase in bills starting sooner, spreading increases across different generations of bill-payers
- An increase in bills starting later, putting more of the increases onto younger and future bill-payers
- I don't know enough at the moment to give an answer

---

**Q12. ASK CURRENT HH AND NON-HH ONLY** To what extent, if at all, do you trust South Staffs Water to deliver their proposed plan by 2030?

- Trust them to deliver it all
- Trust them to deliver some of it
- Trust them to deliver a little of it

Don't trust them to deliver it

---

Q13. ASK CURRENT HH AND NON-HH ONLY Why do you say that? SELECT TWO, RANDOMISE  
*Please select two answers.*

- They give me a good service
- Their services are good value for money
- They keep their service promises to their customers
- They don't update their customers on how they are delivering
- They don't give me a good service
- Their services are poor value for money
- Shareholders are more important to them than customers
- They will want to put their bills up by more than this
- Their customers are their top priority

---

Q14. **ASK ALL** How easy, or otherwise, was it for you to decide which plan you preferred?

- Very easy
- Fairly easy
- Neither easy nor difficult
- Fairly difficult
- Very difficult

## Classification Questions

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Q15. Thank you. Would you be willing to be contacted again if we need to clarify any of the answers you have given today? And would you be willing to be invited to take part in other research for South Staffs Water?

- Yes, for both clarification and further research
- Yes, for clarification only
- Yes, for further research only
- No

Thank you. This research was conducted under the terms of the MRS code of conduct and is completely confidential. We will securely store the data given in this interview for a period of 12 months (for reference purposes) before securely destroying it.



## Acceptability and Affordability Testing (Post-task)

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**IF MOBILE DEVICE SHOW:** This survey is best undertaken on a tablet or a PC. If you do use a smartphone you can switch between desktop mode and mobile mode at any time by clicking the button at the bottom of the screen.

---

QA Please can you confirm that your bill size is £#QSBILL#?

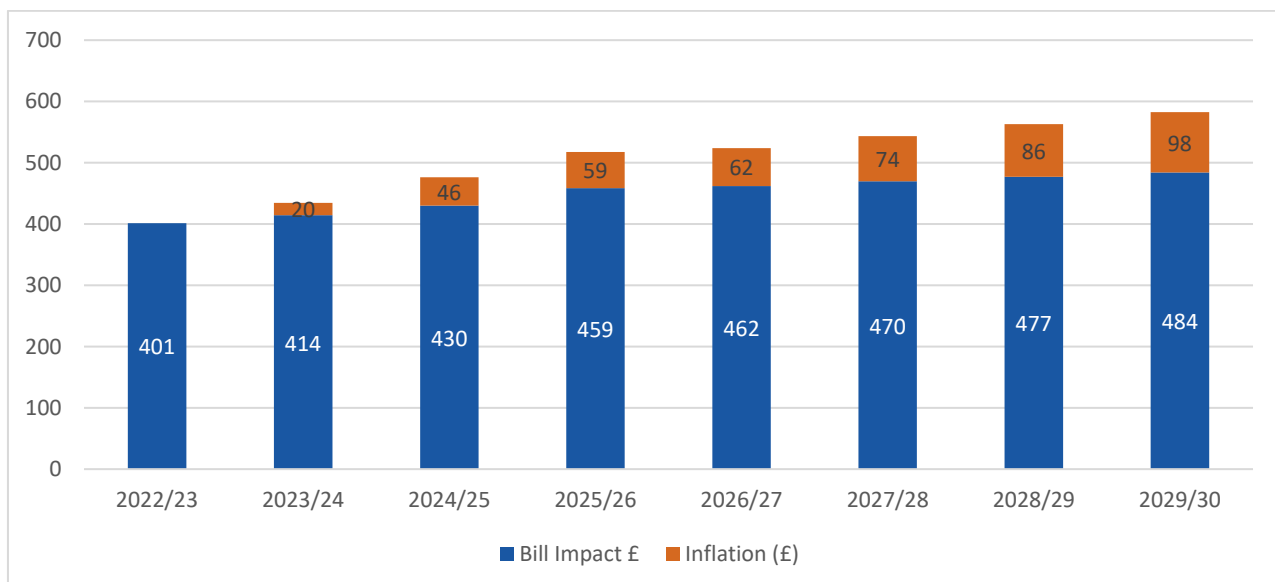
Yes

No.....please specify

### Affordability

The next set of questions are about proposed changes to your water sewerage bill for the years 2025-2030. The chart below shows these changes, as related to the **proposed plan**.

It also shows how inflation may impact on your bill, based on the Bank of England's inflation forecasts.



---

Q1. Thinking about how your income may change in the future, how easy or difficult do you think it would be for you to afford these water and sewerage bills?  
Very easy

Fairly easy  
Neither easy nor difficult  
Fairly difficult  
Very difficult  
Don't know

---

Q2. Thinking about the company's proposals for customers who need extra support, how acceptable or unacceptable are these to you?

Completely acceptable  
Acceptable  
Unacceptable  
Completely unacceptable  
Don't know/can't say

---

Q3. Based on everything you have heard and read about the Cambridge Water's proposed business plan, how acceptable or unacceptable is it to you?

Completely acceptable **GO TO Q45**  
Acceptable **GO TO Q5**  
Unacceptable **GO TO Q4**  
Completely unacceptable **GO TO Q4**  
Don't know/can't say

---

Q4. **IF Q23 = 3 OR 4** Why do you say that? Please select the TWO main reasons from the list below or write in your own reason(s) if not on the list: **ROTATE EXCEPT FOR OTHER 1 AND OTHER 2**

*Reasons for why it might be unacceptable or completely unacceptable:*

Too expensive  
Water company profits too high  
The plan won't improve things enough/improvements too small  
Water companies should pay for more of these service improvements out of their profits  
The plan is poor value for money – it's not doing enough for the cost  
The plan doesn't focus on the right things  
I won't be able to afford this  
I don't trust them to make these service improvements  
Plan isn't good enough for future generations  
I don't trust them to do what's best for their customers  
Plan is not environmentally friendly enough  
Other 1 – (please specify) **DP ADD TEXT BOX**  
Other 2 – (please specify) **DP ADD TEXT BOX**

---

Q5. **IF Q23 = 1 OR 2** Why do you say that? Please select the TWO main reasons from the list below or write in your own reason(s) if not on the list: **ROTATE EXCEPT FOR OTHER 1 AND OTHER 2**

*Reasons for why it might be acceptable or completely acceptable:*

It's not too expensive  
The plan is good value for money - it's doing a lot for the cost  
Their plan focuses on the right things  
I trust them to do what's best for their customers  
The plan will make big/good improvements to things  
I trust them to make these service improvements  
Plan is environmentally friendly  
I will be able to afford this  
Plan is good for future generations  
Other 1 – (please specify) **DP ADD TEXT BOX**  
Other 2 – (please specify) **DP ADD TEXT BOX**

## Your Preferences

Q6. To what extent, if at all, do you trust Cambridge Water to deliver their proposed plan by 2030?

- Trust them to deliver it all
- Trust them to deliver some of it
- Trust them to deliver a little of it
- Don't trust them to deliver it

Q7. Why do you say that? **SELECT TWO, RANDOMISE**

*Please select two answers.*

- They give me a good service
- Their services are good value for money
- They keep their service promises to their customers
- They don't update their customers on how they are delivering
- They don't give me a good service
- Their services are poor value for money
- Shareholders are more important to them than customers
- They will want to put their bills up by more than this
- Their customers are their top priority

Q8. How easy or difficult was it for you to make up your mind about whether the proposed business plan was acceptable or not to you?

- Very easy
- Fairly easy
- Neither easy nor difficult
- Fairly difficult
- Very difficult

## Classification Questions

Q9. Thank you. Would you be willing to be contacted again if we need to clarify any of the answers you have given today? And would you be willing to be invited to take part in other research for Cambridge Water?

- Yes, for both clarification and further research
- Yes, for clarification only
- Yes, for further research only
- No

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## Acceptability and Affordability Testing (Post-task)

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---

QA Please can you confirm that your bill size is £#QSBILL#?

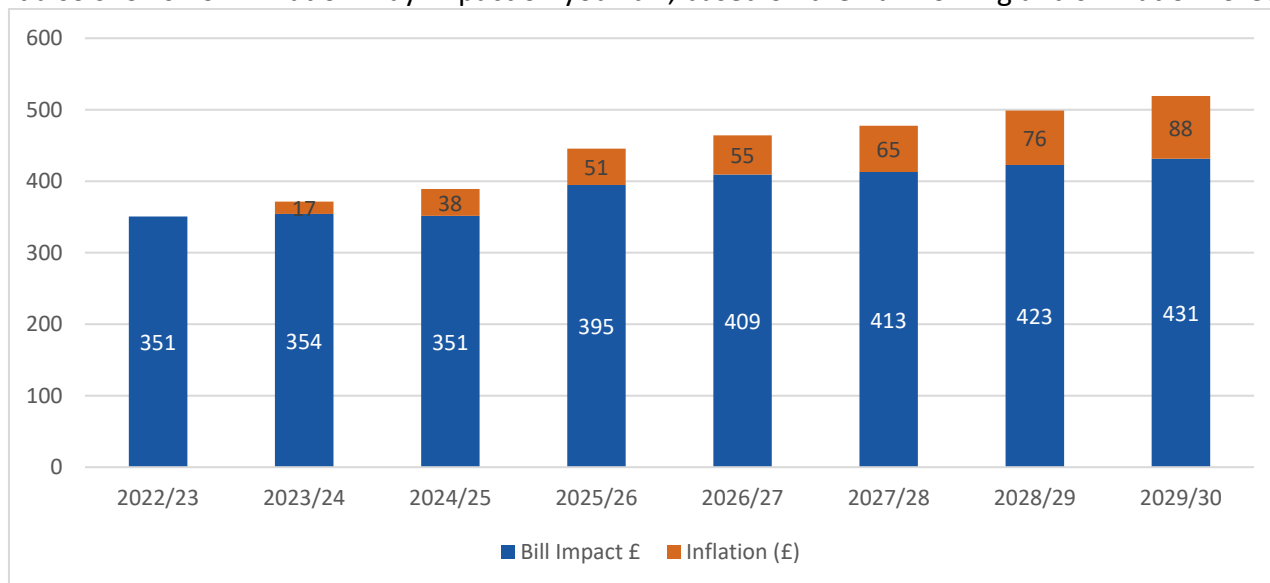
Yes

No.....please specify

### Affordability

The next set of questions are about proposed changes to your water sewerage bill for the years 2025-2030. The chart below shows these changes, as related to the **proposed plan**.

It also shows how inflation may impact on your bill, based on the Bank of England's inflation forecasts.



---

Q1. Thinking about how your income may change in the future, how easy or difficult do you think it would be for you to afford these water and sewerage bills?

- Very easy
- Fairly easy
- Neither easy nor difficult
- Fairly difficult
- Very difficult

Don't know

---

Q2. Thinking about the company's proposals for customers who need extra support, how acceptable or unacceptable are these to you?

Completely acceptable  
Acceptable  
Unacceptable  
Completely unacceptable  
Don't know/can't say

---

Q3. Based on everything you have heard and read about the South Staffs Water's proposed business plan, how acceptable or unacceptable is it to you?

Completely acceptable **GO TO Q45**  
Acceptable **GO TO Q5**  
Unacceptable **GO TO Q4**  
Completely unacceptable **GO TO Q4**  
Don't know/can't say

---

Q4. **IF Q23 = 3 OR 4** Why do you say that? Please select the TWO main reasons from the list below or write in your own reason(s) if not on the list: **ROTATE EXCEPT FOR OTHER 1 AND OTHER 2**

*Reasons for why it might be unacceptable or completely unacceptable:*

Too expensive  
Water company profits too high  
The plan won't improve things enough/improvements too small  
Water companies should pay for more of these service improvements out of their profits  
The plan is poor value for money – it's not doing enough for the cost  
The plan doesn't focus on the right things  
I won't be able to afford this  
I don't trust them to make these service improvements  
Plan isn't good enough for future generations  
I don't trust them to do what's best for their customers  
Plan is not environmentally friendly enough  
Other 1 – (please specify) **DP ADD TEXT BOX**  
Other 2 – (please specify) **DP ADD TEXT BOX**

---

Q5. **IF Q23 = 1 OR 2** Why do you say that? Please select the TWO main reasons from the list below or write in your own reason(s) if not on the list: **ROTATE EXCEPT FOR OTHER 1 AND OTHER 2**

*Reasons for why it might be acceptable or completely acceptable:*

It's not too expensive  
The plan is good value for money - it's doing a lot for the cost  
Their plan focuses on the right things  
I trust them to do what's best for their customers  
The plan will make big/good improvements to things  
I trust them to make these service improvements  
Plan is environmentally friendly  
I will be able to afford this  
Plan is good for future generations  
Other 1 – (please specify) **DP ADD TEXT BOX**  
Other 2 – (please specify) **DP ADD TEXT BOX**

## Your Preferences

---

Q6. To what extent, if at all, do you trust South Staffs Water to deliver their proposed plan by 2030?

Trust them to deliver it all  
Trust them to deliver some of it  
Trust them to deliver a little of it  
Don't trust them to deliver it

---

Q7. Why do you say that? **SELECT TWO, RANDOMISE**

*Please select two answers.*

They give me a good service  
Their services are good value for money  
They keep their service promises to their customers  
They don't update their customers on how they are delivering  
They don't give me a good service  
Their services are poor value for money  
Shareholders are more important to them than customers  
They will want to put their bills up by more than this  
Their customers are their top priority

---

Q8. How easy or difficult was it for you to make up your mind about whether the proposed business plan was acceptable or not to you?

Very easy  
Fairly easy  
Neither easy nor difficult  
Fairly difficult  
Very difficult

---

## Classification Questions

---

Q9. Thank you. Would you be willing to be contacted again if we need to clarify any of the answers you have given today? And would you be willing to be invited to take part in other research for South Staffs Water?

Yes, for both clarification and further research  
Yes, for clarification only  
Yes, for further research only  
No

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- 
- Q1. Based on everything you have heard and read about the Cambridge Water's proposed business plan, how acceptable or unacceptable is it to you?
- Completely acceptable **GO TO Q43**
  - Acceptable **GO TO Q3**
  - Unacceptable **GO TO Q2**
  - Completely unacceptable **GO TO Q2**
  - Don't know/can't say

- 
- Q2. **IF Q21 = 3 OR 4** Why do you say that? Please select the TWO main reasons from the list below or write in your own reason(s) if not on the list: **ROTATE EXCEPT FOR OTHER 1 AND OTHER 2**

*Reasons for why it might be unacceptable or completely unacceptable:*

- Too expensive
- Company profits too high
- The plan won't improve things enough/improvements too small
- Companies should pay for more of these service improvements out of their profits
- The plan is poor value for money – it's not doing enough for the cost
- The plan doesn't focus on the right things
- I won't be able to afford this
- I don't trust them to make these service improvements
- Plan isn't good enough for future generations
- I don't trust them to do what's best for their customers
- Plan is not environmentally friendly enough
- Other 1 – (please specify) **DP ADD TEXT BOX**
- Other 2 – (please specify) **DP ADD TEXT BOX**

- 
- Q3. **IF Q21 = 1 OR 2** Why do you say that? Please select the TWO main reasons from the list below or write in your own reason(s) if not on the list: **ROTATE EXCEPT FOR OTHER 1 AND OTHER 2**

*Reasons for why it might be acceptable or completely acceptable:*

- It's not too expensive
- The plan is good value for money - it's doing a lot for the cost
- Their plan focuses on the right things
- I trust them to do what's best for their customers
- The plan will make big/good improvements to things

I trust them to make these service improvements  
Plan is environmentally friendly  
I will be able to afford this  
Plan is good for future generations  
Other 1 – (please specify) **DP ADD TEXT BOX**  
Other 2 – (please specify) **DP ADD TEXT BOX**

---

Q4. Of the business plans you have seen today, which one do you prefer overall?

Proposed  
Least cost 'must do'

---

Q5. Why do you say that?

**OPEN QUESTION - DP ADD TEXT BOX**

---

Q6. Long term investment by Cambridge Water will require an increase in customer bills. Bills could increase in different ways over time. For example, there could be increases now for current bill payers, or bigger increases in the long term for future generations. Which one of the following options would you prefer?

An increase in bills starting sooner, spreading increases across different generations of bill-payers  
An increase in bills starting later, putting more of the increases onto younger and future bill-payers  
I don't know enough at the moment to give an answer

---

Q7. How easy, or otherwise, was it for you to decide which plan you preferred?

Very easy  
Fairly easy  
Neither easy nor difficult  
Fairly difficult  
Very difficult

---

## Classification Questions

Q8. Thank you. Would you be willing to be contacted again if we need to clarify any of the answers you have given today? And would you be willing to be invited to take part in other research for Cambridge Water?

Yes, for both clarification and further research  
Yes, for clarification only  
Yes, for further research only  
No

Thank you. This research was conducted under the terms of the MRS code of conduct and is completely confidential. We will securely store the data given in this interview for a period of 12 months (for reference purposes) before securely destroying it.

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- 
- Q1. Based on everything you have heard and read about the South Staffs Water's proposed business plan, how acceptable or unacceptable is it to you?
- Completely acceptable **GO TO Q43**
  - Acceptable **GO TO Q3**
  - Unacceptable **GO TO Q2**
  - Completely unacceptable **GO TO Q2**
  - Don't know/can't say

- 
- Q2. **IF Q21 = 3 OR 4** Why do you say that? Please select the TWO main reasons from the list below or write in your own reason(s) if not on the list: **ROTATE EXCEPT FOR OTHER 1 AND OTHER 2**

*Reasons for why it might be unacceptable or completely unacceptable:*

- Too expensive
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- Companies should pay for more of these service improvements out of their profits
- The plan is poor value for money – it's not doing enough for the cost
- The plan doesn't focus on the right things
- I won't be able to afford this
- I don't trust them to make these service improvements
- Plan isn't good enough for future generations
- I don't trust them to do what's best for their customers
- Plan is not environmentally friendly enough
- Other 1 – (please specify) **DP ADD TEXT BOX**
- Other 2 – (please specify) **DP ADD TEXT BOX**

- 
- Q3. **IF Q21 = 1 OR 2** Why do you say that? Please select the TWO main reasons from the list below or write in your own reason(s) if not on the list: **ROTATE EXCEPT FOR OTHER 1 AND OTHER 2**

*Reasons for why it might be acceptable or completely acceptable:*

- It's not too expensive
- The plan is good value for money - it's doing a lot for the cost
- Their plan focuses on the right things
- I trust them to do what's best for their customers
- The plan will make big/good improvements to things



I trust them to make these service improvements  
Plan is environmentally friendly  
I will be able to afford this  
Plan is good for future generations  
Other 1 – (please specify) **DP ADD TEXT BOX**  
Other 2 – (please specify) **DP ADD TEXT BOX**

---

Q4. Of the business plans you have seen today, which one do you prefer overall?

Proposed  
Least cost 'must do'

---

Q5. Why do you say that?

**OPEN QUESTION - DP ADD TEXT BOX**

---

Q6. Long term investment by South Staffs Water will require an increase in customer bills. Bills could increase in different ways over time. For example, there could be increases now for current bill payers, or bigger increases in the long term for future generations. Which one of the following options would you prefer?

An increase in bills starting sooner, spreading increases across different generations of bill-payers  
An increase in bills starting later, putting more of the increases onto younger and future bill-payers  
I don't know enough at the moment to give an answer

---

Q7. How easy, or otherwise, was it for you to decide which plan you preferred?

Very easy  
Fairly easy  
Neither easy nor difficult  
Fairly difficult  
Very difficult

---

## Classification Questions

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Yes, for both clarification and further research  
Yes, for clarification only  
Yes, for further research only  
No

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