

# AffinityWater

## AFW05 - What customers and stakeholders want-methodology

(Our approach, synthesis, triangulation, and line of sight to the business plan)

To be read in conjunction with AFW04 – What Customers and Stakeholders Want



# Contents

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<b>Background .....</b>	<b>3</b>
<b>Building our approach to gathering customer insight.....</b>	<b>3</b>
<b>About this report .....</b>	<b>5</b>
<b>Meet our customers.....</b>	<b>6</b>
<b>Meet our stakeholders.....</b>	<b>7</b>
<b>Approach to synthesis and triangulation.....</b>	<b>9</b>
<b>Synthesis .....</b>	<b>11</b>
<b>What Customers and Stakeholders Want – high level summary .....</b>	<b>20</b>
<b>Consulting on our plans .....</b>	<b>21</b>
<b>Line of sight.....</b>	<b>26</b>
The Environment.....	29
Resilience .....	37
Customer .....	50
Communities.....	62

## Background

Since the 2014 price review (PR14), Ofwat, the economic regulator of the water sector in England and Wales, has focused on the increased ambition to ensure customers are at the heart of water companies' decision making. This ambition has remained in place for PR24, and Ofwat's key priorities include:

- wanting a transformation in water companies' performance (so that customers and communities have more confidence that companies are responding to their needs)
- wanting companies to do more to meet the long-term challenges ahead (to ensure that action is taken to deliver for future generations as well as current ones)
- expecting companies to provide greater public value (as people increasingly expect companies in all sectors to behave ethically and to consider their broader impacts)

Customer engagement is a key area of focus across all these.

*"In our view, it is essential for customer engagement to remain a key area of focus in future price reviews".<sup>1</sup>*

## Building our approach to gathering customer insight

At PR19 a number of concerns were raised in the initial assessment of our plans regarding the evidence of customer engagement submitted - this included lack of primary willingness to pay research; lack of evidence of insight gained from analysis of customer data; limited evidence of engagement with future customers or those that have experienced resilience issues and lack of evidence of the acceptability and affordability of the submitted version of the business plan.

Although we did improve our evidence base for the revised business plan, we have been keen to learn from previous performance and continued to develop our approach, methods, and team.

We have developed a customer research and engagement strategy to provide a clear step by step guide on how to evidence the line of sight between research, insight, and decisions. We started by mapping out some key principals for our engagement to ensure that each piece of insight was meaningful.

These engagement principals were:

- All research would start with the customer and what matters to them and their world – framing all research as local, caring, relevant and inclusive
- The design and programming of customer engagement/ research would be targeted to support business decision-making

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<sup>1</sup> Ofwat (Dec 2020): 'PR24 and beyond: Reflecting customer preferences in future price reviews'

- Research would be meaningful and generate robust conclusions
- We would use the insight from everyday interactions
- The programme of customer engagement for PR24 would be proportionate and efficient and complement the wider engagement being conducted regionally and nationally
- We would create a repository to store all insight (on an ongoing basis) and create a mechanism to assess the robustness of each piece to help inform its validity and usefulness.
- We would share and collaborate.
- We would also include stakeholder views in any triangulation

The Affinity team has aligned itself to ensure that customer research and insight is delivered through a dedicated department within the business. This has enabled us to build a centre of excellence which not only collects and commissions insight but also analyses and synthesises that insight and ensures it is clearly communicated across the business to help with business planning and ongoing day to day operations. Fundamentally we have aligned our approach the high-quality research principles as set out by Ofwat (Figure 1).

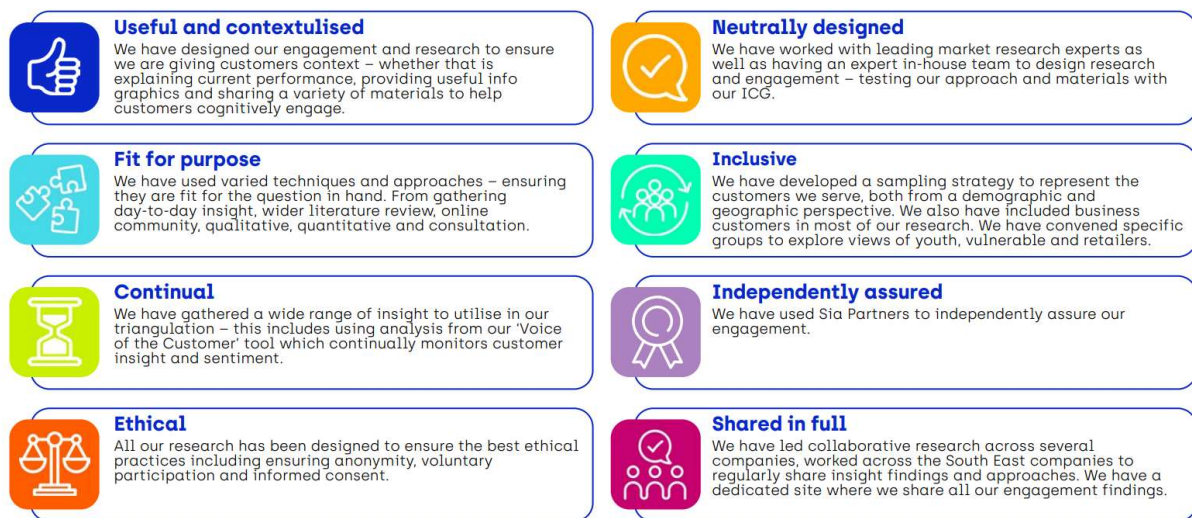


Figure 1: Producing high-quality research.

Over the course of the last 3 years, we have engaged **113,426 customers** (13,543 directly on the business plan) and thousands of stakeholders through a wide variety of engagement to help shape our business plan – from wider priorities and valuations work, analysis of day-to day insight, deep dives on enhancement cases to wide reaching consultations. We have shared our approach, materials, and progress across the business and with our Independent Challenge Group (ICG).

To ensure that the research commissioned and conducted is meaningful and could be used by the business we developed four categories, set out in the diagram below. These helped to articulate the purpose of each piece of engagement to both the Independent Challenge Group (ICG) and the wider business.

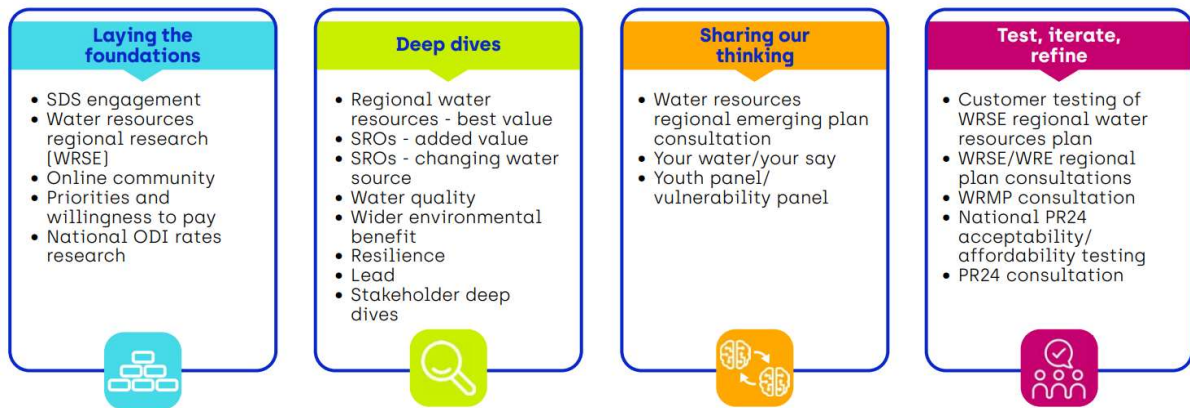


Figure 2: Four categories of targeted customer research to inform PR24 (in addition to ongoing insight gathered)

## About this report

We have set out an overall process for reporting and were keen that the business as the business plan, Long Term Delivery Strategy (LTDS) and Water Resources Management Plan (WRMP) were developed could easily access good quality insight to help drive decision making.

To enable this, the key report developed for the business technical teams was 'What Customers and Stakeholder Want' (WCSW) – this document is updated quarterly with the latest insight added and is provided in the separate **Appendix AFW04**.

We also have a synthesis report which is held electronically on our Sharepoint system. We have weighted and scored each piece of insight to enable the triangulating of findings for the WCSW report – for ease the latest download of this is included later in this appendix.

In this appendix we explain the processes we have used to weight and triangulate the evidence. We also summarise how the insight gathered has influenced our plans in the section on the line of sight – more details can be found also throughout the business plan, LTDS and WRMP documents.

Customer valuations have also been used to populate the Service Measures Framework, full details can be found in the separate **Appendix AFW08** and the full report 'PR24 Service Measure and Valuation Support' is published on our engagement website (<https://affinitywater.uk.engagementhq.com/hearing-from-our-customers>).



Figure 3: Documenting what we have heard

## Meet our customers

We currently serve 1.5m households, rising at just under 1% every year since 2017, an average of 14,200 properties, a trend that could see another 100,000 households added by 2030. 67.6% of our customers had a meter by the end of March 2023, a rise 4.4% on 2022.

Customer awareness fluctuates a little but is largely stable at ≈63% unprompted awareness each year whilst campaign activity can create a temporary uplift, often this uplift still isn't a significant increase. This is slightly below national figures suggesting 7 in 10 know who their suppliers are.

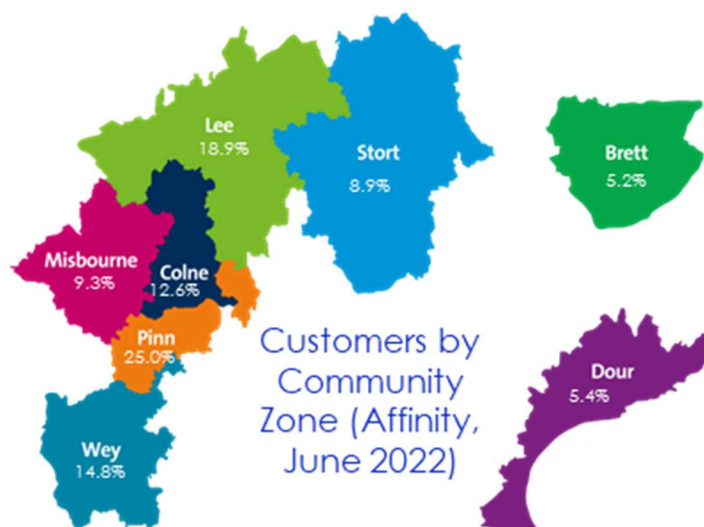


Figure 4: Customers per community across our area

The Affinity area covers a broad mix of areas, from the very urban to the very rural, and extreme deprivation. The Affinity area includes both the single most deprived area in England (Jaywick near Clacton) and the 10th least deprived (Chorleywood). Customers are not evenly spread, with 1 in 4 customers located in Pinn, the smallest geographical area and one of the most populated.

The coastal area of Brett & Dour have a generally more vulnerable profile than the central area north and west of London. In these communities the average age is older, (27.0% over 65 in Brett, 22% in Dour, vs 16.4% in Central) and more likely to have a disability or life-limiting condition (30.4% in Brett, 28.5% in Dour, 19.9% in Central).

Ethnicity is another demographic that is highly concentrated. The percentage of population that is 'white British' is very high outside of the west London suburbs, with small enclaves in Staines and Luton. Outside the M25, the proportion of the population from an ethnic minority falls sharply. 56.4% of the population identified as 'white British' in Central, compared to 92.1% in Brett and 88.8% in Dour.

We have also used Experian data to segment our customers into seven categories which we use in our analysis of insight.

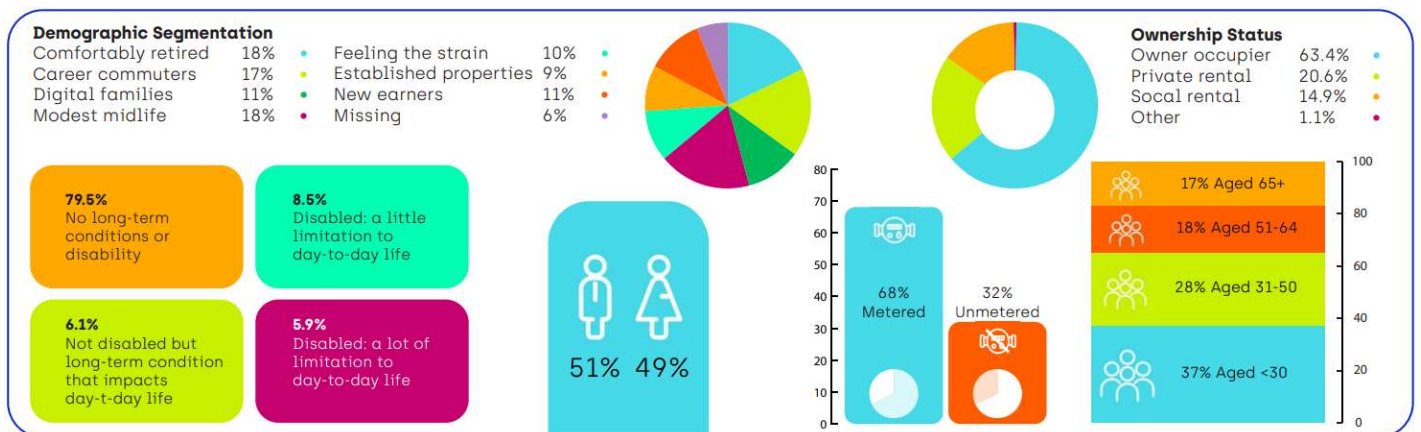


Figure 5: Meet our customers

## Meet our stakeholders

In addition to customer insight, we have engaged widely with our stakeholders either through more formal consultations, wider engagement events, local events, or one-to-ones where we have gathered feedback on their views regarding both our shorter and long-term plans.

As well as official regulators, we work with all levels of government, from district councils to MPs, across all the major parties on everything from co-ordinating roadworks to planning for large projects such as reservoirs and transfers.

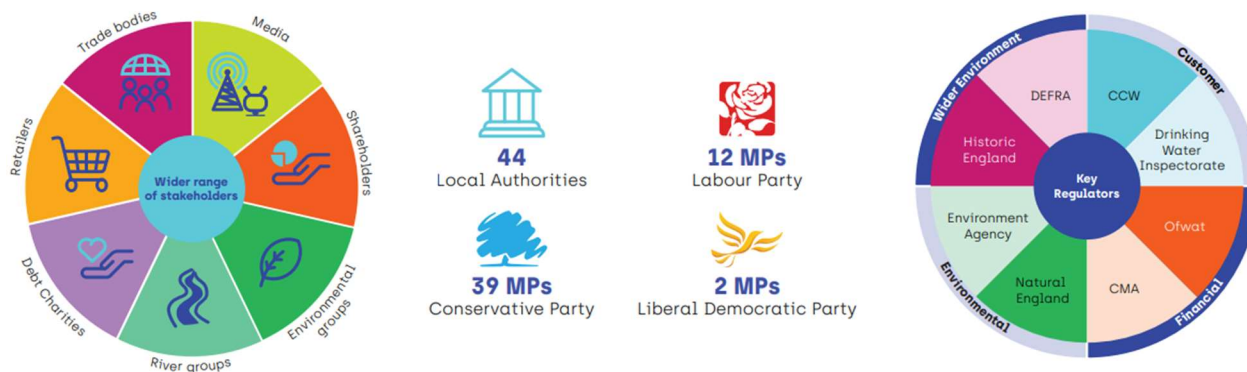


Figure 6: Meet our stakeholders

On the environmental side we have a number of river protection groups, such as Friends of the River Chess, Revlvel, Friends of the Minram, River Beane Restoration Association, Misbourne River Action Group, Herts & Middlesex Wildlife Trust and the Chilterns Society as well as local branches of the NFU, who are involved in our efforts to reduce water pollution and abstraction from chalk streams and we work very closely with organisations such as Chalk Streams First.

We also collaborate across the water industry, with the wider regional challenge of future water resources we are active members of both Water Resources South East and Water Resources East often co-ordinating events with other water companies to maximise engagement and look at effective and innovative solutions.

On the customer side we work with debt charities, foodbanks, and housing associations to help support vulnerable customers and increase awareness of our social tariffs.

We also work with developers and house builders to look at ways of making properties increasingly water efficient, to reduce consumption with both behavioural and technological means.




## River Beane flagship chalk stream catchment restoration scheme

### Background

A new chalk stream strategy was published in 2021 by Defra's Catchment Based Approach (CaBA) Chalk Stream Restoration Group, which sets the future direction needed to **protect and enhance** England's chalk streams. The strategy was built around the "**trinity of ecological health**": water quantity, water quality and habitat quality. As part of the implementation plan published in 2022, we have committed to develop and deliver a flagship chalk stream catchment restoration project for the River Beane in Hertfordshire.


The ambition of the CaBA strategy is for each nominated catchment to be **restored over a ten year period**; the aim is to realise and implement all aspects of the CaBA strategy and to act as exemplars to assist in the **restoration of other chalk catchments**.



### Objectives

Work in partnership with the River Beane Catchment Partnership, the River Beane Restoration Association (RBRA), Environment Agency and other partners to develop an **ambitious ten year programme** from 2025 - 2035 to **restore the chalk stream** and surrounding catchment.

Experience gained from this pilot will be used to inform the strategy for supporting the protection and enhancement of other chalk streams in our region.



### Key accomplishments

For the past five years, we have been **delivering improvements** in the catchment including:

- Reduced abstraction by **over 16 million litres** per day in the upper part of the catchment
- Delivered **five ambitious river restoration projects** with more planned
- Funded over **500 hectares** of cover crops for farmers in the Beane catchment to **improve soil health** and reduce pollution
- Trialled the use of companion crops to **reduce pesticide losses** from farming into the river
- Funded and provided **volunteering support** to the RBRA to control invasive non-native species (INNS)
- Funded and supported a farm cluster group of **over 20 farmers** in the River Beane
- A Natural Capital evaluation that showed combined ecosystem services benefits to the catchment of **£3million**


**£3m**   
combined scheme benefits to date

Figure 7: Case study on the River Beane restoration scheme working in collaboration with stakeholders

## Approach to synthesis and triangulation

Since June 2020 we have examined 253 sources of insight. Some research has been fully focused on informing our business plan, long-term delivery strategy and WRMP while other pieces have had a wider objective – informing our business and interactions day to day. We have also looked to use wider insight from multiple sources to help build a range of evidence to triangulate.

### Step one

Each individual research report has been reviewed in full to determine the:

- Supplier
- Method used
- Purpose – the clear objectives
- Sample size
- Segments analysed
- Conclusions reached

The reports have been stored on a shared database, which is available for access on our SharePoint site<sup>2</sup> with the original research reports and materials available via a hyperlink. We have also published the summary materials and reports on our engagement hub – allowing any interested parties to see the work we have conducted so far (<https://affinitywater.uk.engagementhq.com/hearing-from-our-customers>).

## Step two

The reports have been scored using a framework derived from the CCW triangulation approach and initially developed on the advice of Sia Partners (who originally designed the CCW approach).

Insight source scoring				Feedback scoring
Score	Methodologically sound	Rigorously gathered	Credibly interpreted	Contributory score
1	Limited or no methodology, unplanned with no aims or objective	Limited discussion of data collection technique, who collected data or the procedure for recording differing opinions	Lack of credible interpretation with potential bias. Limited or no discussion of feedback points in the conclusion	Vague, high-level feedback with only a tangential relevance to the topic in question
2	Some aims of engagement, but limited discussion of sampling, knowledge levels and backgrounds	Some discussion of data collection and the methods. Limited depth of feedback and range of options	Some link and discussion of the engagement details in the event report, including some differing views	Feedback not necessarily fully aligned to the topic and only provides a limited insight and thus moderately useful
3	Clear aims, sound sampling methodology and considerations to barriers to inclusion	Thorough discussion of data collection procedures, noted at range of perspectives and extensive detail on feedback	Engagement work interpreted accurately and fairly with detailed outline of all perspectives and issues discussed	Specific, clear and relevant information with clear link to the topic discussed - high value added

Figure 8: Scoring framework

The summation of scores gives an overall indication regarding the validity and reliability of the insight and the 'weight' that can be applied to it when comparing with other insight. It should be noted that in summarising in this way, some of the detail regarding each piece of insight can be lost, but the aim of the scoring is to help the overall synthesis process.

Each piece of insight has been given a 'RAG' status based on its average score, to help interpretations.

<sup>2</sup> Any reports not found on our engagement site can be requested at PR24@affinitywater.co.uk

Average score	RAG status
Below 2	RED – less reliable but can help to validate other findings
2 to 3	AMBER – reliable but some gaps in robustness
3	GREEN – very reliable and robust

Figure 9: RAG status

### Step three

The sources were reviewed for a second time, and relevant sections of text were extracted and summarised into an easy-to-read format, by our insight team. This was then collated into the WCSW document (Appendix AFW04) on a quarterly basis under topics and sub-topics to inform the investment decisions in the plans.

The WCSW report was regularly reviewed and challenged by our Independent Challenge Group (ICG) and formed part of the evidence assured by our external assurer Sia Partners who have produced an independent assurance report.

In addition to WCSW a higher-level summary providing a concise over-arching digestible synopsis of the key triangulated findings is available for our customers and stakeholders on our [engagement site](#).

## Synthesis

Set out in the tables below are the current reports and scoring used for the synthesis of insight that is found in WCSW (**Appendix AFW04**) – the insight reports are stored on our internal SharePoint system with the tables below linking out to them in the live version. The tables also demonstrate the method of engagement such as in-person focus group or qualitative on-line survey etc. All insight reports are also available on our [engagement site](#) to provide transparent source for any external engagement.

Figure 10: Customer insight used to inform PR24 with scoring for triangulation (static version)

Item	Date	Source	Title/Topic	Method	Links	Robustness Scoring				Key Subject Contribution level
						Overall	Design	Method	Interpretation	
1	20/06/21	CCW	Sink Sense: Kitchen sink habits caught on camera	O	<a href="https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/Sink-sense-Kitchen-sink-habits-caught-on-camera.pdf">https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/Sink-sense-Kitchen-sink-habits-caught-on-camera.pdf</a>	3.0	3.0	3.0	3.0	3 – Demand Management
2	Feb-21	CCW	WaterVoice - Views of current and future bill payers	W	<a href="https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/WaterVoice-February-2021.pdf">https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/WaterVoice-February-2021.pdf</a>	2.7	3.0	3.0	2.0	3 – Billing & Tariffs 1 – Environment, Vulnerability
3	30/10/2019	CCW	Vulnerability in the Water sector	-	<a href="https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/Vulnerability-in-the-water-sector.pdf">https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/Vulnerability-in-the-water-sector.pdf</a>	1.7	2.0	1.0	2.0	3 - Vulnerability
4	26/05/21	CCW	Low income households' experiences of water bill affordability and support	D	<a href="https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/Affordability-research-report-2021.pdf">https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/Affordability-research-report-2021.pdf</a>	2.7	3.0	3.0	2.0	3 - Billing & tariffs, Vulnerability
5	Jun-21	CCW	Water voice May- June 2020	P	<a href="https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/WaterVoice-May-Report.pdf">https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/WaterVoice-May-Report.pdf</a>	2.3	2.0	2.0	3.0	3 – Vulnerability 2 – Billing & Tariffs, Demand Management
12	30/10/2020	CCW/Ofwat	Water for All report and Vulnerability Manifesto	K	<a href="https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/Water-for-All-Water-Affordability-and-Vulnerability-Report-2019-20%20(1).pdf">https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/Water-for-All-Water-Affordability-and-Vulnerability-Report-2019-20%20(1).pdf</a>	1.0	1.0	1.0	1.0	3 - Billing & tariffs, Vulnerability
15	Dec-20	Copasetic Research	Brand purpose , testing new bill,	Go	<a href="https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/20210111%20Copasetic%20Research%20Debrief%20Affinity%20Creative%20Development%2011.1.21%20Final.pptx?d=waefc9a430a044318a37082bed7e090">https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/20210111%20Copasetic%20Research%20Debrief%20Affinity%20Creative%20Development%2011.1.21%20Final.pptx?d=waefc9a430a044318a37082bed7e090</a>	2.2	1.5	2.0	3.0	3 – Customer Satisfaction & branding 2 – Demand management, Environment 1 - Community
21	Apr-21	DJS	Perception survey - Annual Results	T	<a href="https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/AFW_7187_Customer%20Perceptions%20Annual%20Report_06052021.pptx?d=we151b18cc1fd40f696437de2d06f7ba1">https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/AFW_7187_Customer%20Perceptions%20Annual%20Report_06052021.pptx?d=we151b18cc1fd40f696437de2d06f7ba1</a>	1.5	1.0	1.5	2.0	3 – Customer Satisfaction 1 – Water Quality, Billing & Tariffs, Demand Management, Metering, Supply
22	Jan-21	DJS	Perception Survey - Q3 2021	T	<a href="https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/AFW_7187_Customer%20Perceptions%20Survey_Quarter%203%20202021%20(Oct-Jan).pdf">https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/AFW_7187_Customer%20Perceptions%20Survey_Quarter%203%20202021%20(Oct-Jan).pdf</a>	1.5	1.0	1.5	2.0	3 – Customer Satisfaction 1 – Water Quality, Billing & Tariffs, Demand Management, Metering, Supply
25	Jun-21	WRSE	Drought plan cons	Go	<a href="https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/3469PBE01_Drought%20plan%20comms%20development_qual_v4.pdf">https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/3469PBE01_Drought%20plan%20comms%20development_qual_v4.pdf</a>	2.3	2.0	2.0	3.0	3 – Supply 2 – Environment 1 – Demand Management, Metering, Assets management, Customer Satisfaction
41	Feb-20	Northern Gas Networks'	Stakeholder Submission	-	<a href="https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/NGN%20stakeholder%20submission%20Part%202%202020.pdf">https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/NGN%20stakeholder%20submission%20Part%202%202020.pdf</a>	1.0	1.0	1.0	1.0	n/a
42	Feb-21	WRMP	Part A	D	<a href="https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/WRSE%20Customer%20Preferences_Part%20A%20Evidence%20Review_Final%20Report_effect%20CS_Feb%202021.pdf">https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/WRSE%20Customer%20Preferences_Part%20A%20Evidence%20Review_Final%20Report_effect%20CS_Feb%202021.pdf</a>	3.0	3.0	3.0	3.0	1 – Demand management, Supply, Environment, Asset Management
43	Feb-21	WRMP	Part B	Go	<a href="https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/WRSE%20Customer%20Preferences_Part%20B%20Deliberative%20Research_Final%20Report_effect%2020CS_Feb%202021.docx?d=w62a87a65a55144e9a16be1f95de26a5f">https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/WRSE%20Customer%20Preferences_Part%20B%20Deliberative%20Research_Final%20Report_effect%2020CS_Feb%202021.docx?d=w62a87a65a55144e9a16be1f95de26a5f</a>	3.0	3.0	3.0	3.0	1 – Water Quality
50	Jul-21	Water UK	Water UK response to Ofwat's consultation PR24 and beyond – Creating tomorrow together	-	<a href="https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/Water%20UK%20response%20to%20Ofwat%E2%80%99s%20consultation%20PR24%20and%20beyond.pdf">https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/Water%20UK%20response%20to%20Ofwat%E2%80%99s%20consultation%20PR24%20and%20beyond.pdf</a>	1.0	1.0	1.0	1.0	n/a
51	Apr-21	Water UK	Quantitative analysis of water poverty in England and Wales	M	<a href="https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/Quantitative%20analysis%20of%20water%20poverty%20in%20England%20and%20Wales.pdf">https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/Quantitative%20analysis%20of%20water%20poverty%20in%20England%20and%20Wales.pdf</a>	3.0	3.0	3.0	3.0	3 – Vulnerability 2- Demand Management
52	Feb. 2020	Affinity	Sundon Tap Water Quality	Gf	<a href="https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/AFF_7036_Tap%20Water%20research.Report_25.02.20_v3%20(3).pptx?d=w5c2cf614f5d84dd08830c8893da48b5d">https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/AFF_7036_Tap%20Water%20research.Report_25.02.20_v3%20(3).pptx?d=w5c2cf614f5d84dd08830c8893da48b5d</a>	2.3	3.0	2.0	2.0	3 – Supply 1 – Water Quality, Environment

Item	Date	Source	Title/Topic	Method	Links	Robustness Scoring				Key Subject Contribution level
						Overall	Design	Method	Interpretation	
55	Dec -21	Water Community	Topic 10: Low pressure	P	<a href="https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/10.%20Low%20water%20pressure.pptx?d=w39ca9c044e444b0aa519cbfe3f2b1c22">https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/10.%20Low%20water%20pressure.pptx?d=w39ca9c044e444b0aa519cbfe3f2b1c22</a>	2.0	2.0	2.0	2.0	3 – Supply 1 – Water Quality
56	Dec-21	Water Community	Topic 9: Net Zero	P	<a href="https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/09%20Net%20Zero%20Policy.pptx?d=wb3be6c2c07404b7b831d4367ecc203c">https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/09%20Net%20Zero%20Policy.pptx?d=wb3be6c2c07404b7b831d4367ecc203c</a>	2.0	2.0	2.0	2.0	3 - Environment
59	Oct-21	Water Community	Topic 1: Water Attitudes & Habits	P	<a href="https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/01%20Water%20Attitudes%20and%20habits.pptx.pdf">https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/01%20Water%20Attitudes%20and%20habits.pptx.pdf</a>	2.0	2.0	2.0	2.0	1 – Water Quality, Low Pressure, Billing & Tariffs, Demand Management, Supply, Environment, Customer Satisfaction
62	Nov-21	Water Community	Topic 5: Exploration into Climate Change	P	<a href="https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/05%20Exploration%20into%20climate%20change_061121%20%20FINAL.pptx?d=w4d69a5d0b3064dd2af69278ec19778a8">https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/05%20Exploration%20into%20climate%20change_061121%20%20FINAL.pptx?d=w4d69a5d0b3064dd2af69278ec19778a8</a>	2.0	2.0	2.0	2.0	3 – Environment
63	Feb-22	Water Community	Topic 14: Behaviour Change Incentives	P	<a href="https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/14.%20%20Behaviour%20Change.pptx?d=w63e8ec2ed7464152b8d59bbd978813ca">https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/14.%20%20Behaviour%20Change.pptx?d=w63e8ec2ed7464152b8d59bbd978813ca</a>	2.3	2.0	2.0	3.0	3 – Demand Management 2 – Customer Satisfaction
65	Jan-22	UKCSI	ICS UKCSI Exec Summary January 2022	W	<a href="https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/ICS-UKCSI-Exec-Summary_Jan22.pdf">https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/ICS-UKCSI-Exec-Summary_Jan22.pdf</a>	1.3	1.0	1.0	2.0	3 – Customer Satisfaction
71	Feb-22	Affinity/R&R	R&R Topics	V	<a href="https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/Topics.pptx?d=w0cb989577b6a49d8ac0152db3f8b7815">https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/Topics.pptx?d=w0cb989577b6a49d8ac0152db3f8b7815</a>	1.3	1.0	1.0	2.0	1 – Water Quality, Low Pressure, Billing & Tariffs, Supply
72	Jun-18	Ipsos	Appendix 10 Affinity water Business Plan acceptability research	F	<a href="https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/Appendix%2010%20Ipsos%20MORI%20%20June%202018%20Affinity%20Water%20Business%20Plan%20Acceptability%20Survey%20Research%20Report.docx?d=wde09b7ed31d2479dabc232c6333630866">https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/Appendix%2010%20Ipsos%20MORI%20%20June%202018%20Affinity%20Water%20Business%20Plan%20Acceptability%20Survey%20Research%20Report.docx?d=wde09b7ed31d2479dabc232c6333630866</a>	2.5	2.5	2.0	3.0	3 – Billing & Tariffs
73	Aug-18	Ipsos	Appendix 11 Phase 3 final acceptability survey	W	<a href="https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/Appendix%2011%20Ipsos%20MORI%20%20August%202018%20Phase%203%20Final%20Acceptability%20Survey%20Research%20Report.pdf">https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/Appendix%2011%20Ipsos%20MORI%20%20August%202018%20Phase%203%20Final%20Acceptability%20Survey%20Research%20Report.pdf</a>	2.5	2.5	2.0	3.0	3 – Billing & Tariffs
75	Nov-21	Ofwat	Service delivery report 2020-21	D	<a href="https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/Service-Delivery-Report-2020-2021.pdf">https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/Service-Delivery-Report-2020-2021.pdf</a>	2.0	2.0	2.0	2.0	1 - Water Quality, Low pressure, Demand Management, Metering, Supply, Environment, Asset management, Vulnerability, Customer Satisfaction, Community
77	Aug-18	Blue Marble	Additional Resilience Investment Research: Online Customer Survey Findings	W	<a href="https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/Appendix%2012%20Blue%20Marble%20August%202018%20Affinity%20Water%20Resilience%20Investment%20Full%20Report.pdf">https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/Appendix%2012%20Blue%20Marble%20August%202018%20Affinity%20Water%20Resilience%20Investment%20Full%20Report.pdf</a>	2.7	2.0	3.0	3.0	3 – Billing 1 – Supply, Environment, Asset Management, Customer Satisfaction, Community
78	Feb-22	Water Community	15. Leakages	P	<a href="https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/15.%20Leakages.pptx?d=w5053d25b4bc4d096f79bbf2be5e5a1">https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/15.%20Leakages.pptx?d=w5053d25b4bc4d096f79bbf2be5e5a1</a>	2.0	2.0	2.0	2.0	3 – Asset Management 2 – Customer Satisfaction 1 - Environment
79	May-21	Affinity	Q1 2021 inbound contacts	M	<a href="https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/Q1%202021%20Inbound%20Contacts%20by%20QOS.xlsx?d=w7ea90fb007804dbb99c43c1a52e66819">https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/Q1%202021%20Inbound%20Contacts%20by%20QOS.xlsx?d=w7ea90fb007804dbb99c43c1a52e66819</a>	1.7	1.0	2.0	2.0	3 – Customer Satisfaction
80	Jun-18	Traverse	Draft Water Resources Management Plan 2020 PRI19 draft Business Plan 2020 Stakeholder – 25 80 Engagement Summary Report	Gf	<a href="https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/Appendix%209%20Traverse.%20June%202018.%20dWRMP_draft%20Business%20Plan%20Stakeholder%20Engagement%20Summary%20Report.pdf">https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/Appendix%209%20Traverse.%20June%202018.%20dWRMP_draft%20Business%20Plan%20Stakeholder%20Engagement%20Summary%20Report.pdf</a>	2.3	2.0	2.0	3.0	2 – Environment, Asset Management 1 – Water Quality, Low Pressure, Demand Management, Metering, Supply, Community
81	Dec-17	Ipsos-MORI	Vulnerability & Disruption Depth Interviews	D	<a href="https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/17-062192-01%20-%20Affinity%20Water%20depth%20interviews%20-%20Summary%20Report%20-%20v2%20-%201..._docx?d=w6f334095427f4dd9f1a13ce9216fe1e">https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/17-062192-01%20-%20Affinity%20Water%20depth%20interviews%20-%20Summary%20Report%20-%20v2%20-%201..._docx?d=w6f334095427f4dd9f1a13ce9216fe1e</a>	2.0	2.0	2.0	2.0	3 – Supply, Vulnerability
82	Jul-16	Blue Marble	Pre-SDS Consultation Online survey findings	W	<a href="https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/Appendix%203%20Blue%20Marble%20July%202016%20Pre-SDS%20consultation%20online%20survey.pptx?d=wdf2eb37ec70b4f0a210bf9e8ed77c64">https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/Appendix%203%20Blue%20Marble%20July%202016%20Pre-SDS%20consultation%20online%20survey.pptx?d=wdf2eb37ec70b4f0a210bf9e8ed77c64</a>	2.0	2.0	2.0	2.0	2 – Environment 1 – Supply, Asset Management, Customer Satisfaction
83	Oct-21	Water Community	Topic 2: Climate Change Attitudes & Priorities	P	<a href="https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/02%20Climate%20Change%20attitudes%20and%20priorities%20151021.pptx?d=w68fb95bcd8654fb0965499f3130823cb">https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/02%20Climate%20Change%20attitudes%20and%20priorities%20151021.pptx?d=w68fb95bcd8654fb0965499f3130823cb</a>	2.0	2.0	2.0	2.0	3 – Environment
84	Oct-21	Water Community	Topic 4 : The Meaning of Community	P	<a href="https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/04%20The%20Meaning%20of%20Community.pptx?d=w5df9b2fb3eb4856bb6a99be80895e2d">https://affinitywaterfd.sharepoint.com/sites/w_CIE/Research%20Library/04%20The%20Meaning%20of%20Community.pptx?d=w5df9b2fb3eb4856bb6a99be80895e2d</a>	2.0	2.0	2.0	2.0	3 - Community

Item	Date	Source	Title/Topic	Method	Links	Robustness Scoring				Key Subject Contribution level
						Overall	Design	Method	Interpretation	
85	Aug-21	Absolute Research	Save Our Streams Stage 2 debrief	W	<a href="https://affinitywaterftd.sharepoint.com/sites/w_CIE/Research%20Library/FINAL%20Affinity%20OS%20second%20stage%20Debrief%20issued%209.8.21%20v3%20(2).pdf">https://affinitywaterftd.sharepoint.com/sites/w_CIE/Research%20Library/FINAL%20Affinity%20OS%20second%20stage%20Debrief%20issued%209.8.21%20v3%20(2).pdf</a>	2.2	2.0	2.0	2.0	3 – Demand Management, Customer Satisfaction 1 – Supply
86	Nov-21	Water Community	Topic 7: Transient Vulnerability & flexible Payments	P	<a href="https://affinitywaterftd.sharepoint.com/sites/w_CIE/Research%20Library/07%20Transient%20Vulnerability%20and%20Flexible%20Payments_261121%20-%20FINAL.pptx?d=we3689b7230eb42f8bf383b77910b6f8b">https://affinitywaterftd.sharepoint.com/sites/w_CIE/Research%20Library/07%20Transient%20Vulnerability%20and%20Flexible%20Payments_261121%20-%20FINAL.pptx?d=we3689b7230eb42f8bf383b77910b6f8b</a>	2.0	2.0	2.0	2.0	3 – Vulnerability 1 – Billing & Tariffs
87	Dec-21	Water Community	Topic 8: Explorations into Inter Generational Fairness	P	<a href="https://affinitywaterftd.sharepoint.com/sites/w_CIE/Research%20Library/08%20Exploration%20into%20Intergenerational%20Fairness_FINAL.pptx?d=w8e31d8fadd944f4b2cae24058d72df">https://affinitywaterftd.sharepoint.com/sites/w_CIE/Research%20Library/08%20Exploration%20into%20Intergenerational%20Fairness_FINAL.pptx?d=w8e31d8fadd944f4b2cae24058d72df</a>	2.0	2.0	2.0	2.0	2 – Billing & tariffs, Asset Management 1 – Community
89	Jan-22	DJS	Q3 Perception Survey Data table	T	<a href="https://affinitywaterftd.sharepoint.com/sites/w_CIE/Research%20Library/ARUP7380_W3_JL.xlsx?d=w36177a7c8254d579d9826355870fd32">https://affinitywaterftd.sharepoint.com/sites/w_CIE/Research%20Library/ARUP7380_W3_JL.xlsx?d=w36177a7c8254d579d9826355870fd32</a>	2.0	1.0	2.0	3.0	3 – Customer Satisfaction 1 – Water Quality, Billing & Tariffs, Demand management, Metering, Supply,
90	Jan-22	Affinity	Q3 2021-22 CMEX Performance Survey	W/T	<a href="https://affinitywaterftd.sharepoint.com/sites/w_CIE/Research%20Library/Q3%2021_22%20C-MeX%20service%20Performance%20Summary.pptx?d=w11f017a5edd411faa2c75b7b379c9f8">https://affinitywaterftd.sharepoint.com/sites/w_CIE/Research%20Library/Q3%2021_22%20C-MeX%20service%20Performance%20Summary.pptx?d=w11f017a5edd411faa2c75b7b379c9f8</a>	1.3	1.0	1.0	2.0	2 – Billing & Tariffs 1 – Water Quality, Low Pressure, Metering, Supply, Customer Satisfaction
92	September 2021	Accent	2021 Cmax & DMeX final report	W/T	<a href="https://affinitywaterftd.sharepoint.com/sites/w_CIE/Research%20Library/2020-21-C-MeX-D-MeX-Final-Report.pdf">https://affinitywaterftd.sharepoint.com/sites/w_CIE/Research%20Library/2020-21-C-MeX-D-MeX-Final-Report.pdf</a>	1.7	1.0	2.0	2.0	3 – Customer Satisfaction
93	Dec-21	Water Community	Microdonations	P	<a href="https://affinitywaterftd.sharepoint.com/sites/w_CIE/Research%20Library/10.%20Microdonations.pptx?d=waa395535a204bbbaf4862f046f2d1">https://affinitywaterftd.sharepoint.com/sites/w_CIE/Research%20Library/10.%20Microdonations.pptx?d=waa395535a204bbbaf4862f046f2d1</a>	1.3	1.0	1.0	2.0	3 – Billing & Tariffs
94	Nov-21	Water Community	Topic 6: Customer Evaluation of Split Rate Tariff	P	<a href="https://affinitywaterftd.sharepoint.com/sites/w_CIE/Research%20Library/06%20Customer%20evaluation%20of%20split-rate%20tariff_191121.pptx?d=w052feb9897b40e2a9d1d0f5c7893592">https://affinitywaterftd.sharepoint.com/sites/w_CIE/Research%20Library/06%20Customer%20evaluation%20of%20split-rate%20tariff_191121.pptx?d=w052feb9897b40e2a9d1d0f5c7893592</a>	2.0	2.0	2.0	2.0	3 – Billing & Tariffs
95	Nov-17	Ipsos	Usage & Water Quality Survey	W	<a href="https://affinitywaterftd.sharepoint.com/sites/w_CIE/Research%20Library/17-054328-01%20AW%202020%20Water%20usage%20summary_V2_291117.pptx?d=w9f6279e3218742d0bbe846e747b8c05">https://affinitywaterftd.sharepoint.com/sites/w_CIE/Research%20Library/17-054328-01%20AW%202020%20Water%20usage%20summary_V2_291117.pptx?d=w9f6279e3218742d0bbe846e747b8c05</a>	1.3	1.0	1.0	2.0	2 – Water Quality, Demand Management
96	Feb-21	Water Community	topic 16: Covid New Normal	P	<a href="https://affinitywaterftd.sharepoint.com/sites/w_CIE/Research%20Library/16.%20The%20New%20Normal_Final.pptx?d=w57cdf65b184422fbdea370e3ae9b20">https://affinitywaterftd.sharepoint.com/sites/w_CIE/Research%20Library/16.%20The%20New%20Normal_Final.pptx?d=w57cdf65b184422fbdea370e3ae9b20</a>	2.0	2.0	2.0	2.0	2 – Demand Management
97	Jan-22	Water Community	Topic 12: Trust & Corporations	P	<a href="https://affinitywaterftd.sharepoint.com/sites/w_CIE/Research%20Library/12.%20%20Trust%20and%20corporations.pptx?d=w6f8be75e25ae4b34a5a30f8981200a2">https://affinitywaterftd.sharepoint.com/sites/w_CIE/Research%20Library/12.%20%20Trust%20and%20corporations.pptx?d=w6f8be75e25ae4b34a5a30f8981200a2</a>	2.0	2.0	2.0	2.0	2 – Community
99	Apr-20	Blue Marble	Perceptions Survey Data Tables	T	<a href="https://affinitywaterftd.sharepoint.com/sites/w_CIE/Research%20Library/AW1920.xlsx?d=w1d431ea0ba2a41989b766b3d772e4b88">https://affinitywaterftd.sharepoint.com/sites/w_CIE/Research%20Library/AW1920.xlsx?d=w1d431ea0ba2a41989b766b3d772e4b88</a>	1.7	1.0	1.0	3.0	3 – Customer Satisfaction 1 – Water Quality, Billing & Tariffs, Demand Management, Metering, Supply
100	Mar-22	Water Community	Topic 19: Water Quality #1	P	<a href="https://affinitywaterftd.sharepoint.com/sites/w_CIE/Research%20Library/19.%20%20Water%20Quality%20.pptx?d=w495335426a44ef8afad32ce28251d7">https://affinitywaterftd.sharepoint.com/sites/w_CIE/Research%20Library/19.%20%20Water%20Quality%20.pptx?d=w495335426a44ef8afad32ce28251d7</a>	1.3	2.0	1.0	1.0	3 – Water Quality
102	01/04/2022	Ofwat / CCW	Customer Spotlight: people's views and experiences of water	W/T	<a href="https://affinitywaterftd.sharepoint.com/sites/w_CIE/Research%20Library/Customer-spotlight-report-2022.pdf">https://affinitywaterftd.sharepoint.com/sites/w_CIE/Research%20Library/Customer-spotlight-report-2022.pdf</a>	1.0	1.0	1.0	1.0	2 - Billing & tariffs, Environment, Customer Satisfaction
103	01/04/2022	DJS	Customer perception survey Q4 results	T	<a href="https://affinitywaterftd.sharepoint.com/sites/w_CIE/Research%20Library/AFW_7380_Customer%20Perceptions%20Survey_Quarter%204%202021_22%20(Jan-Mar)_v2.pptx?d=w7f00a87fad74caca400913351003c59">https://affinitywaterftd.sharepoint.com/sites/w_CIE/Research%20Library/AFW_7380_Customer%20Perceptions%20Survey_Quarter%204%202021_22%20(Jan-Mar)_v2.pptx?d=w7f00a87fad74caca400913351003c59</a>	1.3	1.0	1.0	2.0	3 – Customer Satisfaction 1 – Water Quality, Billing & Tariffs, Demand Management, Metering, Supply
104	01/04/2020	Atkins	PCC Data Insights and Analysis	M	<a href="https://affinitywaterftd.sharepoint.com/sites/w_CIE/Research%20Library/DN08%20AI%20PC%20Data%20Analysis%20for%20Affinity%20Water%20v1.0%20issued%2009%2004%2020%20(002).pdf">https://affinitywaterftd.sharepoint.com/sites/w_CIE/Research%20Library/DN08%20AI%20PC%20Data%20Analysis%20for%20Affinity%20Water%20v1.0%20issued%2009%2004%2020%20(002).pdf</a>	2.0	2.0	2.0	2.0	3 – Demand Management
107	01/06/2018	Accent/PJM Economics	Exploration of Supply Outage Compensation Levels	W	<a href="https://affinitywaterftd.sharepoint.com/sites/w_CIE/Research%20Library/PJM%20Interruptions%20to%20supply%20compensation%20work%20P3206pre01_FinalReport_v1.pptx?d=w54ef68e91314c4799656fc9ff33b453">https://affinitywaterftd.sharepoint.com/sites/w_CIE/Research%20Library/PJM%20Interruptions%20to%20supply%20compensation%20work%20P3206pre01_FinalReport_v1.pptx?d=w54ef68e91314c4799656fc9ff33b453</a>	2.0	1.0	2.0	3.0	3 – Billing & Tariffs, Supply
109	26/09/2019	ONS	English Indices of Deprivation File 7	K	<a href="https://affinitywaterftd.sharepoint.com/x:/s/w_CIE/BUzPcft15FCHMeJSL3RHEBHQHore2Tax66RmKXk6IQ?e=uUewk">https://affinitywaterftd.sharepoint.com/x:/s/w_CIE/BUzPcft15FCHMeJSL3RHEBHQHore2Tax66RmKXk6IQ?e=uUewk</a>	1.7	1.0	1.0	3.0	3 – Vulnerability 1 – Billing & Tariffs
111	27/04/2022	Blue Marble	Demand Management Customer Feedback	W/P	<a href="https://affinitywaterftd.sharepoint.com/p:/s/w_CIE/Edtce7NR8WBNUuG3qJlJowbLs2D3m\$F5HwV8KkzCcmgg?e=uBwJKU">https://affinitywaterftd.sharepoint.com/p:/s/w_CIE/Edtce7NR8WBNUuG3qJlJowbLs2D3m\$F5HwV8KkzCcmgg?e=uBwJKU</a>	1.7	2.0	1.0	2.0	3 – Demand Management 2 - Metering

Item	Date	Source	Title/Topic	Methodology	Links	Robustness Scoring				Key Subject Contribution	Key Subject Contribution level
						Overall	Design	Method	Interpretation		
112	19/04/2022	incling	Topic 20: Demand Management Survey	P	<a href="https://affinitywateritd.sharepoint.com/p/s/w_CIE/EYOJ7AePwRQJEQ5SYUeKQBvfc2HPykeQoNqYhz9zDoQ?e=7a2d4wV">https://affinitywateritd.sharepoint.com/p/s/w_CIE/EYOJ7AePwRQJEQ5SYUeKQBvfc2HPykeQoNqYhz9zDoQ?e=7a2d4wV</a>	2.3	2.0	2.0	3.0	3 – Demand Management 2 – Metering	
113	25/04/2022	incling	Topic 21: Apps & Digital Delivery	P	<a href="https://affinitywateritd.sharepoint.com/p/s/w_CIE/EcOINrCNnNjHhZ7h2unbgBhbMxpiymQ8kpuY6RZ0UpQ?e=Fka8ng">https://affinitywateritd.sharepoint.com/p/s/w_CIE/EcOINrCNnNjHhZ7h2unbgBhbMxpiymQ8kpuY6RZ0UpQ?e=Fka8ng</a>	2.3	2.0	2.0	3.0	2 – Customer Satisfaction 1 – Billing & Tariffs, Demand Management	
114	31/01/2022	incling	Topic 13: Communication Preferences	P	<a href="https://affinitywateritd.sharepoint.com/p/s/w_CIE/EdFz0iQFARKtbJB1kCbanw8xMw0TXUAW3kEPbMiQbX-5A?e=cR1rhC">https://affinitywateritd.sharepoint.com/p/s/w_CIE/EdFz0iQFARKtbJB1kCbanw8xMw0TXUAW3kEPbMiQbX-5A?e=cR1rhC</a>	2.3	2.0	2.0	3.0	1 – Customer Satisfaction	
125	10/06/2021	Blue Marble	Lead Pipe Replacement 1 Customer research Stage 1 interim report	Go	<a href="https://affinitywateritd.sharepoint.com/b/s/w_CIE/ERFNYtboOegROocg1be3392QBwHJWDboZ6Pn1X7RtnDXA?e=Wxk9FS">https://affinitywateritd.sharepoint.com/b/s/w_CIE/ERFNYtboOegROocg1be3392QBwHJWDboZ6Pn1X7RtnDXA?e=Wxk9FS</a>	3.0	3.0	3.0	3.0	2 – Water Quality 1 – Asset Management, Customer Satisfaction	
128	06/04/2022	Savanta	Customer spotlight: People's views and experiences of water (full report)	W/T	<a href="https://affinitywateritd.sharepoint.com/b/s/w_CIE/ETSGW3jCJCjLpcZF5R0cBSYPebqe0yt0UscBXEVdj1Q?e=Q5JV2B">https://affinitywateritd.sharepoint.com/b/s/w_CIE/ETSGW3jCJCjLpcZF5R0cBSYPebqe0yt0UscBXEVdj1Q?e=Q5JV2B</a>	2.0	2.0	2.0	2.0	2 – Billing & Tariffs, Demand Management 1 – Water Quality, Supply	
129	08/10/2021	Economic Insight	The Role for Rising Block Tariffs in Water Affordability	K	<a href="https://affinitywateritd.sharepoint.com/b/s/w_CIE/EU6Exz2MGcJGopdDQJ8EJMB60Mn1YwKICPZ57bkQNaHA?e=ClusmX">https://affinitywateritd.sharepoint.com/b/s/w_CIE/EU6Exz2MGcJGopdDQJ8EJMB60Mn1YwKICPZ57bkQNaHA?e=ClusmX</a>	2.2	2.0	2.0	2.5	3 – Billing & Tariffs	
130	15/08/2022	incling	Topic 33. Rising Block Tariffs	P	<a href="https://affinitywateritd.sharepoint.com/p/s/w_CIE/EXXIP8F4V8NiejWj2EukBHPGXVr3_uw_dV7f6JV-JA?e=3QDxah">https://affinitywateritd.sharepoint.com/p/s/w_CIE/EXXIP8F4V8NiejWj2EukBHPGXVr3_uw_dV7f6JV-JA?e=3QDxah</a>	2.3	2.0	2.0	3.0	3 – Billing & Tariffs	
131	15/07/2022	incling	Topic 30. Optimism Survey	P	<a href="https://affinitywateritd.sharepoint.com/b/s/w_CIE/EWHblzKGFnRjc62MNGyABS6zXC HNb12FhbEeL0s7cg?e=1nb6yc">https://affinitywateritd.sharepoint.com/b/s/w_CIE/EWHblzKGFnRjc62MNGyABS6zXC HNb12FhbEeL0s7cg?e=1nb6yc</a>	2.3	2.0	2.0	3.0	2 – Customer Service 1 – Billing & Tariffs, Asset Management, Environment	
132	11/07/2022	incling	Topic 29 - Resilience live chat notes	P	<a href="https://affinitywateritd.sharepoint.com/b/s/w_CIE/EX50BNL2C5ZMseW2hjiOkMBoBIRgonaifgABTXEWezow?e=ydlwXU">https://affinitywateritd.sharepoint.com/b/s/w_CIE/EX50BNL2C5ZMseW2hjiOkMBoBIRgonaifgABTXEWezow?e=ydlwXU</a>	1.8	1.5	1.0	3.0	2 – Asset Management, Supply	
133	04/05/2022	CCW	Water Awareness 2022	T	<a href="https://affinitywateritd.sharepoint.com/b/s/w_CIE/ET5E2uj5nmndFro3Hmnh-6ZlBQy_4dcSL-RAU1ylsf2z5DQ?e=n7dXsw">https://affinitywateritd.sharepoint.com/b/s/w_CIE/ET5E2uj5nmndFro3Hmnh-6ZlBQy_4dcSL-RAU1ylsf2z5DQ?e=n7dXsw</a>	2.8	3.0	3.0	2.5	3 – Demand Management	
134	12/09/2022	Impact MR	Affinity Water PR24 Customer Engagement	Go/D	<a href="https://affinitywateritd.sharepoint.com/b/s/w_CIE/EQcFlehgalhUlIzuzPhz283Tn51OxAvZzmNlmj8dJA?e=cFjQ">https://affinitywateritd.sharepoint.com/b/s/w_CIE/EQcFlehgalhUlIzuzPhz283Tn51OxAvZzmNlmj8dJA?e=cFjQ</a>	3.0	3.0	3.0	3.0	3 – Water Quality, Environment 2 – Asset management, Supply	
135	03/05/2022	Jonny Auld	CMeX Full Year & Q4 results 2021-22	W/T	<a href="https://affinitywateritd.sharepoint.com/b/s/w_CIE/ETghErB1_CdBtYExOmOHVZUBe-fjBmeYAOj4RnOtv225wQ?e=hkhZm">https://affinitywateritd.sharepoint.com/b/s/w_CIE/ETghErB1_CdBtYExOmOHVZUBe-fjBmeYAOj4RnOtv225wQ?e=hkhZm</a>	1.0	1.0	1.0	1.0	3 – Customer Satisfaction 1 – Billing & Tariff	
137	30/06/2022	Britain Thinks	Water Club: Changes of Source	K/Gf/W	<a href="https://affinitywateritd.sharepoint.com/b/s/w_CIE/EWBu8UsakXhSGGIATRhg4BZCWXeT-UlppnCXc41kQ?e=KbwE0A">https://affinitywateritd.sharepoint.com/b/s/w_CIE/EWBu8UsakXhSGGIATRhg4BZCWXeT-UlppnCXc41kQ?e=KbwE0A</a>	2.8	3.0	3.0	2.5	3 – Supply, Water Quality 1 – Environment, Customer Satisfaction	
138	07/06/2022	Absolute Market Research	Leakage Consumer Communication Programme Research: Post Campaign	W	<a href="https://affinitywateritd.sharepoint.com/b/s/w_CIE/Ea3-mB16PpZjHDCwUVG7uTUbuZ5OUodW0QPDebNW12CbRQ?e=CfkRaj">https://affinitywateritd.sharepoint.com/b/s/w_CIE/Ea3-mB16PpZjHDCwUVG7uTUbuZ5OUodW0QPDebNW12CbRQ?e=CfkRaj</a>	1.3	1.0	1.0	2.0	3 – Asset Management 2 – Customer Satisfaction	
139	01/07/2022	DJS	Customer perceptions survey: quarter 1 results	T	<a href="https://affinitywateritd.sharepoint.com/b/s/w_CIE/EluxOTjYLFHhYcPn3k6OH0B0x8SnGA-1ZgXm9Qglg2ZMg?e=H9mybt">https://affinitywateritd.sharepoint.com/b/s/w_CIE/EluxOTjYLFHhYcPn3k6OH0B0x8SnGA-1ZgXm9Qglg2ZMg?e=H9mybt</a>	1.5	1.0	1.5	2.0	3 – Customer Satisfaction 1 – Water Quality, Billing & Tariffs, Demand Management, Metering, Supply	
140	25/10/2021	incling	Topic 03: Water Bill Evaluation	P	<a href="https://affinitywateritd.sharepoint.com/b/s/w_CIE/EVd6_zMChRPiPoiNtV1Uo8hhEvYQCPCRx57Kk2c20g?e=bRr7ez">https://affinitywateritd.sharepoint.com/b/s/w_CIE/EVd6_zMChRPiPoiNtV1Uo8hhEvYQCPCRx57Kk2c20g?e=bRr7ez</a>	1.8	2.0	1.5	2.0	3 – Billing & Tariffs 1 – Customer Satisfaction	
141	05/07/2022	Kantar Public	Water use behaviours and initiatives aimed at reducing water use	K	<a href="https://affinitywateritd.sharepoint.com/b/s/w_CIE/EaMnoUnw8eRCgkMObhC0mEcBgHfe2HrCkq5pMsewaWxtQ?e=5Ug5D">https://affinitywateritd.sharepoint.com/b/s/w_CIE/EaMnoUnw8eRCgkMObhC0mEcBgHfe2HrCkq5pMsewaWxtQ?e=5Ug5D</a>	3.0	3.0	3.0	3.0	3 – Demand Management	
142	10/01/2022	incling	Topic 11 Public Value	P	<a href="https://affinitywateritd.sharepoint.com/b/s/w_CIE/EbGjJa-HM9BjfnAH7UMP4B-LDXRgpDQ4eaf6M77kw?e=x8J8Xg">https://affinitywateritd.sharepoint.com/b/s/w_CIE/EbGjJa-HM9BjfnAH7UMP4B-LDXRgpDQ4eaf6M77kw?e=x8J8Xg</a>	2.0	2.0	2.0	2.0	2 – Customer Satisfaction, Community 1 – Environment	
143	02/05/2022	incling	Topic 22 Price Review	P	<a href="https://affinitywateritd.sharepoint.com/b/s/w_CIE/EQqae65qs6JLpTEE32UmlaJUBAUFoalqAlFf_1hewpOAwv?e=6G7qQU">https://affinitywateritd.sharepoint.com/b/s/w_CIE/EQqae65qs6JLpTEE32UmlaJUBAUFoalqAlFf_1hewpOAwv?e=6G7qQU</a>	2.0	2.0	2.0	2.0	3 – Environment 2 – Billings & Tariff, Vulnerability	
144	01/07/2022	Institute of Customer Service	UK Customer Satisfaction Index July 2022 Utilities Sector Report	W	<a href="https://affinitywateritd.sharepoint.com/b/s/w_CIE/EZ9-Um1SBAHnq5K6e8Do8yEBBTVCGIzYeF19bjtALUWHbg?e=moHqnx">https://affinitywateritd.sharepoint.com/b/s/w_CIE/EZ9-Um1SBAHnq5K6e8Do8yEBBTVCGIzYeF19bjtALUWHbg?e=moHqnx</a>	1.8	2.0	1.0	2.5	3 – Customer Satisfaction	

Item	Date	Source	Title/Topic	Method	Links	Robustness Scoring				Key Subject Contribution level
						Overall	Design	Method	Interpretation	
145	15/09/2022	Affinity	CCW Q1 22/23 review	K	<a href="https://affinitywaterfd.sharepoint.com/b/s/w_CIE/EXUv2oQqsVnDhKbowWimHiBPVxMKwI-ve488pNjW4pWRQ?e=P2668">https://affinitywaterfd.sharepoint.com/b/s/w_CIE/EXUv2oQqsVnDhKbowWimHiBPVxMKwI-ve488pNjW4pWRQ?e=P2668</a>	1.2	1.0	1.0	1.5	3 – Customer Satisfaction 1 – Billing & Tariffs, Metering
146	16/05/2022	incling	Topic 23: Sewage	P	<a href="https://affinitywaterfd.sharepoint.com/b/s/w_CIE/ETUEd7DKcZJnCOAI9fhW8NGSrf08-DJ49vz2MjgYKXA?e=ub7Vw2">https://affinitywaterfd.sharepoint.com/b/s/w_CIE/ETUEd7DKcZJnCOAI9fhW8NGSrf08-DJ49vz2MjgYKXA?e=ub7Vw2</a>	2.0	2.0	2.0	2.0	1 – Environment, Customer Satisfaction
147	22/09/2022	CCW	Household customer written complaint handling by water companies in England and Wales	K	<a href="https://affinitywaterfd.sharepoint.com/b/s/w_CIE/EUKVX8uzY9Ks1YNfzDHups8ptg23Tq3-LJMAUH77MICQ?e=pKfHY">https://affinitywaterfd.sharepoint.com/b/s/w_CIE/EUKVX8uzY9Ks1YNfzDHups8ptg23Tq3-LJMAUH77MICQ?e=pKfHY</a>	2.7	2.0	3.0	3.0	3 – Customer Satisfaction
148	20/05/2022	incling	Topic 24: Customer Service	P	<a href="https://affinitywaterfd.sharepoint.com/b/s/w_CIE/EVNI3cutcM9PHZJHv-V-T48nizupPRdAwfduZFKdDUUeg?e=W0cMoX">https://affinitywaterfd.sharepoint.com/b/s/w_CIE/EVNI3cutcM9PHZJHv-V-T48nizupPRdAwfduZFKdDUUeg?e=W0cMoX</a>	2.0	2.0	2.0	2.0	3 – Customer Satisfaction
149	30/09/2022	incling	Topic 38: Call Centres	P	<a href="https://affinitywaterfd.sharepoint.com/b/s/w_CIE/EU_0pmk4x-ZAsvPr1vKCO1aBe1GdioAkGDP_GS2-CrNkW?e=xLAjn">https://affinitywaterfd.sharepoint.com/b/s/w_CIE/EU_0pmk4x-ZAsvPr1vKCO1aBe1GdioAkGDP_GS2-CrNkW?e=xLAjn</a>	2.0	2.0	2.0	2.0	3 – Customer Satisfaction 1 – Billing & Tariffs
150	07/10/2022	incling	Topic 39: Water Sources	P	<a href="https://affinitywaterfd.sharepoint.com/b/s/w_CIE/ESFiuV_xaZjU4N5XE2OOjY8sdFQBrMizEcUL67fjnJsg?e=O2hE8">https://affinitywaterfd.sharepoint.com/b/s/w_CIE/ESFiuV_xaZjU4N5XE2OOjY8sdFQBrMizEcUL67fjnJsg?e=O2hE8</a>	2.0	2.0	2.0	2.0	3 – Supply 2 – Water Quality 1 – Asset management
151	13/10/2022	DJS	Q2 2022-23 Brand Perceptions Survey Q2 Results	T	<a href="https://affinitywaterfd.sharepoint.com/b/s/w_CIE/EYUvBUK178pPupk1i4WxiABTp6k7IjH643ZACM-ykNw?e=N3jPa">https://affinitywaterfd.sharepoint.com/b/s/w_CIE/EYUvBUK178pPupk1i4WxiABTp6k7IjH643ZACM-ykNw?e=N3jPa</a>	1.5	1.0	1.5	2.0	3 – Customer Satisfaction 1 – Water Quality, Billing & Tariffs, Demand Management, Metering, Supply
152	24/05/2022	Incling	Topic 28: CCG KLOE Statements	P	<a href="https://affinitywaterfd.sharepoint.com/b/s/w_CIE/EWNvYNXux2RjusKPlJz48BLW_OnoOQkqfJisOGDmLA?e=k6b2">https://affinitywaterfd.sharepoint.com/b/s/w_CIE/EWNvYNXux2RjusKPlJz48BLW_OnoOQkqfJisOGDmLA?e=k6b2</a>	2.0	2.0	2.0	2.0	1 – Billing & Tariffs, Environment, Customer Satisfaction, Community
153	31/08/2022	PJM Economics/Accent	Customer preferences on added value for large resource schemes	W	<a href="https://affinitywaterfd.sharepoint.com/b/s/w_CIE/ES0c88w2l6NMhPpBj1nGhYBAVLAz9sjucljGgpdfxPRQ?e=QBjqJ">https://affinitywaterfd.sharepoint.com/b/s/w_CIE/ES0c88w2l6NMhPpBj1nGhYBAVLAz9sjucljGgpdfxPRQ?e=QBjqJ</a>	3.0	3.0	3.0	3.0	3 – Billing & Tariffs 1 – Environment, Asset Management, Customer Satisfaction
154	29/04/2022	CACI	Introducing your Water Use Personas	M	<a href="https://affinitywaterfd.sharepoint.com/b/s/w_CIE/EbmTHpskqk1FhuzcJpK2vmABLwNUtk244Zw2ihlluJehw?e=5yICFN">https://affinitywaterfd.sharepoint.com/b/s/w_CIE/EbmTHpskqk1FhuzcJpK2vmABLwNUtk244Zw2ihlluJehw?e=5yICFN</a>	1.7	2.0	2.0	1.0	3 – Demand Management 1 – Vulnerability
156	08/11/2022	Absolute	Save Our Streams Phase 4 debrief	W	<a href="https://affinitywaterfd.sharepoint.com/b/s/w_CIE/EXE-po8UJm9Nm3JLzucpAB_GSvUgt52b8GbNC-mbvouQ?e=4eEOP">https://affinitywaterfd.sharepoint.com/b/s/w_CIE/EXE-po8UJm9Nm3JLzucpAB_GSvUgt52b8GbNC-mbvouQ?e=4eEOP</a>	1.0	1.0	1.0	1.0	3 – customer Satisfaction 2 – Demand Management
157	01/09/2022	Blue Marble	What does Britain want the new Prime Minister to do about the cost of living?	X	<a href="https://affinitywaterfd.sharepoint.com/b/s/w_CIE/EbKb6tJD6UFLkIA_8n7hei480dXIL_gx_f0NASZEYpStA?e=qdpxW">https://affinitywaterfd.sharepoint.com/b/s/w_CIE/EbKb6tJD6UFLkIA_8n7hei480dXIL_gx_f0NASZEYpStA?e=qdpxW</a>	1.7	2.0	1.0	2.0	2 – Billing & Tariffs, Vulnerability
158	13/08/2022	Blue Marble	Promoting water efficiency among Non Household customers Understanding how wholesalers can motivate usage reduction	D	<a href="https://affinitywaterfd.sharepoint.com/b/s/w_CIE/Efd1Zuz-88dAI8XtIL4NCHYB2yfcQyHAumULsrdpMOHA?e=eALS0a">https://affinitywaterfd.sharepoint.com/b/s/w_CIE/Efd1Zuz-88dAI8XtIL4NCHYB2yfcQyHAumULsrdpMOHA?e=eALS0a</a>	2.3	2.0	2.0	3.0	3 – Demand Management
159	26/10/2022	Affinity	C-MeX Q2 22/23 Performance Review	W/T	<a href="https://affinitywaterfd.sharepoint.com/b/s/w_CIE/Ed10_eX9YERPK_SeWW_8-dQB0Q9ZU_0koiDqxAURpMgWCA?e=c3f0r">https://affinitywaterfd.sharepoint.com/b/s/w_CIE/Ed10_eX9YERPK_SeWW_8-dQB0Q9ZU_0koiDqxAURpMgWCA?e=c3f0r</a>	1.3	1.0	1.0	2.0	3 – Customer Satisfaction 2 – Billing & Tariffs
160	05/11/2022	incling	Topic 41 Bill Breakdown	P	<a href="https://affinitywaterfd.sharepoint.com/b/s/w_CIE/EQ5l2RELFP9GmQYiA8UuceegBTKnxxqKtJV5LfkJ_He1MGA?e=mGlgkW">https://affinitywaterfd.sharepoint.com/b/s/w_CIE/EQ5l2RELFP9GmQYiA8UuceegBTKnxxqKtJV5LfkJ_He1MGA?e=mGlgkW</a>	2.0	2.0	2.0	2.0	3 – Billing & Tariffs
164	24/10/2022	incling	Topic 37. Efficiency labelling	P	<a href="https://affinitywaterfd.sharepoint.com/p/s/w_CIE/EY2lBkA0i7EovAl7VET5e8B8pl8W_Txc-uhAaR5Abdyg?e=00c5K">https://affinitywaterfd.sharepoint.com/p/s/w_CIE/EY2lBkA0i7EovAl7VET5e8B8pl8W_Txc-uhAaR5Abdyg?e=00c5K</a>	2.0	2.0	2.0	2.0	3 – Environment 2 – Demand Management
169	17/11/2022	Scope	Do The Right Thing: Supporting disabled people through the cost of living crisis	K/X	<a href="https://affinitywaterfd.sharepoint.com/b/s/w_CIE/Ecf8U5luj9kE28ZA-B2tW83bh1VDDfjW3HKV2AVMCJg?e=TqraUA">https://affinitywaterfd.sharepoint.com/b/s/w_CIE/Ecf8U5luj9kE28ZA-B2tW83bh1VDDfjW3HKV2AVMCJg?e=TqraUA</a>	1.3	1.0	1.5	1.5	3 - Vulnerability
170	31/11/2020	Blue Marble	Affinity Water Social Tariffs Research	W	<a href="https://affinitywaterfd.sharepoint.com/b/s/w_CIE/Eexsavo1suxGqEXZ0S5ncBRdUqDFZ6S_jyw92811jxVw?e=bexxer">https://affinitywaterfd.sharepoint.com/b/s/w_CIE/Eexsavo1suxGqEXZ0S5ncBRdUqDFZ6S_jyw92811jxVw?e=bexxer</a>	2.1	2.5	2.0	1.7	3 – Billing & Tariffs 3 – Vulnerability
171	14/04/2022	DJS	2021-2022 Full Year Perceptions Survey Tables	T	<a href="https://affinitywaterfd.sharepoint.com/x/s/w_CIE/EXc6IU0sup8shmq7y8lNusBAX_UffpkjLLOFeY0eoWYQ?e=L0MehJ">https://affinitywaterfd.sharepoint.com/x/s/w_CIE/EXc6IU0sup8shmq7y8lNusBAX_UffpkjLLOFeY0eoWYQ?e=L0MehJ</a>	2.0	1.0	2.0	3.0	3 – Customer Satisfaction 1 – Water Quality, Billing & Tariffs, Demand Management, Metering, Supply
172	27/01/2023	Affinity	C-MeX Q3 22/23 Performance Review	W/T	<a href="https://affinitywaterfd.sharepoint.com/b/s/w_CIE/EbcAm2ANxJkpmnF_SbsAEBvfgtjSkaQa3bl8sYQjgg?e=0GjGp">https://affinitywaterfd.sharepoint.com/b/s/w_CIE/EbcAm2ANxJkpmnF_SbsAEBvfgtjSkaQa3bl8sYQjgg?e=0GjGp</a>	1.3	1.0	1.0	2.0	3 – Customer Satisfaction 2 – Billing & Tariffs



Item	Date	Source	Title/Topic	Methodology	Links	Robustness Scoring				Key Subject Contribution level
						Overall	Design	Method	Interpretation	
174	16/02/2023	Savanta	Trust and perceptions: People's views on the water sector	F	<a href="https://affinitywaterf.d.sharepoint.com/b:/s/w_CIE/EbhmmcPLpUNhQ7x3RX21IQB6V8yEiItyOQ5P5xm2tgYA?e=JuhcC">https://affinitywaterf.d.sharepoint.com/b:/s/w_CIE/EbhmmcPLpUNhQ7x3RX21IQB6V8yEiItyOQ5P5xm2tgYA?e=JuhcC</a>	2.5	3.0	2.5	2.0	3 - Community
175	01/12/2023	Savanta/Ofwat	Cost of living: wave two Water customers' experiences	W	<a href="https://affinitywaterf.d.sharepoint.com/b:/s/w_CIE/EbchwpLuGdBoxAOj8VaOpQBdIXkfj3WTGc5ebPckpMlyg?e=MzmEno">https://affinitywaterf.d.sharepoint.com/b:/s/w_CIE/EbchwpLuGdBoxAOj8VaOpQBdIXkfj3WTGc5ebPckpMlyg?e=MzmEno</a>	1.7	1.5	1.5	2.0	2 – Billing & Tariffs
177	10/03/2023	Affinity	Affinity Area Census 2021 Data	K	<a href="https://affinitywaterf.d.sharepoint.com/b:/s/w_CIE/EcydEq5NGoRNjIHYN15y6MB22P6FCTVotS8i0ZCa4IA?e=ZeaVVK">https://affinitywaterf.d.sharepoint.com/b:/s/w_CIE/EcydEq5NGoRNjIHYN15y6MB22P6FCTVotS8i0ZCa4IA?e=ZeaVVK</a>	2.3	1.5	3.0	2.5	3 - Community
185	13/03/2023	PJM Economics	Collaborative ODI Research: Analysis and Modelling Sub population and sensitivity analysis results	W	<a href="https://affinitywaterf.d.sharepoint.com/b:/s/w_CIE/Eb9gysgMuU9luChhNWXtmF4BP1ZehpaUxCmDpLDQdkC_bA?e=C9Rkbz">https://affinitywaterf.d.sharepoint.com/b:/s/w_CIE/Eb9gysgMuU9luChhNWXtmF4BP1ZehpaUxCmDpLDQdkC_bA?e=C9Rkbz</a>	2.7	2.5	3	2.5	3 – Billing & Tariffs
187	09/01/2023	Kantar Public	Demand reduction behavioural research: Customer survey and qualitative research findings	O/F/D/T	<a href="https://affinitywaterf.d.sharepoint.com/b:/s/w_CIE/ER50-600coNPyrmRdpaQYwBFzRrDy0Kkr2VnStoIqVd6g?e=6gk05">https://affinitywaterf.d.sharepoint.com/b:/s/w_CIE/ER50-600coNPyrmRdpaQYwBFzRrDy0Kkr2VnStoIqVd6g?e=6gk05</a>	2.7	3.0	2.5	2.5	3 – Demand Management 1 – Metering, Environment, Vulnerability
188	27/01/2023	Incling	Topic 50: SOS Shower Challenge	P	<a href="https://affinitywaterf.d.sharepoint.com/b:/s/w_CIE/EdbwKQja5l9HtOcZ1Jcx7-EBN8l9O4InYn2mzu9EOrnw?e=bVTrme">https://affinitywaterf.d.sharepoint.com/b:/s/w_CIE/EdbwKQja5l9HtOcZ1Jcx7-EBN8l9O4InYn2mzu9EOrnw?e=bVTrme</a>	2.0	2.0	2.0	2.0	2 – Demand management 1 – Environment
189	23/02/2023	Absolute	SOS Phase 2 mid-dip	W	<a href="https://affinitywaterf.d.sharepoint.com/b:/s/w_CIE/ERceW116khhCia0Rr3HpY34BQ_04V1PtaLuQuVgdKClUw?e=ivatny">https://affinitywaterf.d.sharepoint.com/b:/s/w_CIE/ERceW116khhCia0Rr3HpY34BQ_04V1PtaLuQuVgdKClUw?e=ivatny</a>	2.2	2.0	2.0	2.5	3 – Demand management, Customer Satisfaction & Branding
192	04/04/2023	Incling	Topic 55: Standing charges	P	<a href="https://affinitywaterf.d.sharepoint.com/b:/s/w_CIE/EKtpqJUmJdJ6Gdw9oWSSk85fRz5kJPx_x_dGP388UGgw?e=Joy34t">https://affinitywaterf.d.sharepoint.com/b:/s/w_CIE/EKtpqJUmJdJ6Gdw9oWSSk85fRz5kJPx_x_dGP388UGgw?e=Joy34t</a>	2.0	2.0	2.0	2.0	3 – Billing & Tariffs
193	12/01/2023	Blue Marble	Evidence Review of Retail Business Water Market	K	<a href="https://affinitywaterf.d.sharepoint.com/b:/s/w_CIE/EWFTpudXNaVkrqzKncTgio897TqpELLCecU_UYqz5npUw?e=P4Uon9">https://affinitywaterf.d.sharepoint.com/b:/s/w_CIE/EWFTpudXNaVkrqzKncTgio897TqpELLCecU_UYqz5npUw?e=P4Uon9</a>	2.0	1.5	2.0	2.5	2 – Billing & Tariffs, Customer Satisfaction & branding
194	29/03/2023	Market Operator Services Ltd	R-MeX – Affinity Water (WSL)	W/T	<a href="https://affinitywaterf.d.sharepoint.com/b:/s/w_CIE/ERnhM9IaxVplgX-nIONNlj0cNchZx1-SsWwPVAxsQ0aw?e=ZjgmYN">https://affinitywaterf.d.sharepoint.com/b:/s/w_CIE/ERnhM9IaxVplgX-nIONNlj0cNchZx1-SsWwPVAxsQ0aw?e=ZjgmYN</a>	1.7	1.0	1.0	3.0	3 – Customer Service & Branding
198	24/04/2023	Affinity	C-MeX 22/23 Q4 & Full Year Results	W/T	<a href="https://affinitywaterf.d.sharepoint.com/b:/s/w_CIE/EYjPdqdq-nv5OmhK_dnrQcYgBQ9mV8pN7QQ8vp9MRtXb9Q?e=uECIF">https://affinitywaterf.d.sharepoint.com/b:/s/w_CIE/EYjPdqdq-nv5OmhK_dnrQcYgBQ9mV8pN7QQ8vp9MRtXb9Q?e=uECIF</a>	1.3	1.0	1.0	2.0	3 – Customer Satisfaction & Branding 2 – Billing & Tariffs
199	17/04/2023	Effec/ICS	Customer Priorities for Long Term Ambitions - Summary	W/D/T/Go	<a href="https://affinitywaterf.d.sharepoint.com/b:/s/w_CIE/EYb9p82f15CqTQF9AlgV08E4Y-9m7mf2ixnnpVgH1g?e=X8eAbJ">https://affinitywaterf.d.sharepoint.com/b:/s/w_CIE/EYb9p82f15CqTQF9AlgV08E4Y-9m7mf2ixnnpVgH1g?e=X8eAbJ</a>	2.9	3.0	3.0	2.7	3 – Billing & Tariffs 2 - Supply, Environment 1 – Water Quality, Low Pressure, Demand Management, Asset Management, Vulnerability, Customer Satisfaction, Community
200	16/11/2022	ICS	Customer Priorities for Long Term Ambitions – Qual Report	Go/D	<a href="https://affinitywaterf.d.sharepoint.com/b:/s/w_CIE/EVUUn58Z1JNgOUfbz7VnQBIV0cXQW1KxdZ3znJspUw?e=5A107H">https://affinitywaterf.d.sharepoint.com/b:/s/w_CIE/EVUUn58Z1JNgOUfbz7VnQBIV0cXQW1KxdZ3znJspUw?e=5A107H</a>	2.5	2.5	3.0	2.0	3 – Billing & Tariffs; 2 - Supply, Environment 1 – Water Quality, Low Pressure, Demand Management, Asset Management, Vulnerability, Customer Satisfaction, Community
201	03/05/2023	DJS	Perceptions Tracker Q4 2022-23 data tables	T	<a href="https://affinitywaterf.d.sharepoint.com/x:/s/w_CIE/EfbPYEOzqVcKfSP5JNEBw652Hu_DuF4e0hx8x1b9-zpA?e=2L3JWe">https://affinitywaterf.d.sharepoint.com/x:/s/w_CIE/EfbPYEOzqVcKfSP5JNEBw652Hu_DuF4e0hx8x1b9-zpA?e=2L3JWe</a>	2.0	1.0	2.0	3.0	3 – Customer Satisfaction 1 – Water Quality, Billing & Tariffs, Demand Management, Metering, Supply
202	03/05/2023	DJS	Perceptions Tracker Full year 2022-23 tables	T	<a href="https://affinitywaterf.d.sharepoint.com/x:/s/w_CIE/ER4lqazdlH1AIT1XUKRnS-4BzTktXZ7OzXmyvWQ-PYWUA?e=3XbbGK">https://affinitywaterf.d.sharepoint.com/x:/s/w_CIE/ER4lqazdlH1AIT1XUKRnS-4BzTktXZ7OzXmyvWQ-PYWUA?e=3XbbGK</a>	2.0	1.0	2.0	3.0	3 – Customer Satisfaction 1 – Water Quality, Billing & Tariffs, Demand Management, Metering, Supply
203	13/01/2023	Incling	Topic 48: Intergenerational fairness #2	P	<a href="https://affinitywaterf.d.sharepoint.com/b:/s/w_CIE/ETzm5rLz0MBDuvAFGWb1q1w8VWOrsu8M4wpb3p4mZm0Fg?e=q1vOqd">https://affinitywaterf.d.sharepoint.com/b:/s/w_CIE/ETzm5rLz0MBDuvAFGWb1q1w8VWOrsu8M4wpb3p4mZm0Fg?e=q1vOqd</a>	2.0	2.0	2.0	2.0	2 – Community 1 – Billing & Tariffs, Environment, Asset management
206	03/02/2023	Incling	Topic 51: Water Stress	P	<a href="https://affinitywaterf.d.sharepoint.com/b:/s/w_CIE/EXx4u2vogGJGkI3XB-qcE3Y8aK103xbuOchur3kxY85l9?e=J6KUMr">https://affinitywaterf.d.sharepoint.com/b:/s/w_CIE/EXx4u2vogGJGkI3XB-qcE3Y8aK103xbuOchur3kxY85l9?e=J6KUMr</a>	2.0	2.0	2.0	2.0	3 – Customer Satisfaction & Branding 2 – Environment
207	19/05/2023	Effec	Customer Priorities for Long Term Ambitions – Quant technical report	W/T	<a href="https://affinitywaterf.d.sharepoint.com/b:/s/w_CIE/EWRNMTA4VGlVQabc1F53kBl4fMQhYmcUgGll74hg2a3Q?e=cCGVgc">https://affinitywaterf.d.sharepoint.com/b:/s/w_CIE/EWRNMTA4VGlVQabc1F53kBl4fMQhYmcUgGll74hg2a3Q?e=cCGVgc</a>	3.0	3.0	3.0	3.0	3 – Billing & Tariffs; 2 - Supply, Environment 1 – Water Quality, Low Pressure, Demand Management, Asset Management, Vulnerability, Customer Satisfaction & Branding, Community
208	19/05/2023	Effec/ICS	Customer Priorities and Values Research Summary Report	W/T	<a href="https://affinitywaterf.d.sharepoint.com/b:/s/w_CIE/EW_Zl6Lzy1Ejfy75xIQ08FP9KME9YOY7btWszONXlg?e=mDnW4h">https://affinitywaterf.d.sharepoint.com/b:/s/w_CIE/EW_Zl6Lzy1Ejfy75xIQ08FP9KME9YOY7btWszONXlg?e=mDnW4h</a>	2.9	3.0	3.0	2.8	3 – Low Pressure, Asset Management, Supply 1 – Vulnerability, Billing & Tariffs

Item	Date	Source	Title/Topic	Methodology	Links	Robustness Scoring				Key Subject Contribution level
						Overall	Design	Method	Interpretation	
210	30/05/2023	Ofwat	Cost of living: wave three - Water customers' experiences W		<a href="https://affinitywaterfd.sharepoint.com/b:/s/w_CIE/EZcbZl8J5JZkNvYawUghNjZMB_FkUsvnHRPJRU7_p_Q-9w?e=JmTZMU">https://affinitywaterfd.sharepoint.com/b:/s/w_CIE/EZcbZl8J5JZkNvYawUghNjZMB_FkUsvnHRPJRU7_p_Q-9w?e=JmTZMU</a>	1.7	1.5	1.5	2.0	2 - Billing & tariffs, Vulnerability
211	20/12/2022	Yonder	Bridging the gap: Awareness and Understanding of Water Issues	W/Go	<a href="https://affinitywaterfd.sharepoint.com/b:/s/w_CIE/EbX_guisk85Mr6LoQY6tWo8pXUWdOnAVYBRVqslkGFPWmg?e=CaYhQ">https://affinitywaterfd.sharepoint.com/b:/s/w_CIE/EbX_guisk85Mr6LoQY6tWo8pXUWdOnAVYBRVqslkGFPWmg?e=CaYhQ</a>	2.0	2.0	2.0	1.9	2 - Asset management, Customer Satisfaction & Branding 1 - Demand Management, Environment
213	16/06/2023	Accent MR	Acceptability and Affordability Testing Stage One: Qualitative Research	Gf	<a href="https://affinitywaterfd.sharepoint.com/b:/s/w_CIE/EYU9oinzpbROW6geHleugB2Allu0a3EgiGPFcmgJhV5Q?e=mtGKFH">https://affinitywaterfd.sharepoint.com/b:/s/w_CIE/EYU9oinzpbROW6geHleugB2Allu0a3EgiGPFcmgJhV5Q?e=mtGKFH</a>	2.8	2.0	3.0	3.0	3 - Billing & Tariffs 1 - Asset Management, Water Quality, Supply
215	20/02/2023	Effec	Social Tariff Customer Preferences	W/F	<a href="https://affinitywaterfd.sharepoint.com/b:/s/w_CIE/ESiYzQyh309LjajwGjsW7MBhaTgaCn6MKeuBaYIRJBbDQ?e=peYaDr">https://affinitywaterfd.sharepoint.com/b:/s/w_CIE/ESiYzQyh309LjajwGjsW7MBhaTgaCn6MKeuBaYIRJBbDQ?e=peYaDr</a>	3.0	3.0	3.0	3.0	3 - Billing & Tariffs, Vulnerability
216	03/07/2023	Incling	Topic 60: Optimism 2	P	<a href="https://affinitywaterfd.sharepoint.com/p:/s/w_CIE/EWyoU038ukICVDjBLVCh8gBAqkrkQqbZ3udlenwfs9PHA?e=T4fHly">https://affinitywaterfd.sharepoint.com/p:/s/w_CIE/EWyoU038ukICVDjBLVCh8gBAqkrkQqbZ3udlenwfs9PHA?e=T4fHly</a>	2.0	2.0	2.0	2.0	3 - Customer Satisfaction & Branding
217	26/04/2018	Artesia consulting	The long term potential for deep reductions in household water demand	K	<a href="https://affinitywaterfd.sharepoint.com/b:/s/w_CIE/ESo88t45kFJcHCj1Z-qQmABtQVWN14vYfULGRnLGH8g?e=JQDcN4">https://affinitywaterfd.sharepoint.com/b:/s/w_CIE/ESo88t45kFJcHCj1Z-qQmABtQVWN14vYfULGRnLGH8g?e=JQDcN4</a>	1.3	1.0	1.5	1.5	3 - Demand Management
218	31/03/2023	Blue Marble	CCW Citizens Forum: Customers' views on water Campaigns	P/Go	<a href="https://affinitywaterfd.sharepoint.com/b:/s/w_CIE/Edqj-DeKQB10HhQwaW0KABfBgVi5uR2Fo4xVtZ6PVPtQ?e=OJYLZP">https://affinitywaterfd.sharepoint.com/b:/s/w_CIE/Edqj-DeKQB10HhQwaW0KABfBgVi5uR2Fo4xVtZ6PVPtQ?e=OJYLZP</a>	2.0	2.0	2.0	2.0	3 - Demand Management, Customer Satisfaction & Branding
219	10/05/2023	DJS	Water Matters: household customers' views on their water & sewerage services 2022	T	<a href="https://affinitywaterfd.sharepoint.com/b:/s/w_CIE/EbSuZwfgLVMi8nYF2B5aROBiVEMokYlNl9x6lsehcw?e=2sG07">https://affinitywaterfd.sharepoint.com/b:/s/w_CIE/EbSuZwfgLVMi8nYF2B5aROBiVEMokYlNl9x6lsehcw?e=2sG07</a>	1.7	1.5	1.5	2.0	3 - Customer Satisfaction & Branding
221	11/07/2023	Institute of Customer Service	UKCS! July 2023 Results Utilities Sector Resource Pack	W	<a href="https://affinitywaterfd.sharepoint.com/x:/s/w_CIE/EUf68v2_jz1Jot-YD04cVYwBt-gacqPQFHRWjYK VmnAqIQ?e=LfpUcP">https://affinitywaterfd.sharepoint.com/x:/s/w_CIE/EUf68v2_jz1Jot-YD04cVYwBt-gacqPQFHRWjYK VmnAqIQ?e=LfpUcP</a>	2.0	2.5	1.5	2.0	3 - Customer Satisfaction & Branding
223	28/07/2023	Impact	Q1 2023-24 Perceptions Survey	T	<a href="https://affinitywaterfd.sharepoint.com/b:/s/w_CIE/ET9hFOEyu-hLzbhls_w60UBkXVXldyFphyouYE-PZu6A?e=NKO9CP">https://affinitywaterfd.sharepoint.com/b:/s/w_CIE/ET9hFOEyu-hLzbhls_w60UBkXVXldyFphyouYE-PZu6A?e=NKO9CP</a>	2.2	2.0	2.0	2.5	3 - Customer Satisfaction & Branding
225	28/07/2023	Incling	Topic 62: Leak Prioritisation	P	<a href="https://affinitywaterfd.sharepoint.com/b:/s/w_CIE/ERsgE2MP0tPtpPpPhx65Tt8XcuKDRAX5p0SngN1IE_cw?e=E85jn2">https://affinitywaterfd.sharepoint.com/b:/s/w_CIE/ERsgE2MP0tPtpPpPhx65Tt8XcuKDRAX5p0SngN1IE_cw?e=E85jn2</a>	2.0	2.0	2.0	2.0	
237	16/12/2022	Incling	Topic 43-46: WRMP Deep Dive	P	<a href="https://affinitywaterfd.sharepoint.com/b:/s/w_CIE/EYla_H5m0qpJn-7Y9CnqresBUnDG8g7j3DiufgVSDYK-w?e=6gTHl8">https://affinitywaterfd.sharepoint.com/b:/s/w_CIE/EYla_H5m0qpJn-7Y9CnqresBUnDG8g7j3DiufgVSDYK-w?e=6gTHl8</a>	2.0	2.0	2.0	2.0	3 - Supply, Environment 1 - Water Quality, Demand Management, Asset Management, Customer Satisfaction & Branding, Community
238	28/06/2023	Affinity	Affinity Water June 2023 YWYS session notes	Q	<a href="https://affinitywaterfd.sharepoint.com/b:/s/w_CIE/EbT09AjDc-5G6a2k5i5dqEB4Q289nSjUWHUVPrevHGWTQ?e=leHIA">https://affinitywaterfd.sharepoint.com/b:/s/w_CIE/EbT09AjDc-5G6a2k5i5dqEB4Q289nSjUWHUVPrevHGWTQ?e=leHIA</a>	1.0	1.0	1.0	1.0	1 - Water Quality, Billing & Tariffs, Demand Management, Metering, Supply, Environment, Asset Management, Vulnerability, Customer Satisfaction & Branding, Community
239	18/01/2023	PJM Economics	Collaborative ODI Research Guidance Notes	T/R	<a href="https://affinitywaterfd.sharepoint.com/b:/s/w_CIE/EWQSl2vZxOJA mUvboKqGtIB7drpJafpMG01q7JHvNDeW?e=\$qaCBH">https://affinitywaterfd.sharepoint.com/b:/s/w_CIE/EWQSl2vZxOJA mUvboKqGtIB7drpJafpMG01q7JHvNDeW?e=\$qaCBH</a>	2.2	2.5	2.0	2.0	2 - Billing & tariffs 1 - Water Quality, Low Pressure, Supply, Environment, Community
240	18/01/2023	PJM Economics	2022 ODI results tables	T/R	<a href="https://affinitywaterfd.sharepoint.com/x:/s/w_CIE/EYU3TGHxvJQsESYk6c4cIB4dyFh50d5nY0MWJHP4P6qQ?e=6ETjj">https://affinitywaterfd.sharepoint.com/x:/s/w_CIE/EYU3TGHxvJQsESYk6c4cIB4dyFh50d5nY0MWJHP4P6qQ?e=6ETjj</a>	2.5	2.5	2.0	3.0	2 - Billing & tariffs 1 - Water Quality, Low Pressure, Supply, Environment, Community
241	09/06/2023	Savanta	Ofwat - Environmental Performance Commitments Qualitative Research	D	<a href="https://affinitywaterfd.sharepoint.com/b:/s/w_CIE/EaATL4D-wM5LiaQLC43GVFYBlsUykYA-5k307ueDFEWCWw?e=IM6brC">https://affinitywaterfd.sharepoint.com/b:/s/w_CIE/EaATL4D-wM5LiaQLC43GVFYBlsUykYA-5k307ueDFEWCWw?e=IM6brC</a>	2.0	2.0	2.0	2.0	1 - Environment
244	01/08/2023	ICS	UK Customer Satisfaction Index July 2023	W	<a href="https://affinitywaterfd.sharepoint.com/b:/s/w_CIE/Eb1lCNaBz8hOvir-d7a_XL88TrCH9TX5hmcjdP0ZrSXOAg?e=vzkHge">https://affinitywaterfd.sharepoint.com/b:/s/w_CIE/Eb1lCNaBz8hOvir-d7a_XL88TrCH9TX5hmcjdP0ZrSXOAg?e=vzkHge</a>	1.8	2.0	1.0	2.5	1 - Customer Satisfaction
248	01/09/2023	Affinity	WRMP Consultation Statement of Response	Q	<a href="https://affinitywaterfd.sharepoint.com/b:/s/w_CIE/EY1TWPavLkZCoh04maVcB66B2XnE4Fya0hteffh1uQ?e=Jr4004">https://affinitywaterfd.sharepoint.com/b:/s/w_CIE/EY1TWPavLkZCoh04maVcB66B2XnE4Fya0hteffh1uQ?e=Jr4004</a>	1.0	1.0	1.0	1.0	3 - Supply 2 - Environment, asset Management 1 - Billing, Demand Management, Metering, Community
249	08/12/2022	Ofwat	Water Company Performance Report 2021-22	K	<a href="https://affinitywaterfd.sharepoint.com/b:/s/w_CIE/EZEMEv9cHk5Jn4j6fz145MBPHKxMhomGzE3ACMBXlhj?e=DV8T0o">https://affinitywaterfd.sharepoint.com/b:/s/w_CIE/EZEMEv9cHk5Jn4j6fz145MBPHKxMhomGzE3ACMBXlhj?e=DV8T0o</a>	2.0	2.0	2.0	2.0	1 - Water Quality, Low pressure, Demand Management, Metering, Supply, Environment, Asset management, Vulnerability, Customer Satisfaction, Community

Item	Date	Source	Title/Topic	Methodology	Links	Robustness Scoring				Key Subject Contribution level
						Overall	Design	Method	Interpretation	
250	22/03/2023	Ofwat	Leakage Dataset March 2023	K	<a href="https://affinitywaterfids.sharepoint.com/:x:/s/Av_CIE/BfmTLs-eBQVDR9qQaTepdLs8Q9Uldf-D619k7jktz5VwWf9e=1E1xhY">https://affinitywaterfids.sharepoint.com/:x:/s/Av_CIE/BfmTLs-eBQVDR9qQaTepdLs8Q9Uldf-D619k7jktz5VwWf9e=1E1xhY</a>	2.3	2.0	2.0	3.0	3 – Asset Management
251	11/09/2023	Accent	Acceptability & Affordability Testing Quantitative Summary	W	<a href="https://affinitywaterfids.sharepoint.com/:b:/s/w_CIE/EdLqvhL_GpZCusPPqamhL_ABeFeiEvc27c7ghfONpa713g9e=dwCBo">https://affinitywaterfids.sharepoint.com/:b:/s/w_CIE/EdLqvhL_GpZCusPPqamhL_ABeFeiEvc27c7ghfONpa713g9e=dwCBo</a>	2.6	2.5	2.5	2.7	3 - Billing & Tariffs 1 – Water Quality, Supply, Asset Management, Environment
<b>Items still in draft &amp; not yet available in the Research Library</b>										
XXX		Affinity	PR24 Consultation results	Q						
AB		Incling	Topic 65: LTDS	P						

Methodology Codes	
D	Qualitative Depth Interviews
F	CAPI/Face to Face quantitative surveys
Gf	Face to Face Focus Groups
Go	Online Focus Groups
K	Desk Research
M	Data Analytics & Modelling
O	Observation/"Ethnography"
P	Qualitative Customer Panel
Q	Town Hall/Public Consultation
R	Postal Survey
T	CATI/ quantitative telephone survey
V	Data from customer feedback surveys
W	CAWI/ Online quantitative survey
X	Quant Survey of unknown method
-	Not enough info to determine

## What Customers and Stakeholders Want – high level summary

The full details of the synthesis of our customer and stakeholder insight can be found in Appendix AFW04 but below is an abstract from the summary document that we have published on our engagement platform which shows at a high level what we have heard.

The consensus across our customers and stakeholders is fairly consistent with the biggest differences seen regarding pace of delivery. Our future customers generally want to see environmental ambitions delivered more quickly along with our environmentally focused stakeholders, non-household customers are more positive regarding investment in areas such as customer service, net zero and low pressure.

Our more financially vulnerable customers are more hesitant over bill increases but we are also seeing a more 'citizen' view across all segments wanting to ensure bills are affordable and there are protections in place for those that need financial support.

Stakeholders are more aware of the impacts of climate change, population growth and aging infrastructure but customers are also raising concerns with recent media interest probably helping to raise awareness more regarding the industry.

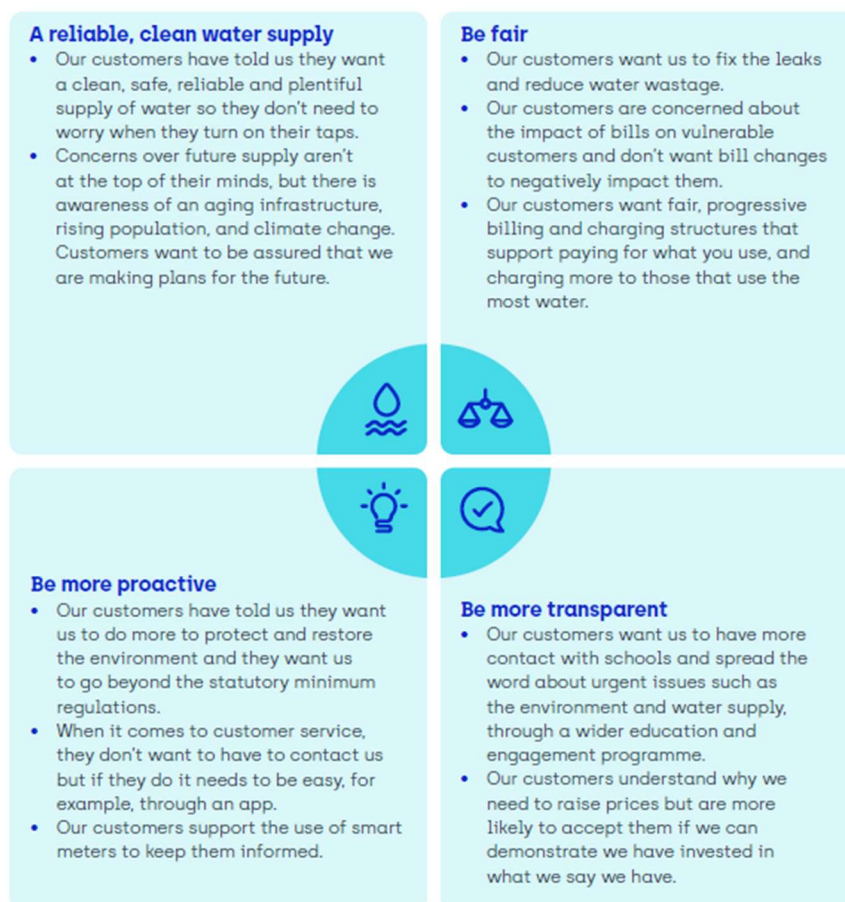


Figure 11: High-level themes we hear from our customers and stakeholders

## Consulting on our plans

As part of the overall 'test, iterate, define' stage of developing our business plan we have conducted several formal consultations. These have included the statutory 14-week consultation on the Water Resources Management Plan, the consultation on our Drought Management Plan and the regional consultations on the water resources plans for both Water Resources South East (WRSE) and Water Resources East (WRE).

However, alongside these we felt it was really important to give our customers and stakeholders an early view of our business plan and the associated bill impact and provide the opportunity to get early feedback.

On 26 April 2023 we ran a 6-week consultation, we produced a customer facing consultation document, engagement hub to gather feedback and a series of short videos explaining our plan and asking for our customers views. We promoted the consultation through a range of media including social media, internal channels, direct emails, newspaper adverts and electronic billboards at Tesco supermarkets across our region.

We received 1873 responses to the consultation. Full results can be found in the main report on our [engagement site](#) but at a high level 59% of customers thought we were focusing on the right areas for improvement, 52% thought we had the right targets in place, 39% thought the bill increases were reasonable given the improvements suggested and 41% felt they could comfortably afford the increases.

Of the four key areas of focus, respondents were asked to rank what was 'most important' and what 'urgently needed most improvement'. Environment was consistently ranked as far more important than any of the other three (resilience, customer, and community). Those who said it was the most important were significantly more likely to be satisfied with the plan than those whose highest priority was 'customer'. 'Community' was ranked lowest in both questions.

When asked what was 'the most important part of the plan' - reducing leaks was very frequently mentioned. Protecting the environment/chalk streams, resilience of water supplies and building infrastructure were also areas of focus in some of the responses we received.

We also received many comments where respondents highlighted issues over the proposed bill impacts – often responding with more of a 'citizen view' highlighting affordability issues for those more financially vulnerable.

In addition to the more formal consultation, we were conscious that such exercise often excludes future customers and those in vulnerable circumstances, so we also commissioned 5 focus groups with future customers and those financially vulnerable and six one-to-one interviews with customers on our priority services register. The full report (available on our [engagement site](#)) provides more detail but at a summary

level, our proposals on safeguarding supply, environment and vulnerable customers were found acceptable and the proposed bill increase was felt to be broadly justifiable by most participants. Whilst justifiable, it remained nevertheless unpalatable to many, given the broader context and pressures being faced – in particular those ‘just about managing’. There were calls for the increase to be smoothed over the five years, with no ‘big jumps,’ to make the increases easier to manage. There were also key concerns about whether the increase would feed into shareholder dividends and big profits for the company, which was not seen as acceptable.

## Your water your say

On the 6 May we also tested our plans with customers and stakeholders during our ‘Your water, your say’ event. We promoted the event alongside our public consultation through a range of media including social media, internal channels, direct emails, newspaper adverts and electronic billboards at Tesco supermarkets across our region.

During this independently chaired session, co-ordinated jointly with Ofwat and CCW our Executive team were on hand to share our plans and answer any questions raised by attendees or those who had pre-registered questions with CCW. We sent out pre-read materials in advance (our consultation document and a short video explaining our plan) and then our CEO Keith Haslett presented for ten minutes at the beginning of the session.

We had 62 attendees on the day with most registering as customers although a number of those were also affiliated with chalk stream and environmental local groups. We received a wide range of questions and discussions about our plans that are summarised in Figure 12.

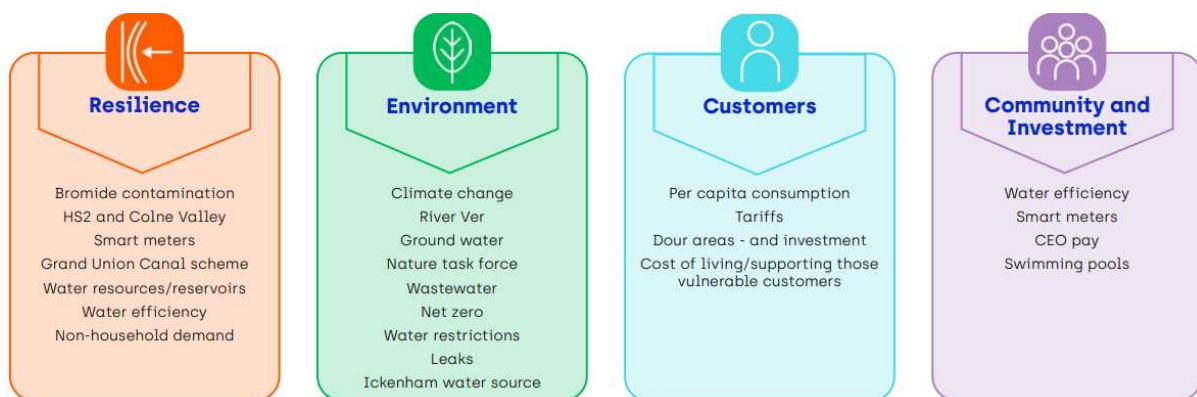


Figure 12: Key themes raised at first YWYS event

The transcript of the session has been published on our [engagement site](#) and we have our second session booked for the 18 October where we will update attendees on how we have addressed their questions and reflected in our business plan. We have included a table ‘your question – our answers’ in the Annex to this document.

## Affordability and acceptability testing

### Approach

All water and wastewater companies were required to test the acceptability and affordability of their Business Plans with their customers before submitting their plans for the Price Review (PR24) in October 2023

To ensure a standardised approach is used across the industry, Ofwat and CCW produced guidance on how this research should be undertaken – the guidance was designed to facilitate consistency and comparability between companies (e.g. question language, methodologies, approach taken to inflation, the degree to which participants are informed, clarity on least cost vs. proposed options, inclusion of vulnerabilities, different futures) and included the recommendation to include as minimum a qualitative and quantitative phase.

We undertook both qualitative and quantitative surveys and in addition ran an additional quantitative survey with our online customer panel. The full research reports are all available on our [engagement site \(Report 251\)](#).

### Methodology

The Guidance was followed in all respects when selecting household participants. Participants were randomly approached across the supply area by both post and email (calling to online but offered a paper version). Lower Indices of Multiple Deprivation (IMD) deciles were over-sampled and higher IMD deciles under-sampled, to compensate for lower response rates. An incentive of £10 was offered to encourage participation and future customers were not included. Non-Household participants were approached through a mix of specialist panel and CATI.

The Affinity Water area was treated as two locations, both of which are supplied water services only by Affinity Water – the first location was the area supplied waste services by Thames Water (Affinity Thames), and the second by Anglian Water (Affinity Anglian). These are the only supply areas that meet the criteria for selection under Ofwat/CCW's guidance (namely that they make up over 10% of Affinity Water's customer base).

There was only one exception in survey materials from that produced by Ofwat/CCW this was on the bill chart graph, where following cognitive feedback it was decided that it would benefit comprehension if a total (of bill impact plus inflation) were added above each bar on the graph showing the impact of the plan on bills. This was added with the approval of Affinity Water's Independent Challenge Group.

The bill amounts tested were £214.89 (by 29/30) water bill (this has increased by a small amount to £216.96 in the final business plan but due to timescales we were not able to re-run the quantitative testing. However, we did test this bill amount with our online water community). The waste bill amounts were those provided by Thames Water (£252.47) and Anglian Water (£302.73) at the time of the research.

## Demographics

787 Household participants were interviewed - 269 in the Affinity Anglian area and 518 in the Affinity Thames area. Participants from higher socio-economic backgrounds were over-represented in the data. This is despite under-sampling higher IMD decile addresses. This is in line with the expectations of the methodology. IMD decile weighting has been applied according to guidance to ensure that these groups are not over-represented in the results.

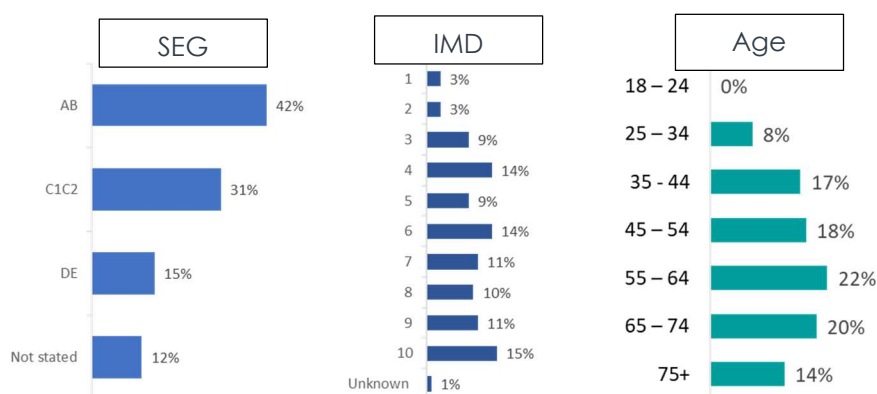


Figure 13: Demographics of household customers in survey (n787)

Participants with a range of vulnerabilities were well represented, with just over half of households reporting none present and although the ethnicity bandings used do not correlate directly with census data, the spread found (c80% white, 5% Asian, 0-2% for other groupings) was representative.

Businesses with a range of dependencies on water were interviewed, in total 150 Non-Household participants were interviewed (51 in the Affinity Anglian area and 99 in the Affinity Thames area). 133 of these were via a NHH online panel; 46 in Affinity Anglian area and 87 in the Affinity Thames area and 17 via Computer Assisted Telephone Interview (CATI) (5 in Affinity Anglian area and 12 in the Affinity Thames area). CATI participants were recruited by phone and interviewed at a time convenient to them.

## Results

The acceptability scores below demonstrate we've built a plan for PR24 that reflects customer needs and principles. However, we did see that acceptability was most negatively impacted by affordability, and affordability had been significantly impacted by the cost of living.

Amongst those who said the PR24 business plan was 'unacceptable', or 'completely unacceptable', the main reasons were objections to profits (the fact that Affinity Water has not made a profit or paid a dividend in several years was not mentioned to respondents).



However, it is notable that for a good proportion of those saying it was 'unacceptable' this was due to the cost to them directly, implying that the plan may have more support than the topline figures show, and that only personal circumstances are holding some customers back from supporting it.

Respondents were also asked about affordability after they had seen the business plan. Whilst it didn't change the proportion of respondents saying it was easy to afford, it did have an impact on those saying it was 'difficult to afford', with a significant increase in those saying they now felt it was 'neither/nor', rather than 'difficult' (36% said it would be 'difficult to afford' before seeing the plan, dropping to 26% after).

2 in 5 household customers surveyed said they struggled to pay household bills at least sometimes, and as expected they were much more likely to find the plan difficult to afford, 83% vs 43% of all households. Only 1% of those struggling financially said it would be easy to afford. Approximately half the sample experienced some form of vulnerability – 1 in 10 were new parents, 1 in 8 had a disability or life-limiting condition. 52% of vulnerable customers said it would be difficult to afford, and 12% said it would be easy.

### Affordability

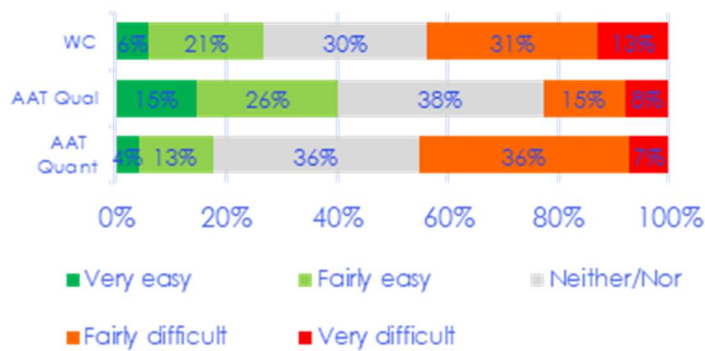


Figure 14: Affordability testing results for household customers from online water community, qualitative and quantitative testing

### Acceptability

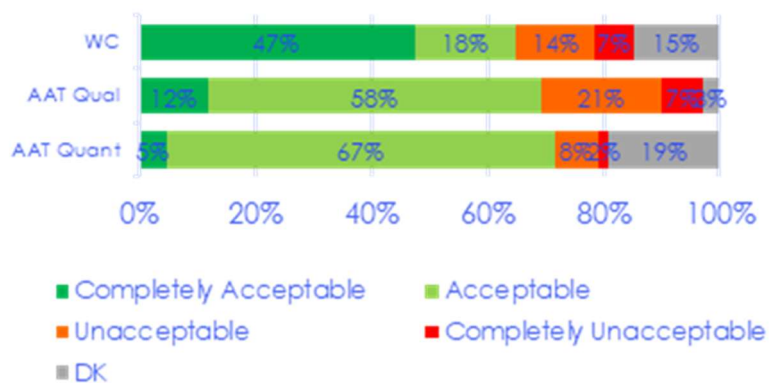


Figure 15: Affordability testing results for household customers from online water community, qualitative and quantitative testing

## Testing acceptability and affordability with our online water community

### Approach

Due to timing of the main affordability and acceptability testing there was a very small shift upwards in bill impact as the business plan was finalised compared to what had been tested (an additional £2.07 by 2029/30). Although timing prevented us re-testing this bill amount through the full survey, we utilised the main elements of the survey (question order, structure, and stimulus) and ran an exercise with our online water community so see if we saw any differences.

### Demographics

Our water community consists of 500 customers who are representative of our customer segments – we regularly engage with them on a number of pieces of research and activities. For this activity 138 customers fully completed all elements with 153 partially completing some of the questions with a good spread amongst our customer segments and geographical communities.

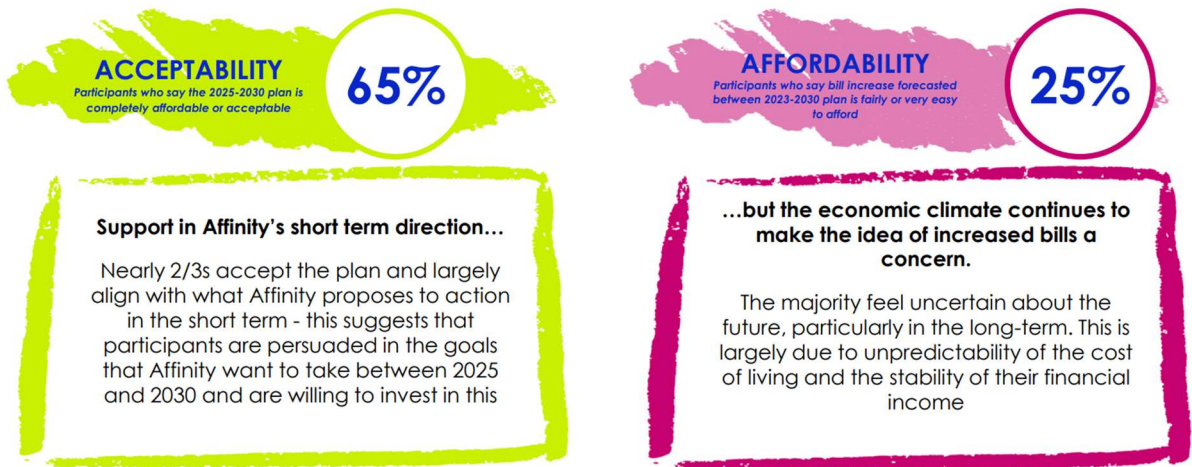


Figure 16: Response rates

### Results

The results seen although differ from the main survey (acceptability slightly lower and affordability slightly higher) they are of a similar proportion to the main survey. We were also able to gather some additional insight on the reasons behind our customers choices – with the key concerns raised regarding the financial climate being:

- **Uncertainty:** The majority express they cannot guarantee their income will sufficiently match bill increases; a particular concern for those who are on fixed low-income or retired in particular (Feeling the Strain and Comfortable Retirement).
- **Confusion:** Participants are hesitant toward how the bill increases will benefit them as a customer in the future i.e., what changes will happen as a result of bill increases?
- **Pessimism:** Participants a sceptical the improvements will be achieved and wonder if they will see the benefits of increased bills.



Q1: "How easy or difficult do you think it would be for you to afford these water/sewerage bills? What makes you say this?" N=153 / Q2: "Based on everything you have seen and read about Affinity Water's proposed business plan, how acceptable or unacceptable is it to you and why?" N=153

Figure 17: Results for testing with Water Community

The full report and results can be found on our engagement website (Report 253).

## Line of sight

The insight and testing of our business plan with customers has been integral to its development. The voice of the customer is used throughout the process to shape and challenge the plan across its development and at each stage.

The triangulated customer insight has shaped and informed the overall strategy, informing each business case and the solution options within them.

The triangulated customer valuations (see **Appendix AFW04**) have populated the Service Measures Framework used to prioritise investments.

The consultation and testing phases of engagement allowed us to 'check-back' with customers and stakeholders to ensure we had the right mix and balance and test overall acceptability and affordability of the business plan.

There are, however, other constraints on the business plan including regulation which sets requirements, overall deliverability of the elements of the plan and financeability.



Figure 18: Balancing the plan

The sections below set out how the plan has been shaped by customer views for each investment area and also illustrate where other factors such as regulation, deliverability and financeability have influenced each business case. We have set out four key questions under each investment area:



Figure 19: Key questions

## The Environment

### Unsustainable abstraction

#### Background

Chalk streams are a globally rare habitat with 85% of those found in southern and eastern England. They provide water and sustain endangered habitats. Through our Water Resources Management Plan (WRMP) and our Water Industry National Environmental Programme (WINEP) we set out our plans to reduce abstraction from these precious chalk aquifers in co-ordination with the Environment Agency. These abstraction reductions are particularly significant for us, because historically, the majority of water used for supply in our company area is from ground water sources. We do not have any of the large open storage reservoirs in our area and rely on ground sources or imports from our neighbouring companies.

To meet these abstraction reductions, we need to reduce the demand for water from our customers, ensure we are using the water we have in the most efficient way and replace the water supply with alternative sources. Water resources planning is covered under the Water Resources Planning Guideline (WRPG) and every five years water companies set out their plans for the next 50 years to ensure a safe and secure supply of water for customers. We produced our WRMP as a draft document in November 2022 for public consultation.

In a step change for the industry, the water companies have worked together as regions, to look more strategically at water resources driving both efficiency and innovation. We work primarily with Water Resources South East (WRSE) but one of our communities, Brett, is in the Water Resources East (WRE) area. In planning for the future, we have worked collaboratively with other companies in the WRSE and WRE regions to identify a number of potential supply options that supply not only our customers but potentially other water company customers as well.

We have also promoted a bespoke performance commitment for this area – known as the Abstraction Incentive Mechanism (AIM). Whilst the WINEP and WRMP support the core environmental objectives, we believe there is benefit in going above and

beyond for the chalk stream environment and adapt the way we operate during low flow conditions. AIM allows us to reduce our environmental impact during times when the environment would be under stress. AIM contributes to leaving more water in the environment at the onset of a low flow period and reduces recovery time of the aquifer. When AIM is active in the summer months, it is more likely to discourage peak use of sources which would otherwise have been maximised.

### What have we heard?



There is good level of support from our customers for reducing river abstraction near chalk streams, even though reducing abstraction appears to be a low-ranking priority at a national level. Our customers appear to be aware of the local significance of chalk streams, with recent priorities work showing 'leaving the environment in a sustainable and measurable improved state', ranked as 4th out of 11 options shared, with a majority of customers choosing to take the maximum investment option towards reducing abstraction and river restoration. There appears to be a desire to go beyond government minimum standards, especially with our future customers. There is also strong support for the cost of going above and beyond minimum standards but there is a limit to that cost, especially with non-household customers (**AFW04**).

### What did testing tell us?



There was a good level of overall support for Affinity Water's WRMP; key areas to note on the abstraction reduction side:

- Overall good level of support for planned approach – customers and stakeholders were positive about the adaptable plan to allow for more investigation and altering of plans as we understand more regarding the impacts of reducing abstraction
- Challenges from local river groups regarding pace, selection, and ordering of proposed locations
- Technical challenges regarding the benefits realised by abstraction reduction

During our PR24 consultation (April 2023) 59% of customers thought we were focusing on the right areas for improvement, 52% thought we had the right targets in place, 39% thought the bill increases were reasonable given the improvements suggested and 41% felt they could comfortably afford the increases. There were a significant number of comments regarding the pace of delivery of abstraction reduction wanting further reductions included in the plan. Also, this was an area of focus during our 'Your Water Your Say' sessions where attendees showed a keen interest in our plans and an urgency for us to work as quickly as we can on reducing abstraction from the chalk aquifers.

### Do our plans diverge?



This plan is primarily driven by the Environment Agency (EA); our AIM performance commitment goes beyond the statutory minimum which is supported by our customers. Some community groups would like to see plans that delivers more reductions at a greater pace than is set out but the plans have balanced deliverability with this ambition as additional infrastructure is required to replace the chalk stream sources.

## Our plans

We have continued to work with and have taken feedback from the Environment Agency, Natural England, and stakeholders such as Chalk Streams First (who are primarily focused on the Colne and Lee catchments in our area) and Revlvel (who are focused on the Ivel and Hiz) to:



- Define what is meant by 'unsustainable' abstraction.
- Find ways to use other resources through water capture and transfers to allow us to address deficits as early as we can.
- Build an agreed, deliverable programme that can be adapted as understanding grows.
- Introduce a bespoke performance commitment, Abstraction Incentive Mechanism (AIM). This additional measure will drive us to leave more water in the aquifer during low flows, which can under certain conditions provide additional baseflow to the nearby rivers.

*A summary of the lower scenario cumulative abstraction reductions in the tributaries and Upper Reaches of the Colne, Lee and Ivel*

Catchment	Cumulative Abstraction Reduction by Period (MI/d)					
	2023-2025	2025-2030	2030-2035	2035-2040	2040-2045	2045-2050
Cumulative Colne	17.4	41.7	41.7	43.2	43.2	44.2
Cumulative Lee	15.9	21.2	46.2	50.1	60.8	75.8
Cumulative Ivel (&Hiz)	0.0	0.0	8.0	11.6	17.4	17.4

## Our planned performance for 2025-30

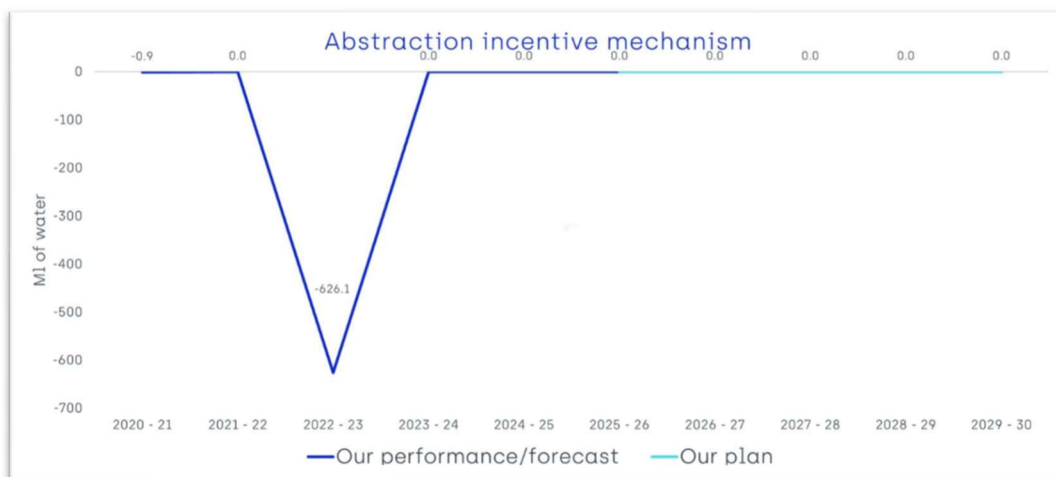


Figure 20: AIM planned performance

## Natural capital- catchment management & river restoration

### Background

Defra's 'Plan for Water' is based on taking a systematic, local, catchment-based approach, in a coordinated and collaborative way, using both nature-based

solutions and investment in infrastructure involving communities, water companies, and businesses. Our plans have been developed around this vision and define a multi-AMP programme of measures delivered through the WINEP. This is to meet the ambition of the Plan for Water and our Strategic Direction Statement to “leave the environment in a sustainable and measurably improved state” along with our aspiration to end unsustainable abstraction from our chalk groundwater sources.

### What have we heard?

When talking to customers about our environmental ambitions they feel meeting the statutory minimum is not enough, and most believe we should be going beyond this, although no individual plan is considered more of a priority than others. Customers, once informed of WINEP, strongly approved of its existence, however, it is felt to be the bare minimum and they want us to exceed government guidelines (**AFW04**). Support for environmentally led projects is, however, tempered by concerns over costs and the need for ‘proof’ of investment (**AFW04**).



### What did testing tell us?

Through our qualitative testing, 73% of our customers found our proposed plan to be acceptable and 44% found it to be affordable. During our PR24 consultation 59% of customers thought we were focusing on the right areas for improvement, 52% thought we had the right targets in place, 39% thought the bill increases were reasonable given the improvements suggested and 41% felt they could comfortably afford the increases. There were a significant number of comments regarding support for environmental improvement and protecting rivers for the future.



### Do our plans diverge?

The programme is limited by deliverability and cost. To ensure we deliver the most value from the programme the WINEP investigations, options appraisals and associated monitoring will provide the information to derive evidence-based decision-making to inform the adaptive plan proposed.



### Our plans

- Deliver a flagship chalk stream catchment restoration project - a pilot project delivered through AMP8 and AMP9 which will seek to realise the ambition of Defra's Catchment Based Approach (CaBA), Chalk Stream Restoration Strategy and Implementation Plan. The project will be delivered on the river Beane in partnership with key stakeholders.
- Deliver a programme of river restoration, river improvement works and habitat enhancements – these will be in chalk stream catchments to improve flow, create and enhance habitats to support chalk stream ecology and resilience to climate change and other anthropogenic factors. These measures, delivered alongside sustainability reductions, will help protect and enhance chalk streams and contribute to achieving Good Ecological Status (GES) or Good Ecological Potential (GEP).
- Deliver a programme of catchment and nature-based solutions (C&NBS). This is a multi- AMP programme of C&NBS measures developed and delivered in our catchments, alongside sustainability reductions and river restoration schemes through the development of an integrated approach to creating





more sustainable and resilient catchments for water and the wider environment. C&NBS measures will mitigate and diffuse rural and urban pollution to improve water quality, increase drought and flood resilience, enhance biodiversity, capture carbon, and enhance water resources in chalk stream catchments.

- Work in partnership to develop and deliver C&NBS, including river restoration projects to enable investments to be co-funded, both through government funding and through catchment trading of ecosystem services. We will use wider private sector finance to reduce future costs to our customers and maximise opportunities for environmental improvements through a catchment-based approach.

## Natural capital – biodiversity and INNS

### Background

This is part of a longer-term goal to improve the environment in the communities in which we operate. This investment area will deliver statutory and non-statutory drivers and will build the foundations for additional future biodiversity improvements. The best value option will be delivered following the principles of our environmental strategy. The prioritisation and delivery of the programme will be developed with the relevant stakeholders, alongside our sustainability reduction, and catchment and nature-based solutions programmes to maximise wider environmental benefits.

Along with biodiversity we have a duty under Schedule 9 of the Wildlife and Countryside Act (1981) to manage Invasive Non-Native Species (INNS) which have been brought into the UK and can spread rapidly at the expense of native species. In doing so, they can have potentially negative impacts on the environment, economic activities and, in some circumstances, on human health. Plants such as Japanese Knotweed, Himalayan Balsam and Giant Hogweed as well as animals such as signal crayfish, the oak processionary moth, demon shrimp and zebra mussels must be managed across our sites. This is a new common performance commitment area for the industry.

### What have we heard?

Increasing biodiversity is supported by customers, but they are split on how far to go – and a significant majority do not want to go beyond current levels. During our preferences research with household customers, they chose an environmental option that not only achieved the statutory minimum in terms of reducing abstraction reduction but had the additional benefits of additional catchments undergoing ecological and biodiversity improvements. Non-household customers were more reticent, with the largest preference being to maintain the status quo.



There is also support from customers in increasing biodiversity and improving the environment when building large infrastructure schemes – we saw the highest valuations (willingness to pay) for schemes that would create 'specialist habitats created for wildlife' (£3.87 annually); 'new wetland area' (£3.24 annually) and 'space provided for sustainable agriculture' (£2.61 annually) as project additions. In the study, the households' average valuation of any project addition was

considerably higher in the environmental area (£3.05), compared to the economic area (£1.19) and the social area (£1.16) (**AFW04**).

### What did testing tell us?

Through our qualitative testing, customers found our proposed plan to be 73% acceptable and 44% affordable. They supported the need for infrastructure investment to mitigate population growth and climate change. During our PR24 consultation 59% of customers thought we were focusing on the right areas for improvement, 52% thought we had the right targets in place, 39% thought the bill increases were reasonable given the improvements suggested and 41% felt they could comfortably afford the increases. There were a significant number of comments regarding support for environmental improvements although customers did not specifically highlight the detailed areas of biodiversity and INNS in their comments.



### Do our plans diverge?

The programme is limited by deliverability and cost – which aligns with the balance of views across our engagement where we see this is an important area for our customers but they take a pragmatic view of the cost implications of the programme



### Our plans

- Continue monitoring of existing projects.
- Implement pollinator management plans across 50 sites.
- Implement habitat management plans across 55 sites.
- Investigate and implement methods to maintain Springwell reedbed.
- Plant and maintain 100,000 trees in line with Water UK tree planting commitment.
- Work with regional partnerships to manage 15 strategic sites; utilising branding, joint messaging and linking to the wider landscape.

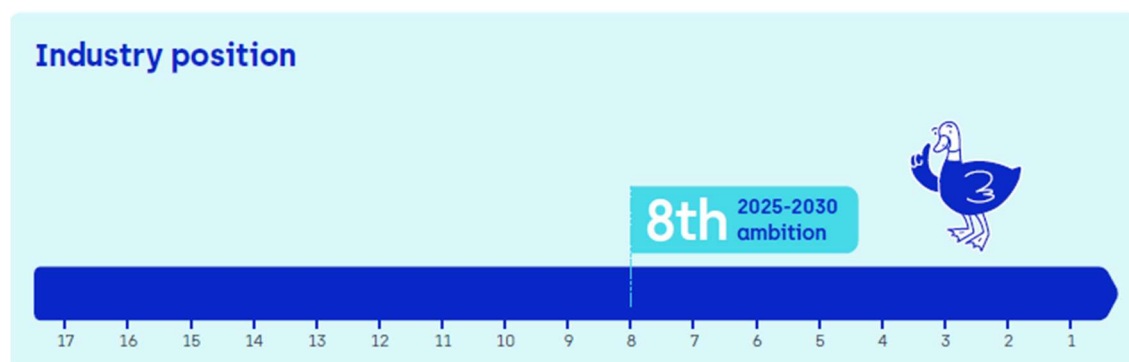


### Our planned performance for 2025-30



Figure 21: Biodiversity planned performance

## Our ambition – planned industry position



## Net zero

### Background

In 2019, the UK government committed to reduce its greenhouse gas emissions by 100% from 1990 levels by 2050. If met, this would mean the amount of greenhouse gas emissions produced by the UK would be equal to or less than the emissions removed by the UK from the environment. All water companies have a part to play in reaching this commitment. As a stretching interim target, every water company in England and Wales has agreed on a 'Public Interest Commitment', pledging to reach net zero for a defined set of operational emissions by 2030.

We are aiming to reach Net Zero emissions (operational and embedded) by 2045 as part of our Strategic Direction Statement (SDS) goals. Our commitment to reduce operational emissions will also require us to reduce the emissions associated with water treatment, often referred to as process emissions. Cross industry working is required to better understand process emissions and develop opportunities to mitigate them.

As the largest water only company, we expect to play a significant role in improving the knowledge of water treatment process emissions specifically. With research being undertaken in AMP8, we can put in place plans to manage any residual process emissions. We are also aiming to reduce our embedded emissions through working with our supply chain and taking a PAS 2080 (a standard for managing carbon in building and infrastructure that looks at the whole value chain). We have a common performance commitment for this area that looks at green house gas emissions.

### What have we heard?

The link between water and net zero is not clear or direct in consumers' minds. Concern over carbon emissions is however increasing, although customers do balance it with other environmental drivers and there is a price limit for some. Transparency over cost and effectiveness of our solutions will help customers support our approach. Support for green policies and carbon reduction is contingent on cost - in 2016, 12% of customers surveyed, considered it the number one priority, but since then, with the rise of groups such as Extinction Rebellion, the



prominence of events like COP 26 and, post covid, environmental issues now rate much higher but, there are however indications that this importance is falling again in the face of the cost of living crisis.

Carbon reduction is ranked higher by non-household customers than household customers, probably due to needing to meeting net-zero targets in their own operations. Engagement amongst customers across multiple water companies suggested that customers are in favour of companies reducing their carbon footprint and using more green energy – but that support was contingent on the impact it had on their bills. They also wanted the impact on the vulnerable to be considered as part of this.

There are some conflicting messages regarding speed of change with early qualitative research showing that customers were reluctant to spend more to increase the speed of change, while quantitative research in winter 2022/23 showed that the vast majority of customers, both household and non-household favoured going beyond the minimum. For those more reluctant, carbon emissions are seen as a wider societal problem that everyone needs to work on, rather than something we should prioritise. Future customers are more likely to want to see this prioritised.

Customers on our water community are largely positive about our Carbon Net Zero policy and three quarters them felt positively towards it (**AFW04**).

#### What did testing tell us?

Through our qualitative testing, 73% of our customers found our proposed plan to be acceptable and 44% found it to be affordable. They supported the need for infrastructure investment to mitigate population growth and climate change. During our PR24 consultation 59% of customers thought we were focusing on the right areas for improvement, 52% thought we had the right targets in place, 39% thought the bill increases were reasonable given the improvements suggested and 41% felt they could comfortably afford the increases. There were some comments regarding net zero from respondents, but this was not a topic of high focus in the consultation responses.



#### Do our plans diverge?

Our plan is limited by deliverability, cost, and technology – aiming to maximise benefit while not putting technologies in place that are due to be updated – this aligns with what we have heard from our customers who seem to pragmatically balance the impact on bills with the wider ‘good’ of achieving net zero.



#### Our plans

- Implement energy efficiency activities across the operation.
- Installing solar panels across our land base to enable export of energy to the grid.
- Move our fleet to electric vehicles and install charging points at our sites.
- Install more energy efficient standby generators to use less energy.
- Glean carbon benefits from nature-based solutions – such as tree planting, seagrass beds etc.



## Our planned performance for 2025-30

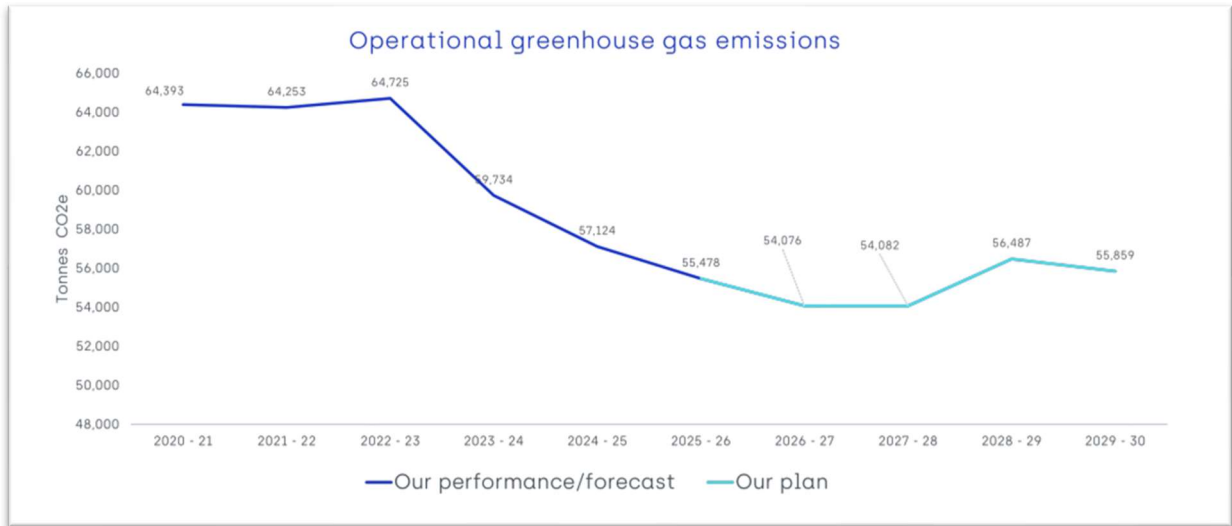
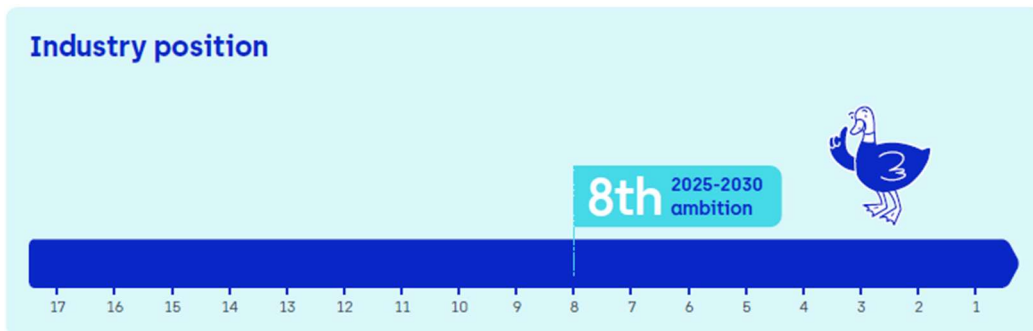


Figure 22: GHG planned performance

## Our ambition – planned industry position



## Resilience

### Resilient water supplies

#### Background

Population increase, changing raw water quality (PFAS/Nitrates) and unprecedented climate change events directly impact the risk exposure of our business. We need investment to be resilient to these rapidly growing stresses, enhancing our capability to react to low probability, high consequence events.

We are covered in these areas by the Security and Emergency Measures Direction (SEMD) which is monitored and enforced by the Drinking Water Inspectorate (DWI).

We are currently compliant for regulatory requirements for physical security and we are also an Operator of Essential Service (OES) under the Network and Information System (NIS) Regulations 2018. The information systems which support or have a direct effect on the production and delivery of wholesome water, known as the essential service, are in-scope for annual regulatory inspection and fines of up to £17million if we do not meet requirements.

We also need to have robust security controls to prevent fines under the General Data Protection Regulation (GDPR). The DWI assesses how we manage cyber security risks in relation to the network and IT systems that support the essential services.

### What have we heard?

Our customers don't automatically identify resilience as an area of high concern, especially relating external factors to the impact of delivering a secure supply of water; they naturally think of bursts or leakage when they think about resilient supplies. The link between climate change and increased resilience risk is also not a top priority for customers, however, when we dig deeper, there is an assumption that we would plan ahead – with operational and asset type risks being seen as the most logical to plan for with a level of mitigation against more environmental risks. **(AFW04)**



### What did testing tell us?

Through our qualitative testing, 73% of our customers found our proposed plan to be acceptable and 44% found it to be affordable. They supported the need for infrastructure investment to mitigate population growth and climate change. During our PR24 consultation 59% of customers thought we were focusing on the right areas for improvement, 52% thought we had the right targets in place, 39% thought the bill increases were reasonable given the improvements suggested and 41% felt they could comfortably afford the increases. There were some comments regarding investment in infrastructure from respondents, but the specifics regarding resilience are not particularly highlighted.



### Do our plans diverge?

We are guided by regulation in this area and that aligns with what our customers expect.



### Our plans

- Provide flood alleviation at 19 identified sites with the aim of providing a carbon and biodiversity conscious approach to enhancing sites on or near flood plains and at risk of exposure.
- Implement a programme of physical asset improvements to remain compliant, including access, keyless entry, alarm installation and CCTV hatch covers.
- Implement a programme of IT investments to maintain compliance.



## Resilient water supplies – mains repairs

### Background

This is a common performance commitment area, and it is measured by the number of bursts per thousand kilometres of total length. It includes all physical repair work to mains from which water is lost. As mains repair is heavily impacted by weather conditions the reported measure is normalised for weather. In the period 2020-21, we saw significant challenge in this area due to sub-zero temperatures. We delivered our best ever performance in 2021-22.

### What have we heard?

Providing a safe, secure supply of water is a top priority across all our customer segments and particularly noted by non-household customers. **(AFW04)**. Bursts are one of the areas our customers do identify when they think about resilience. However the link between climate change and increased resilience risk is not one that customers directly identify. When we dig deeper, they do support investment to reduce bursts **(AFW04)**.



### What did testing tell us?

Through our qualitative testing, 73% of our customers found our proposed plan to be acceptable and 44% found it to be affordable. They supported the need for infrastructure investment to mitigate population growth and climate change. During our PR24 consultation 59% of customers thought we were focusing on the right areas for improvement, 52% thought we had the right targets in place, 39% thought the bill increases were reasonable given the improvements suggested and 41% felt they could comfortably afford the increases. There were some comments regarding infrastructure investment from respondents, but this was not a topic of high focus in the consultation responses.



### Do our plans diverge?

We balance our plans in this area with affordability and deliverability, while understanding the link between our performance and extreme weather. We believe this aligns with customers views overall.



### Our plans

- Focus on understanding the root cause of every burst main and implementing actions to avoid recurrence.
- Invest in technology and software to deliver a calmer network and asset optimisation.
- Work with our teams to improve technical and operational competency.
- Increase our proactive maintenance of our below ground assets.



## Our planned performance for 2025-30

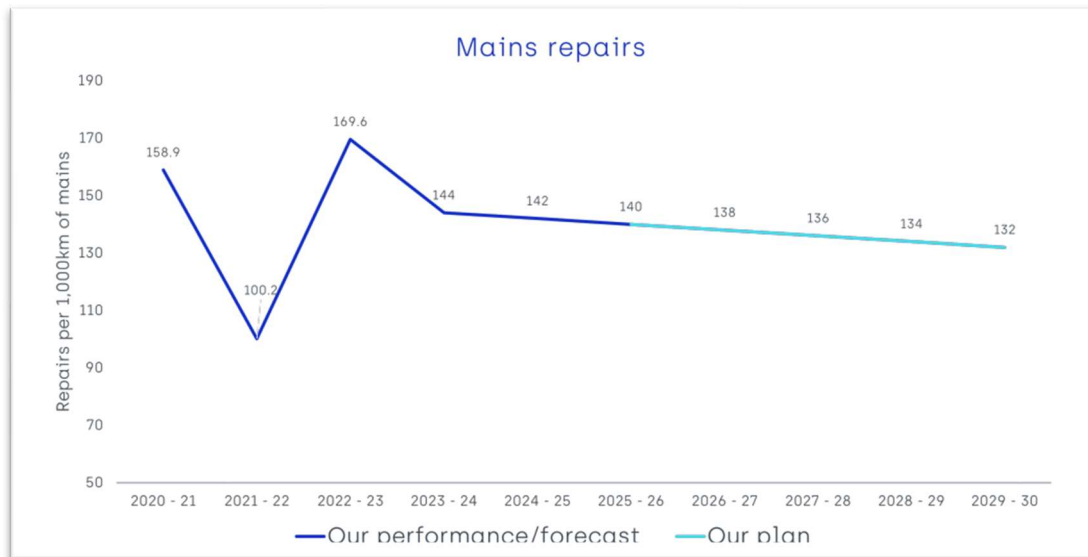
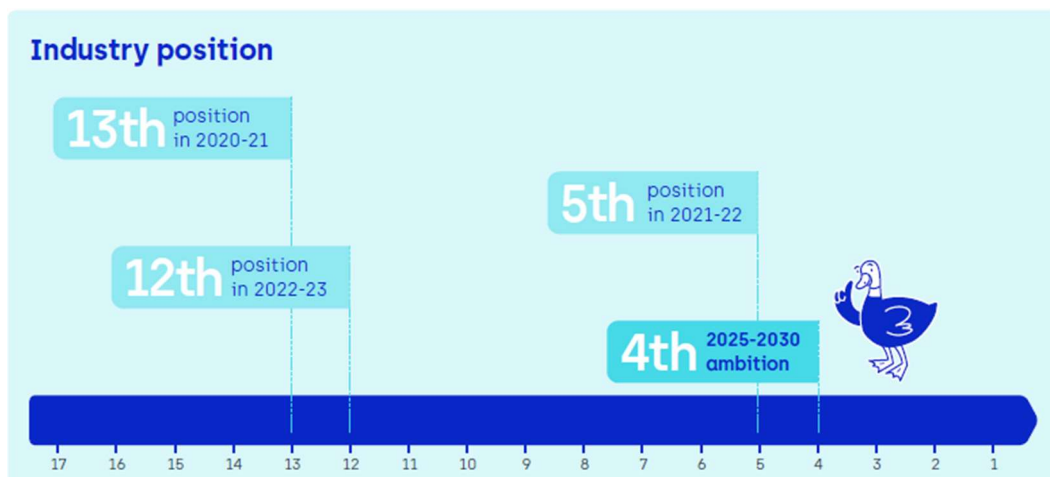


Figure 23: Mains repair planned performance

## Our ambition – planned industry position



## Resilient water supplies – unplanned outage

### Background

This is a common performance commitment area, and it is a way of measuring the asset health of water abstraction and water treatment activities. It is measured as



the percentage of peak week production capacity. We moved from 12<sup>th</sup> position across the industry for performance in this area in 2019-20 to 6<sup>th</sup> in 2021-22.

### What have we heard?

Providing a safe, secure supply of water is a top priority across all our customer segments and particularly noted by non-household customers. **(AFW04)**. Customers do not instinctively link wider resilience to that top priority but when we dig deeper with them there is an overarching assumption that we plan ahead **(AFW04)**.



### What did testing tell us?

Through our qualitative testing, 73% of our customers found our proposed plan to be acceptable and 44% found it to be affordable. During our PR24 consultation 59% of customers thought we were focusing on the right areas for improvement, 52% thought we had the right targets in place, 39% thought the bill increases were reasonable given the improvements suggested and 41% felt they could comfortably afford the increases. There were detailed comments regarding unplanned outage from respondents.



### Do our plans diverge?

We balance our plans in this area with affordability and deliverability, while understanding the link between our performance and extreme weather. We believe this reflects our customers priorities in this area.



### Our plans

- Change our approach to response to failure.
- Implement an asset remote reset and condition assessment.
- Improve our capacity testing schedule.



### Our planned performance for 2025-30

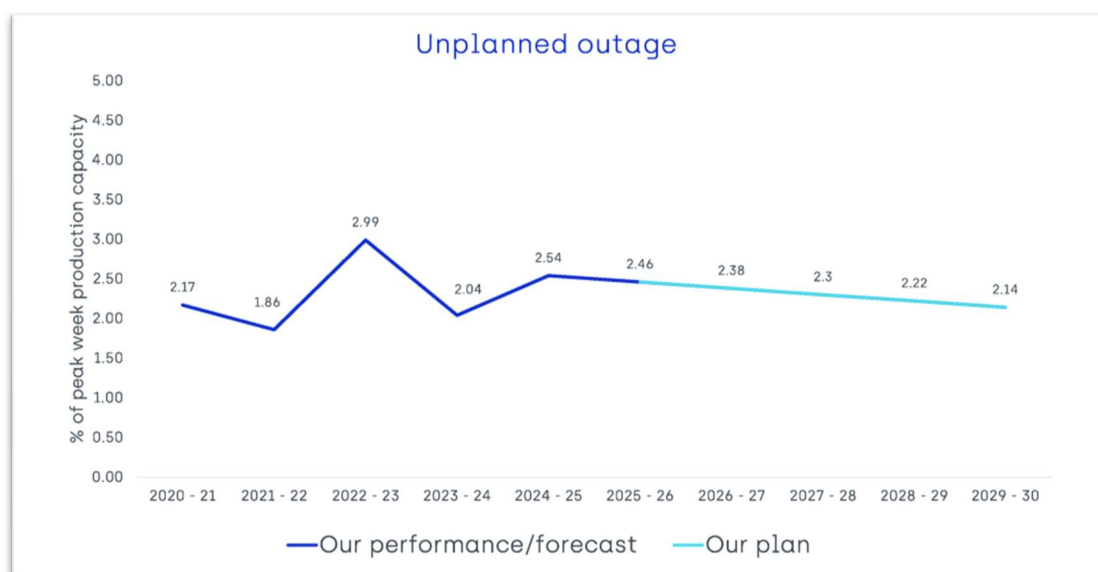
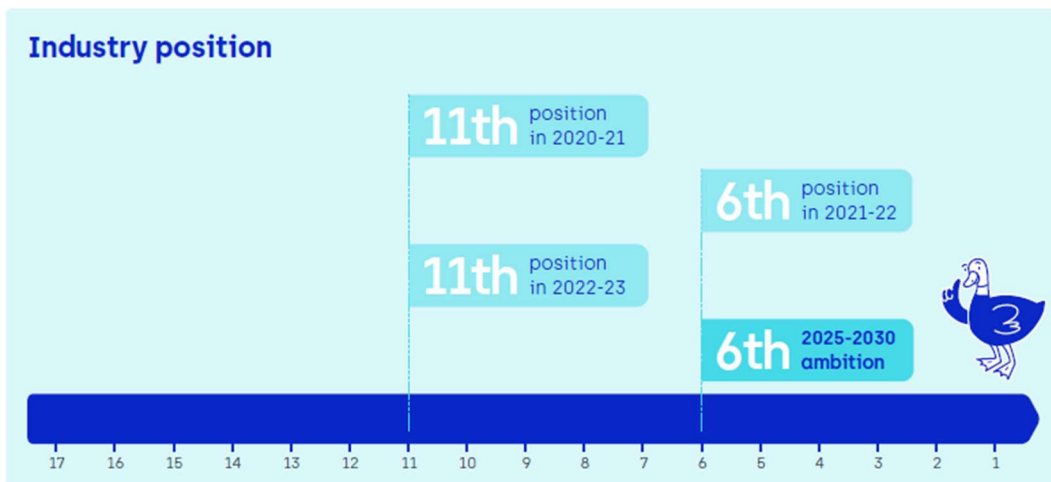


Figure 24: Unplanned outage planned performance

### Our ambition – planned industry position



### Water resource options - supply

#### Background

Water resources planning is covered under the Water Resources Planning Guidelines (WRPG) and every five years water companies set out their plans for the next 50 years to ensure a safe and secure supply of water for customers. We produced our Water Resources Management Plan (WRMP) as a draft document in November 2022 for public consultation. In a step change for the industry the water companies have worked together as regions, to look more strategically at water resources driving both efficiency and innovation.

We work primarily with Water Resources South East (WRSE) but our Brett community sits in the Water Resources East (WRE) area. In planning for the future, we have worked collaboratively with other companies in the WRSE and WRE regions to identify a number of potential supply options that can supply our customers and potentially, customers of other water companies as well. The need for future water supply sources is driven primarily by the requirement from the Environment Agency (EA) for us to reduce unsustainable abstraction from chalk aquifers as well as other factors such as increasing population growth and climate change.

The WRMP covers a wide range of areas including abstraction reduction, supply, water transfers, demand management, metering, and leakage.

## What have we heard?



Providing a safe, secure supply of water is a top priority across all our customer segments and particularly noted by non-household customers **(AFW04)**. Customers do not instinctively link wider resilience to that top priority but when we dig deeper, there is an overarching assumption that we plan ahead. **(AFW04)**. Respondents generally have low awareness of the long-term challenges to supply.

Reducing leakage is often seen as the first solution, with pushing back against any restrictions on customers not uncommon. Making the most of what we have is also a common theme, and suggestions such as demand management and moving water around within the company deemed preferable.

In terms of supply options, more reservoirs are largely positively received due to familiarity with them. Other sources do raise some concerns. People rarely think about the source of their water, beyond 'underground' or 'reservoir' - knowledge of different sources is low, particularly those not currently in common use, such as desalination and water transfers.

'Britain Thinks' research in late spring 2022 found that people seem comfortable with reservoirs, as these are familiar and common. Water recycling has so far received a largely negative reaction, due to safety concerns provoking an instinctive 'yuck' reaction. Desalination and water transfer are seen as complex, and there is feeling that such large infrastructure water projects should be a last resort. Desalination has environmental concerns over the perceived intensity of processing and impact on coastal biomes. Water Community members found recycling had a more positive appeal, especially if their fears around quality and contamination could be allayed with information, or even plant tours.

Customers also raise concerns regarding changes in possible water sources in the future (regardless of what source) – they have told us that communication regarding taste changes or differences in the hardness of water should be communicated clearly and concisely. **(AFW04)**

## What did testing tell us?



There was a good level of overall support for Affinity Water's WRMP. Key areas to note on the supply-side were:

- Good level of support for mix of supply-side solutions – preference for more intra-regional than inter-regional
- Some objections from local stakeholders regarding the South East Strategic Reservoir Option (SESRO)
- Good level of support for the Grand Union Canal strategic option (GUC)
- Request to support Cambridge Water through reduction of Grafham reservoir use and bringing forward Phase 2 of GUC scheme
- Concern regarding options in Dour community from 2040 onwards
- Concerns raised regarding the use of Brent reservoir and a scheme in Epping

During our PR24 consultation 59% of customers thought we were focusing on the right areas for improvement, 52% thought we had the right targets in place, 39%

thought the bill increases were reasonable given the improvements suggested and 41% felt they could comfortably afford the increases. There were some supportive comments regarding the GUC scheme.

### Do our plans diverge?

The regional model approach produces a best value plan. Through this process it balances resilience with cost, customer preference and environmental benefit. The plan has then been tested through a wide-reaching consultation both on the regional and company plans.



### Our plans

- Full GUC scheme to be delivered in 2032.
- Connect 2050 programme – delivering new pipes and pumping stations to ensure connectivity across the communities.
- Thames to Affinity Transfer strategic option (T2AT) and SESRO in plan for 2042.
- Worked with Natural England and Environment Agency to look at Dour and reduced environmental destination requirements which removes schemes that were of concern.
- Removed Brent reservoir and Epping schemes.



## Demand management – Per Capita Consumption (PCC)

### Background

PCC is a measure of customer consumption in the home or workplace. It is measured in litres/person/day or (l/p/d). We have set our objective in the long term, as part of our WRMP, to reduce PCC to 110 l/p/d by 2050 (dry year) along with the rest of the industry. Reducing the demand for water is a key element of ensuring we have secure supplies of water for our customers in the future. Our current plans target a reduction of PCC down to 152.3 l/p/d by 2025 (note this misses our original performance commitment of 135.7 l/p/d.) By 2025, we plan to have installed meters in 90% of the properties in our region.

### What have we heard?

Some of our customers use a lot of water, and although many are lower users the current average is 169 l/h/d and they have no real understanding of how much they use, and no conviction that they really need to use less (**AFW04**). When exploring options to reduce demand, customers are generally positive when it comes to increased metering as they believe it's fair to pay for what you use (**AFW04**). Changing behaviours appears to be difficult and current views from customers on leakage excuse poor behaviour from those who don't want to change, and disheartens those who do (**AFW04**). Hygiene takes priority over water-saving in customers' eyes so the importance of communicating the best habits is key (**AFW04**).



### What did testing tell us?

There was a good level of overall support for Affinity Water's WRMP. Key areas to note from the consultation on the demand side were:



- Request from regulators to meet a 110 PCC target by 2050 for a dry year (WRMP previously reflected an average year target) – this increases the actual amount of savings required
- Concerns regarding the non-household strategy and whether plans such as water efficiency checks and smart metering included non-households
- Support for the need of government-led strategies around white goods labelling, minimum standards and building regulations
- Support for the smart metering strategy
- During our PR24 consultation 59% of customers thought we were focusing on the right areas for improvement, 52% thought we had the right targets in place, 39% thought the bill increases were reasonable given the improvements suggested and 41% felt they could comfortably afford the increases. There were supportive comments regarding demand reduction.

### Do our plans diverge?

The regional model approach produces a best value plan. Through this process, it balances resilience with cost, customer preference and environmental benefit. The plan has then been tested through a far-reaching consultation, both on the regional and company plans.



### Our plans

- Deliver 397,000 new smart meters for 2025-30 for household and non-household customers. This is the first phase of a 15-year programme to replace the 90% coverage of meters across the region with smart meters. This balances a practical rate of delivery (up to 100,000 smart meters per annum – more than we currently achieve to date) with the need for water under the WRMP - whilst allowing us to take advantage of emerging technology to reduce the cost to customers.
- Continue with our behavioural change campaign; refresh with new strategies to continue to target change.
- Tariff trial to look at ways to incentivise water saving.
- Continue our programme of water efficiency checks for households and non-households.
- Continue to promote and influence government-led strategies on white goods, minimum standards and building regulations.



### Our planned performance for 2025-30

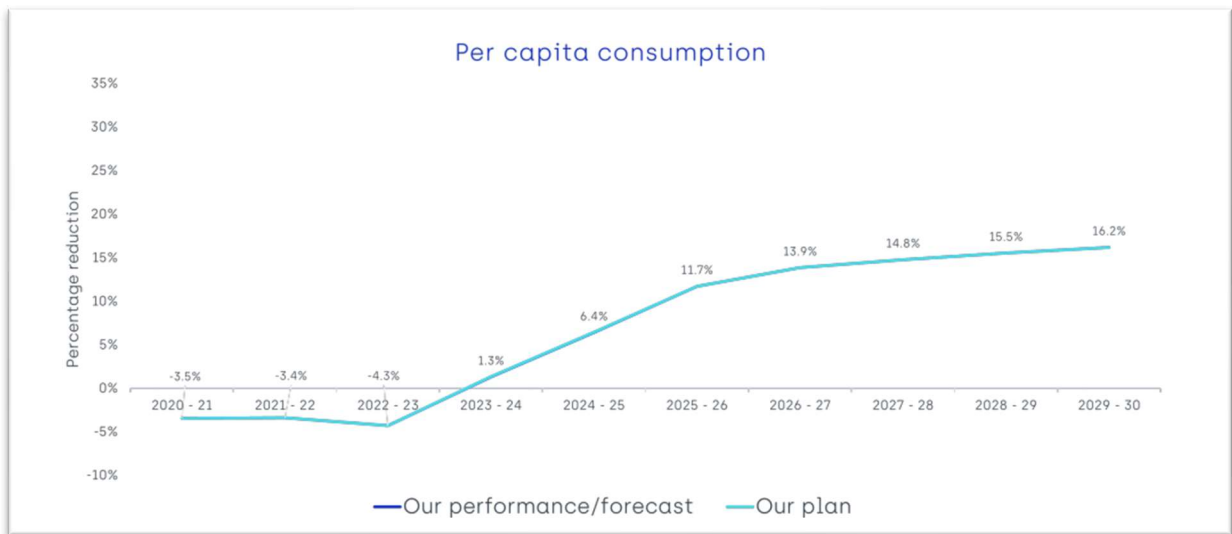


Figure 25: PCC planned performance

### Our ambition – planned industry position



### Demand management – leakage reduction

#### Background

We are committed to delivering 50% leakage reduction by 2050 from 2019/20 levels, in line with the National Infrastructure Commission (NIC) recommendations. By the end of AMP7, we will have delivered a 19% leakage reduction from the 2019/20. In line with our commitment to reduce leakage by 50% by 2050, our ambition is to reduce leakage by a further 16% by the end of AMP8 from the end of AMP7 (2024/25). Overall, we will have delivered 32% of the 50% by the end of AMP8. We have a common performance commitment for leakage reduction.

### What have we heard?

Customers are concerned about leaks and expect us to be dealing with those before handing any increased costs onto them for additional supplies of water. It is an area that is regularly mentioned in the research or engagement we carry out and, in our priorities engagement across all the insight, we see leakage consistently featuring in the top quartile of priorities (**AFW04**).



There is an expectation that we will protect our customers from the cost of internal leaks and protect the environment from the impact of the wasted water. Those who care strongly about the environment are most likely to be concerned with external leaks. Leaks are also a popular reason for contact from customers and there is evidence that those who do contact us about a leak are generally more dissatisfied with our service in comparison to other areas (**AFW04**).

### What did testing tell us?

There was a good level of overall support for Affinity Water's WRMP. Key areas to note from the consultation on the demand side regarding leakage were:



- Customers thought there was a lack of ambition regarding the leakage programme.
- Customers thought there was lack of pace regarding the leakage programme.

During our PR24 consultation 59% of customers thought we were focusing on the right areas for improvement, 52% thought we had the right targets in place, 39% thought the bill increases were reasonable given the improvements suggested and 41% felt they could comfortably afford the increases. There were many comments regarding the plans for leakage with the majority of respondents feeling the plans were not ambitious enough.

### Do our plans diverge?

The programme for leakage is limited by both cost and deliverability, with the current programme going beyond the cost-benefit ratio. This does not align with customer insight which looks for us to deliver both a quicker and more ambitious programme.



### Our plans

The leakage base investments will deliver an 8% leakage reduction by the end of AMP8. The Smart Metering and Network Calming investment AMP8 programmes will deliver the remaining 8% leakage reduction. This includes:



- Increased active leakage control.
- Increased daily alarms.
- Customer-side leakage support.
- Increased coverage of pressure management.
- Network calming.

### Our planned performance for 2025-30

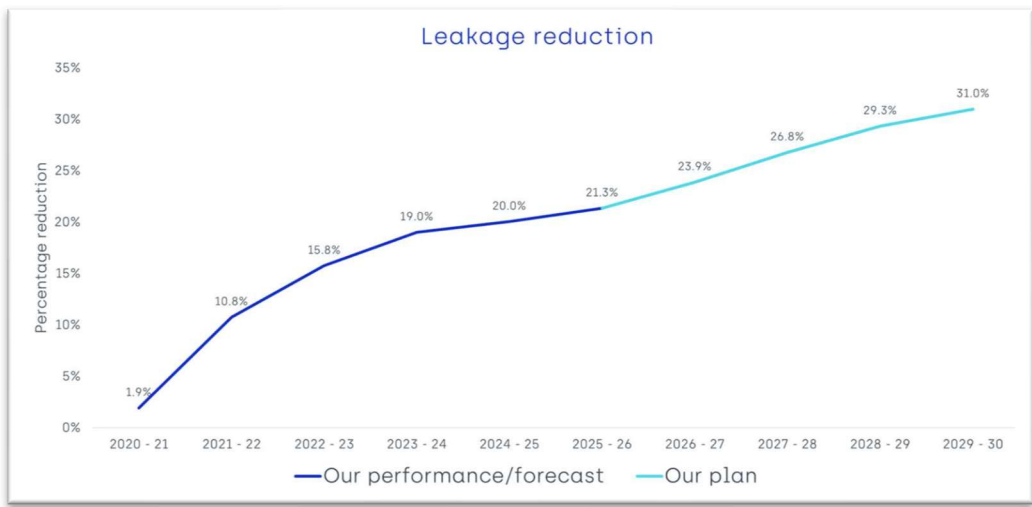
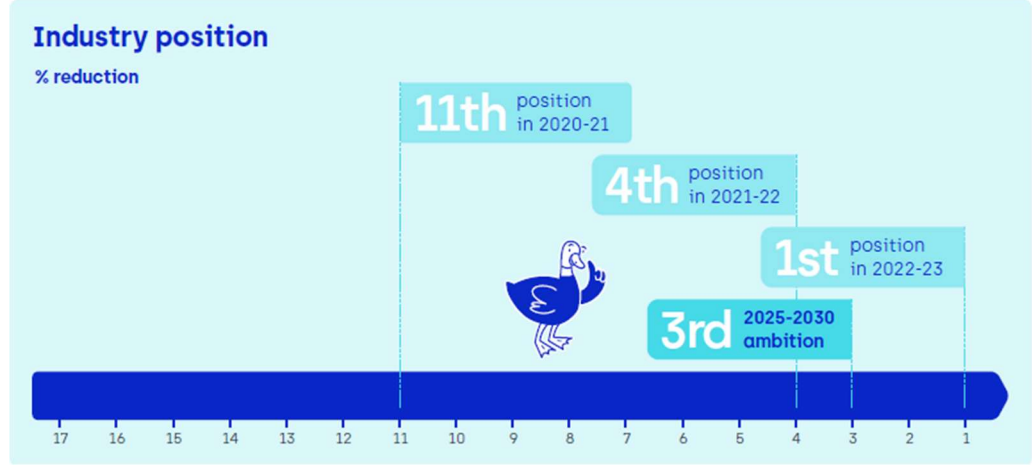


Figure 26: Leakage planned performance

Our ambition – planned industry position



Low pressure

Background

We have proposed this area as a bespoke performance commitment. This performance commitment is designed to incentivise us to improve water pressure for properties in areas below 15m head (in the distribution network) and reduce the time that those properties experience low pressure. Low pressure is currently an area we measure as a performance commitment across the industry (it is currently



measured as properties at risk of receiving low pressure, per 10,000 connections) and it is recognised we do not perform very well. We have suggested a bespoke performance commitment which provides a new way of measuring that is more reflective of the service our customers actually receive and will drive real benefit to those who receive a poor service in this area.

### What have we heard?

Most customers are generally happy with their pressure, and it often rates fairly low when we test priorities with customers, where it is overshadowed by areas such as maintaining water supply and quality. Even when customers receive low pressure it is not an area that drives many complaints. However, when we prompt customers, they are frustrated by low pressure as they see it impacting their daily lives and routines and they want us to do more proactively and communicate what we are doing (**AFW04**).



### What did testing tell us?

Through our qualitative testing, 73% of our customers found our proposed plan to be acceptable and 44% found it to be affordable. During our PR24 consultation 59% of customers thought we were focusing on the right areas for improvement, 52% thought we had the right targets in place, 39% thought the bill increases were reasonable given the improvements suggested and 41% felt they could comfortably afford the increases. There were no specific comments regarding low pressure.



### Do our plans diverge?

No – our plans aim to focus on the areas we believe will drive real improvements for customers and the move to a new way of measuring performance which we believe will help us to focus on those key areas.



### Our plans

- Resolve persistent localised low pressure through network changes.
- Our Connect 2050 programme, as part of the WRMP, will provide greater water resilience across known areas of low pressure.
- Our programme of network calming to reduce emergency intervention, causing low pressure incidents.
- Plans to resolve single points of failure, reduce low pressure incidents, and initiate a Competent Operator training programme.



### Our planned performance for 2025-30

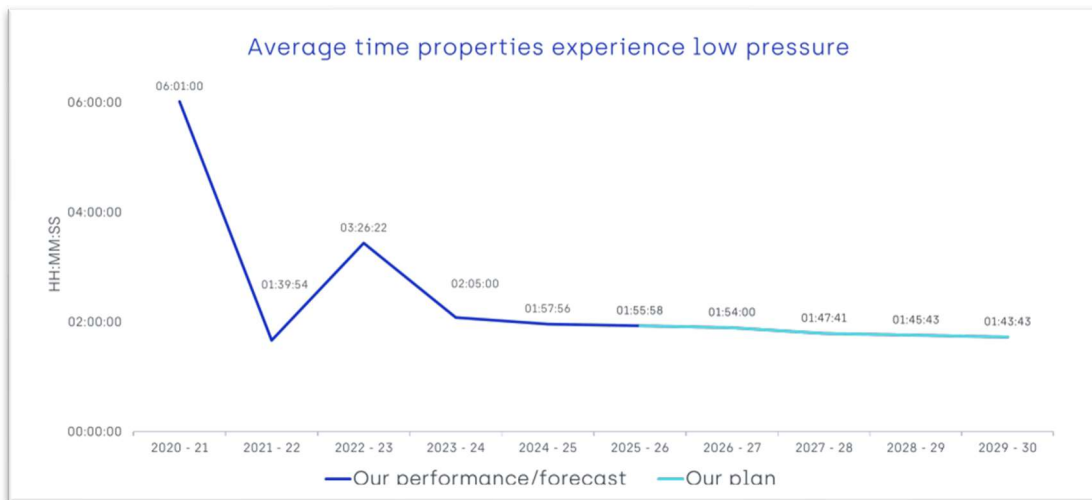


Figure 27: Low pressure planned performance

## Customer

### Water quality – raw water deterioration

#### Background

We are committed to meeting and exceeding our customers' expectations for wholesome drinking water. Our customers have told us that they trust us to maintain the highest standards of water quality, and we take that responsibility seriously. We will continue to meet our forecasted Compliance Risk Index (CRI) performance commitment targets which are industry leading.

Deterioration of our raw water sources can impact the level of service we provide to our customers. We are committed to actively managing deterioration in raw water quality to ensure that our customers always have a reliable supply of high-quality water. Our ambition is to safeguard the level of service we provide and maintain our reputation for excellence in water quality.

Our overarching strategy for raw water deterioration is to maximise opportunities to leverage proactive measures to prevent the deterioration of raw water quality whenever possible. This will be delivered through multiple workstreams within the WINEP programme, including catchment management and positive engagement with land users in our catchment areas.

We will continue our regular and comprehensive programme of compliance and operational water quality sampling and land use assessments to gain oversight of the status of our raw water sources. This will enable us to identify any increase in risk and enable us to make a corrective intervention at the earliest opportunity. We will then carefully identify the best option balancing cost, risk, and benefit, to maintain our asset performance and prevent deterioration of customer service levels within our supply zones.

Following an assessment of future risks to raw water quality, we have identified eight potential causes of deterioration which may materialise over the next 25 years, listed below:

Specific Enhancement Expenditure Activities
Upgrade the treatment processes at surface water treatment works to increase resilience to climate change driven WQ changes on the River Thames
Safeguarding sources from increasing concentrations of nitrate
Safeguarding sources from increasing concentration of contaminants due to plume migration following SRs
Safeguarding sources from deterioration resulting from 3rd party development activities in Source Protection Zone (SPZ) 1
Safeguarding sources from deterioration resulting from 3rd party pollution events
Safeguarding sources from deterioration resulting from drought
Safeguarding sources from deterioration resulting from flooding – pluvial, fluvial and groundwater
Protection of gravel wells and other groundwater sources from saline intrusion

### What have we heard?

Clean, pleasant tasting water is the number one customer priority, but customer perceptions are variable and few customers reach out to complain.



Customers are largely unaware of the process behind water treatment; they know that somehow the water is cleaned but are unsure how. July 2022 research showed that some were aware of chemicals like chlorine being added, but beyond that, knowledge was sparse, and some even chose not to know (this group preferred to drink bottled water).

We do see a mix of views; high quality water does appear to be taken for granted (really viewed as a hygiene factor) but when asked how satisfied they are with the quality of their water, although perceptions seem to be improving, we still only see 33% of customers who are satisfied. By digging deeper, this does seem to link to the wider experience customers have, such as hardness rather than water quality per se. When we have explored deeper in focus groups (Summer 2022), the general feeling was this was Affinity Water's job (to provide safe and clean water), and respondents trusted us to make the right decisions (**AFW04**).

### What did testing tell us?

Through our qualitative testing, 73% of our customers found our proposed plan to be acceptable and 44% found it to be affordable. During our PR24 consultation 59% of customers thought we were focusing on the right areas for improvement, 52% thought we had the right targets in place, 39% thought the bill increases were reasonable given the improvements suggested and 41% felt they could comfortably afford the increases. There were no comments regarding water quality.



### Do our plans diverge?

The plans in this area are driven by many external, exogenous factors on the raw water quality itself and the changing requirements governing the quality of the treated water often influenced by guidance from the DWI. This seems to



reflect the sentiment we hear from customers - that they trust us to make the right decisions in this area.

### Our plans



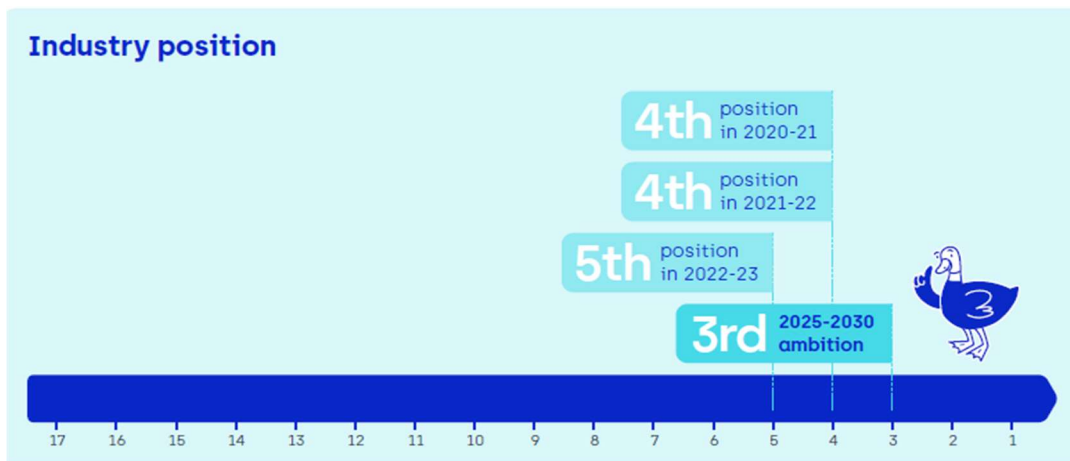
- The concentration of nitrate is increasing in the raw water abstracted at Kingsdown and Broome Water Treatment Works (WTWs) (both in the Dour community), and modelling indicates it will not start to decrease for many years to come. We carefully manage this risk, through continuous monitoring and turning off sources when necessary, and there is provision in the WINEP for some catchment management (CM) schemes in this area for AMP8; the benefit from the CM schemes will be realised in the long term and will not reduce the amount of nitrate already present in the soil layers from historic agricultural use. The water is required to meet the supply-demand balance in the area and to maintain resilience of the network. Therefore, we plan for new ion-exchange treatment processes at Broome and Kingsdown WTW.
- PFAS (Perfluoroalkyl and Polyfluoroalkyl Substances) are compounds found in fire-fighting foams and anti-staining coatings for carpets and textiles, among other uses. There are multiple PFAS compounds present in some of the groundwater aquifers from which we abstract water for supply to customers. This is usually the result of diffuse or point-source pollution events which took place in the past, although may also be related to ongoing activities. We have a monitoring programme in place to understand levels against the new advice from the DWI. We are planning to install new treatment at two water treatment works in the next AMP to remove PFAS compounds, and we are planning to carry out research into treatment opportunities at two further sites.

### Our planned performance for 2025-2030

Figure 28: CRI planned performance



Our ambition – planned industry position



## Water quality – lead

### Background

Lead pipe was commonly used in the UK for water supply systems until the 1970s; it is an excellent plumbing material and rarely needs to be removed and replaced due to leakage. Thus, much of the original lead pipe is still in place in properties built before this time. The water quality risk associated with lead pipes is that lead can leach into the water supply and contaminate it when water stands in the lead pipes for prolonged periods of time (e.g., overnight). Lead is a toxic metal which can cause a range of health problems and for which there is no 'safe' limit, although there is a regulatory limit in place of 10µg/l and the DWI would like to see this reduced to 5µg/l in the future.

We currently manage this risk by dosing orthophosphoric acid into water supplied to high-risk zones, which limits the plumbo-solvency of the water and thereby the concentration of lead in the water at customers' taps. In the future, it is likely that these types of chemicals will become increasingly expensive and difficult to source. The long-term, sustainable solution is a carefully planned programme of lead pipe

removal so that the orthophosphoric acid dosing is no longer required and the risk from lead pipes is removed permanently.

Whilst we have started to remove lead from our network, significant numbers of lead pipes still remain. The largest proportion of lead material is present as supply pipes (pipes that run from the boundary to the internal stop valve) and communication pipes (the pipes that run from our water mains to the property boundary). We estimate there are approximately 312,000 lead communication and supply pipes in our region; at the current unit costs it would cost around £1.3bn to replace all of them.

Our ambition is to go beyond the regulatory requirement, supporting the DWI's ambition of achieving a lead-free society.

Our lead ambition for the next 25 years will be a critical stepping stone to support this journey to a lead-free society, whilst taking account of customer views and balancing the costs, benefits and significant deliverability challenge associated with removing all lead pipes. Our ambition is to remove all lead supply and communication pipes from customer properties in our 11 highest risk water supply zones by 2050. This is estimated to be approximately 76,000 pipes, which is 25% of the remaining lead within our network.

#### What have we heard?

Lead replacement was ranked as the highest priority when customers explored enhancement areas of the plan and this reflects the highest overall priority we see more widely for clean, safe, drinking water. Just over half of respondents are aware that there are lead pipes in the Affinity area and most had either checked for them or had them removed. 48% of participants in the study opted for the highest possible level of investment when allocating spend to the different investment areas. This does conflict with previous research, which showed a much lower level of awareness and concern, but this earlier insight was less robust. **(AFW04)**.



#### What did testing tell us?

Through our qualitative testing, 73% of our customers found our proposed plan to be acceptable and 44% found it to be affordable. During our PR24 consultation 59% of customers thought we were focusing on the right areas for improvement, 52% thought we had the right targets in place, 39% thought the bill increases were reasonable given the improvements suggested and 41% felt they could comfortably afford the increases. There were no comments regarding lead specifically.



#### Do our plans diverge?

Our programme will not progress as quickly as our customers would like because we will need to balance cost with deliverability constraints (lead pipe replacement is a disruptive activity) as well as affordability.



## Our plans

Our proactive strategy to remove lead from properties in our 11 high-risk zones will be delivered as a programme of work across a 20-year period from 2030-2050. We will remove the communication pipe and offer to remove the customers' supply pipe at the same time. This will be delivered alongside two programmes of reactive work which will begin in AMP8:



- Replace communication pipes when sample results exceed 10µg/l, and offer to replace the supply pipe. This base expenditure activity is expected to average around 50 properties per year (250 per AMP) based on the historic rate of samples measured over 10µg/l.
- Replace communication pipes when sample results are 5-10µg/l, and offer to replace the supply pipe. This enhancement expenditure activity is expected to average circa 100 properties per year (500 per AMP).

## Water quality – aesthetics (including hardness)

### Background

We recognise the significant challenges to maintain strong performance for customer contacts about water quality. We have failed to meet the current performance commitment in the first two years of AMP7. We believe this was due to the Covid-19 pandemic and period of lockdown and the subsequent increasing demand. Water contacts increased during this period, and we think this was due to greater numbers of people being at home and an increase in the overall awareness and concern over all aspects of health and wellbeing. The baseline contact however, has not reduced to pre-Covid-19 levels and this is likely to be the result of more people remaining at home.

In looking forward, we are conscious that to fulfil our Water Resources Management Plan (WRMP) we will be moving water further by transferring river water north into areas historically served by ground water. Additionally, we will be using our new Sundon conditioning plant which will enable the transfer of water to a wider part of our supply network. Whilst the water quality will continue to achieve the required standards set out in the CRI, these changes result in a change in taste and feel to customers. Therefore, our target is to maintain the existing level of contact and mitigate the impact of the widescale changes we are making to our operations.

### What have we heard?

Customer opinion appears to be highly variable and the delivery of high quality water is taken as a given. We have very few water quality contacts at our call centre (only 0.2% of calls are about water quality) however although we have recently seen customer satisfaction with water quality at its highest point in three years (from our annual surveys) still only just over a third of respondents, (37.3%) say they are satisfied with their water quality. The Sundon water taste-testing survey (February 2020) found that the customers interviewed were generally happy with their water taste and smell; their only complaint being the hardness.



Hardness does seem to be the possible reason for the variability we see in customer opinions on water quality. Even though hardness is not technically a safety issue, the two are often intrinsically linked by respondents. To further support this when water quality was discussed on the Water Community, participants identified five components to water quality: safety, clarity, reliability, softness, and taste. Softness was the only area they told us we did not deliver on and most did not understand why this was not the case. Many felt it would solve problems such as leaks, appliance system breakages and reduce environmental damage due to the use of fewer chemicals to wash and clean and few people understood that hard water has health benefits.

However, when we have asked customers to focus on areas for potential investment hard water improvements came 4th out of the five options shared. When discussed in depth about how to achieve softer water (such as using chemicals, employing high energy treatment, and the subsequent costs) respondents became happier maintaining the status quo (**AFW04**).

### What did testing tell us?

Through our qualitative testing, 73% of our customers found our proposed plan to be acceptable and 44% found it to be affordable. During our PR24 consultation 59% of customers thought we were focusing on the right areas for improvement, 52% thought we had the right targets in place, 39% thought the bill increases were reasonable given the improvements suggested and 41% felt they could comfortably afford the increases. There were no significant comments regarding water quality in the responses.



### Do our plans diverge?

We hear conflicting views from customers with overall satisfaction regarding water quality being low but when we have deeper discussions on solutions regarding treatment for hardness there seems to be a preference for the status quo. Our plans do potentially diverge from what customers want – this is due to overall affordability constraints –softening all water would be a significant investment and bill impact and although we know hardness does cause our customers concern we do not feel we have the sanction from them to increase investment in this area currently.



### Our plans

- Proactive customer communications regarding hardness and other water aesthetic issues.
- Proactive flushing of water network mains to remove aluminium.
- Monitoring of water treatment site standards.
- Mobile app to allow technicians to check assets such as fire hydrants/valves etc (MOTS).
- Competent Operator Programme.



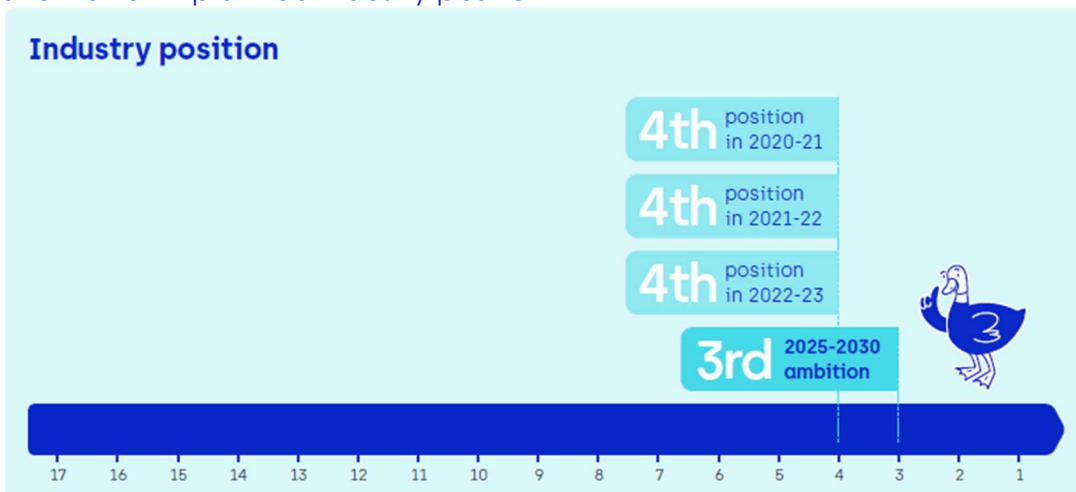


## Our planned performance for 2025-2030



Figure 29: Water quality contacts planned performance

## Our ambition – planned industry position



## Affordability – bills and tariffs

### Background

We have a long history of providing targeted support for those who are really struggling to pay their water bills. We have a large number of schemes and projects, and work with trusted partners, to enable us to offer a wide range of support, whether on a temporary or a longer-term basis.

We know from our insight research what our customers' priorities are, that customers want fair bills, to pay for necessary investment, and provide help to those struggling to pay.

Previously, customers have told us that they prefer to pay for things when they use them, and they don't want to delay bill increases that that would then fall to future generations to pay. During the cost-of-living crisis, we have seen attitudes shift somewhat in this area, and customers are now much more open to the idea of spreading things out and paying for things over a longer period of time.

The cost-of-living crisis has also sharpened attitudes towards how we spend customers' money. Customers want to be reassured more than ever that we are spending money wisely and want to see more evidence of the results of the investment. Customers do still want water supplies to be maintained and the environment to be protected, they don't want to see a reduction in investment, but they do want to be reassured, and proof provided, that it's all necessary and done in the most efficient way.

A large scale two-year trial of a rising block tariff is being launched in Autumn 2023. It is primarily designed to look at affordability and if costs for supporting those on social tariffs can be covered by the highest water consumers rather than spreading it equally amongst the customer base, thus reducing bills for the majority.

### What have we heard?

Customers are open to more progressive tariffs, but they need to be transparent and justified. Whilst only a small proportion of customers think that the current flat rate per litre system is unfair, there are also calls to do more to make the highest users pay more for their excess use. There is also some reticence towards the standing charge. Most participants from our online community would prefer a purely volumetric model, even with a small per-litre rise in cost where the cost is entirely usage based.



Even those who are more positive towards the standing charge recognise there is a need to pay for areas that are not directly linked to usage, but feel it is unfair that this isn't modified for usage, with larger houses paying more. Customers are open to the idea of a split rate tariff as they see it as fair and are keen for water companies to take charge to reduce water usage, although there are also concerns over how essential/non-essential uses are defined, and how these would be managed.

50% of our online community participants felt a rising block tariff would be a fairer system than the current flat rate, and would be effective at reducing demand, and many believed they would not pay more under such a system. However, it was noted that no one considered themselves a high-volume user; it was always 'others' who had excessive usage (**AFW04**).

### What did testing tell us?

Through our qualitative testing, 73% of our customers found our proposed plan to be acceptable and 44% found it to be affordable. During our PR24 consultation 59% of customers thought we were focusing on the right areas for improvement, 52% thought we had the right targets in place, 39% thought the bill



increases were reasonable given the improvements suggested and 41% felt they could comfortably afford the increases. We heard many comments regarding concerns over cost and affordability in response to the consultation (note the bill impact tested at consultation was £30 over the 5 year period).

### Do our plans diverge?

Our programme is limited by deliverability and overall acceptance, so we are proposing a number of trials to explore in greater depth the options that work best for our customers in terms of introducing tariffs. We have also looked across the plan to reduce cost with a decreased bill impact in the business plan submission compared to that tested during consultation.



### Our plans

- **Social tariff** - likely to be a 'baseline' national single social tariff in addition to our current tariff. We have committed to the principle of 'no customer being worse off' regardless of how plans develop.
- **Rising block tariff trial** – a trial with 1,500 customers in Stevenage to test whether an increasing price for water encourages customers to use less. The price is set such that only very high users pay more and most customers will pay less, helping with affordability concerns.
- **Four tariff innovation trials in 2025 - 2030:**
  - **Green tariff** - customers would make an additional, voluntary contribution to their water bills. We would use the receipts to fund social and environmental improvement schemes not already included within price limits.
  - **Seasonal tariff** - harnessing the new technology and capabilities of smart water meters, we plan to trial a seasonal tariff that would fix a premium price for short periods, when unusually hot weather is forecast. We would test whether short-term price signals can help curtail demand at peak times.
  - **Demand reduction competition** - customers achieving a target percentage demand reduction would receive a reward payment or be entered into a prize draw for a substantial prize. The trial would show whether behavioural change is best enhanced by bill credits or the prospect of a larger prize .
  - **Demand reduction auction** - business customers would bid a price they would like to receive for reducing water demand. Bids would be ranked in price order. Calling bids during times of peak demand would help Affinity manage high demand.



## Affordability – supporting those in vulnerable circumstances

### Background

We have a long history of commitment to the principle of using social tariffs to help customers struggling to pay their bills. We were an early adopter of social tariffs and currently have one of the highest proportions of take-ups in our customer base. In

more recent years, the number of customers on social tariffs has settled at around 90,000.

We have also been an active participant in discussions over a proposed national social tariff. At present, a national social tariff has not been developed, but we commit to adopting any such tariff as and when it is developed. It is likely that the national tariff would be a 'baseline' tariff, which would be added to the current scheme that we have in place. We commit to the principle that no customer will be worse off when any national tariff is adopted.

Customers are increasingly concerned that support is targeted to the most vulnerable, and that there is adequate protection for those struggling. Although recent research shows that customers view our potential bill increases as modest when compared to, for example, energy bills, any increase must be reasonable. Customers are looking to companies to ensure the cost of the service is spread fairly over the customer base, for example, through use of metering and rising block tariffs, to ensure those who use excessive amounts, also pay more.

Over the course of 2022, the cost-of-living crisis emerged and quickly deepened as the impacts of both the Covid-19 pandemic and the war in Ukraine began. We took action to directly help those customers likely to be the most affected and put the following measures in place, effective from April 2023:

- Provided a £50 one-off bill credit to 30,000 customers targeted at those who we identified, through our data, would require extra support such as those who were in a negative budget or who were disproportionately affected by the cost-of-living. We are also working with trusted partners who identify eligible households for example those who qualify for a fuel poverty voucher due to their circumstances. This will offset about 25% of the water bill and for an average water and waste bill this will reduce their monthly payment by approx. £6 per month.
- Price-froze the standing charge, benefiting those with lower usage and allowing customers more control over their bills through managing consumption.
- Social tariff – increased our level of discount for the water element of the bill to 60% for households in the most need, typically single adult families or households. We aim to proactively identify 3000 households who would benefit from this tariff during 23/24 and, by March 2025, we anticipate that around 130,000 customers in total will benefit from either a 40% or 60% reduction in their bills.

### What have we heard?

Difficulty paying bills is widespread and increasing. In 2019, 3 million households (approximately 11%) across the UK struggled to pay water bills. Before the Covid-19 pandemic, it was estimated that 12% (roughly 1 in 8) customers were in water poverty (where the water bill is more than 3% of household income). By October 2022, 20% of customers said they were struggling to pay water bills, and the proportion claiming to struggle with any bill rose from 12% in December 2021, to 25%. Nearly 1 in 3 also expect that their finances will get a lot worse in the next year,



rising to two thirds if those who acknowledge they are less financially stable are included.

Lack of awareness and personal pride are stopping people getting help - Ofwat's December 2022 survey showed that only 28% of bill payers in England and Wales were aware of support for those struggling to pay bills; a reduction of 5% since December 2021. A 2020 survey of our customers showed that 42% were aware of the social tariff, whilst other research showed more than 7 in 10 of those who said their bills were not affordable were unaware of our assistance programmes.

Discussions around support options were cautiously positive - those with struggling finances wanted arrangements that fitted around their incomes, and emphasised the need for sympathy, rather than being just another case number. Recent willingness to pay research has shown a value of £13 for cross subsidy (**AFW04**).

When testing views on extensions to the social tariff scheme we found:

- Extending eligibility to include customers receiving PIP or DLA, along with a combined fixed and one-off payment at an additional £2 per year contribution amount was supported by around 45% of the customer base.
- Keeping the current scheme but with a higher contribution of an additional £2 per year had a lower level of support of around 33% of the customer base.
- In general, the strongest level of support for extending the scheme was observed for options that expanded eligibility to include customers receiving disability payments, followed by inclusion of customers who were in potentially vulnerable financial circumstances but not supported by other schemes.

### What did testing tell us?

Through our qualitative testing, 73% of our customers found our proposed plan to be acceptable and 44% found it to be affordable. During our PR24 consultation 59% of customers thought we were focusing on the right areas for improvement, 52% thought we had the right targets in place, 39% thought the bill increases were reasonable given the improvements suggested and 41% felt they could comfortably afford the increases. We heard many comments regarding concerns over cost and affordability and especially highlighting those who were in vulnerable financial positions (note the bill impact tested at consultation was £30 over the 5-year period).



### Do our plans diverge?

Our plans are still evolving – we have seen a sharp increase in willingness to pay to provide cross-subsidies to support those in the most vulnerable circumstances from £8 to £13 which we plan to **partly** use but we want to test further how we utilise this money across a number of different options as we currently do not have a clear direction from the research conducted to date.



### Our plans

- We have strong support from our customers for the principle of cross subsidy to those who are in need. In 2023-24 the level of cross subsidy is around £5, per customer, and recent WTP research has confirmed



customers support an increase up to £13. We are conscious of the Defra guidance that indicates a cap of 1.5% of bills on any cross subsidy, which at around £2.50 is already being exceeded, and our plans will increase that further. We note proposals to remove that cap, and to conduct national research to gain support for the national cross subsidised social tariff. Should these proposals not be adopted, we think that having committed to ensuring no customer is worse off, and given we are experiencing a continuing cost of living crisis, that with our customers support we should continue with our plans.

- In considering our strategy for social tariffs, we have taken the decision to reverse our policy on removing access to the social tariff for customers who do not keep up with payments. We set out this policy in the past to incentivise customers to continue paying. We consider in the current climate removing help from customers who cannot pay is not helpful, and this is likely to lead to a growth in customers on the social tariff of around 10,000 - 15,000 per year. This will increase the number of customers on social tariffs by 2030 to between 140,000 and 175,000, which can be accommodated within the cross subsidy.
- With any remaining cross subsidy, we will continue to consult with customers on how we should use it. Initial research indicates customers favour extending the scheme eligibility to include customers receiving disability payments, followed by inclusion of customers who are in potentially vulnerable financial circumstances but not supported by other schemes, but we want to understand customers views further. We will prioritise support based on our customers views.
- We are also committed to exploring fairer and more fit for purpose ways of charging customers. We are trialling an innovative rising block tariff, which we will roll out to a wider customer base if the trial shows positive results.

## Communities

### Building trust and transparency

#### Background

Trust in the industry is at an all-time low, partly due to the shift in attitudes towards combined sewer outfalls, which are affecting perception of Affinity Water even though we are a water only supplier. We need to continue to build trust and transparency with our customers and stakeholders, by sharing more data on performance and tackling areas of particular concern, for example leakage.

The start of this decade in 2020 marked a new chapter in the history of Affinity Water. Following the very challenging 2019 price review, we began a journey to redefine who we are and what we stand for, to endeavour to be more than just a supplier of water.

Our extensive research with customers shows us that they expect us to do more to take care of the environment, whilst continuing to provide a high-quality supply of water.

We centred our new social purpose with the environment at its core – concentrating our efforts to provide sustainable water for future generations and lead on restoring local rivers, such as our globally rare chalk streams and ensuring bills are fair and affordable for all.

Our research with customers and stakeholders also led us to develop our Strategic Direction Statement (SDS) to 2050 early in the AMP. Our SDS includes four ambition statements which were shaped by customers and stakeholders and provided a guiding path for the development of our Business Plan 2025 – 2030.

We started this process much earlier than in previous AMPs and engaged with thousands of customers and stakeholders throughout to refine our draft Business Plan and put us in a good position for the upcoming Price Review. We are confident that our plan is robust, credible and in line with what our customers and stakeholders expect us to deliver.

Our business plan 2025 – 2030 is our most ambitious to date. It sets out an investment programme nearly twice the investment of the current AMP focused on our customer needs, taking care of the environment, improving network and water resource resilience, and working with our communities to create value for the local economy and society. While we know the increased investment requirements will put pressure on customer bills, we are working hard to make sure we have a wide range of support available for customers to help keep bills affordable.

### What have we heard?

Our customers believe that trust for corporations is on three pillars: ethics, integrity, transparency. Ethics is about treating everyone, customers, and employees, fairly, and putting principles before profits, going beyond the bare minimum to 'do the right thing'.

Integrity is related to this, focusing on a high level of commitment to brand values, e.g., taking responsibility for actions, fixing mistakes, respecting & understanding customer grievances through effective communication.

Trusted companies are those that have demonstrated reliability and exceptional customer service; companies without trust are associated with poor customer service, environmental damage, unethical use of customer data and poor websites.

Transparency is key, our customers have expressed multiple times that they'd appreciate us being more open with our communications.

Building trust may be a challenge due to people being unaware of who their water company is, a remote and hands-off relationship and lack of interest in knowing more. Only 3 in 10 customers say they want to know more about us.

### Our plans

We do not have specific investment plans to address this area but more about our company policies and overall strategy and how we operate as we move into AMP8, the delivery of investments and communication about the services we provide are key in improving this area.



## Annex: Your questions – our answers from YWYS event 6 May 2023

No.	Topic	Your question	Our answer
1	Resilience	Given Affinity Water has had to manage the worst incident of bromide contamination in Europe at Ellenbrook Fields, why is there no mention of this in their plan, especially given the last 10 years of scavenging at Bishops Rise has had little effect on the contamination. Why is there also no mention of the fact that Affinity Water effectively have to waste 9 million litres of water a day dealing with the bromide pollution. Shouldn't that be referenced in the plan so that the general public are aware of this?	We agree it was the biggest ground water pollution in Europe at the time. We scavenge water at our Hatfield site and believe that it has been effective. It draws the pollution to that site where we can treat that water and protect a number of our other sites where the pollution would have been diffused through the aquifer to get to the other sites. It's a long-term situation that we are managing and working with the Environment Agency to ensure the polluting party does their part and we are pushing them hard get to a permanent resolution for this issue in Hatfield.
2		We are a new organisation which is forming because we are seeing all the impacts of HS2 on the Colne Valley and the Pinn and the Misbourne. The Colne Valley is an area where the pollutant levels are raising all the time and we are seeing the Affinity Water plant at Blackford has been closed down since May 2021. Affinity Water has huge extra treatment facilities at Northmoor and Westhide to cope with HS2 pollution. None of this is in the Management Plan or Business Plan. There is nowhere we can see this information and we are really concerned and would like Affinity Water to publish raw data for raw water at each of your pumping stations. That would be helpful for us	We have taken a precautionary approach with HS2 as they have gone through the Colne Valley. The sites mentioned have been there as there as a protection measure as we were not sure whether the works would affect our sites or not. Similarly for the Blackford Group, that site was turned off as we thought there might be an impact. We are now at a stage where the tunnelling has gone beyond those sites and in a position to see whether we need to continue operating those sites. Early indications show we don't need all the treatment works. While we don't know the group, we are happy to discuss issues related to ground water results that we have and what it means for the Colne Valley going forward.
3		400,000 smart meters proposed is a small proportion of your total customers. Why is the initial figure so low, and how are you going to roll those out across your supply area? Are you going to be targeting people that use more than average water?	Over 3 regulatory periods, (15 years), we intend to install 1.5 million smart meters, which is almost 90% of households over 3 AMPS. The 400,000 smart meters represents about 24% of our supply population. This will be conducted over the next 5 years from 2025. We will target areas where there will be high leakage or areas of high usage. We are currently working up the plans on where we will direct those smart meters and where we will get the biggest benefit for our customers and the environment.

4		<p>I am thinking of a long-term scheme and the big picture – The GUC idea is fantastic. Are there more talks going on with all the rest of the other water companies around the country because we are historically short of reservoirs in this area. Are there other areas in the country where other companies have reservoirs or space where reservoirs can be built and move things around a little bit more through collaborative working?</p>	<p>We are pleased that you think the Grand Union Canal ("GUC") scheme is fantastic. The GUC is a scheme to take water from Severn Trent that would otherwise go out to the sea and use this 1800s infrastructure to bring water into our sites where we can treat it and use it to supply our customers. The GUC is part of the bigger picture. We are working as part of a regional planning group and part of Water Resources East ("WRE") and Water Resources Southeast ("WRSE"). These regional planning groups are all preparing regional plans and encouraging companies to work together to consider transfers, not just between the companies in those regions, but more broadly. We encourage you to have a look at the WRSE/WSE plans for more detail. There are Severn to Thames transfers on the cards and Thames to Affinity transfers on the cards associated with the Southeast strategic regional option reservoir. The scheme could potentially benefit Thames Water, Severn Trent, and us. There are lots of detail in those regional planning documents and we are pleased to say we are getting cross company collaboration on the plans.</p>
5		<p>You outlined that you lost a 100 million litres of resource in recent years. Can you explain, how much of that resource is replaced by the canal transfer and what benefit from the intended Oxfordshire reservoir will provide to your supply side replacement.</p>	<p>In the period from 1990 to the end of this regulatory period (2025), we have given up almost 100m litres of groundwater a day. However, that's not our plan going forward, we recognise we ought to do more and are at a point now where to give up further ground water to leave more water in the environment, we have to be able to replace that water. The schemes that you are talking about, the GUC and the Southeast strategic reservoir option are both big solutions that allow us and other companies to give up more water. The GUC is either a 50 million litre or 100 million litre a day option. The Southeast strategic reservoir would be of a similar size and would enable us to replace that water.</p>
6		<p>Is there a plan to retrofit homes from government or water companies beyond a few gimmicks and is the reduction of 50 million litres per day in addition to any increased demand as well?</p>	<p>In terms of retrofitting homes, the customers in our region use more water than anywhere else in the country. They use about 158 litres per head per day. We would like to collaborate with customers to get that down to 110 litres per day, which is ambitious. However, government has a part to play. We need help with building regulations, water efficiency labelling and ensuring that we are not continuing to exacerbate the problem as we continue to build houses in our region. We are actively lobbying government on those points as without this, achieving 110 litres per day will be difficult. On the reduction of 50 million litres per day, we have already reduced 100 million litres a day from 1990 to 2025. In the plan that we are proposing, there is a further 35 million litres per day and our environmental destination goes out in a range between 260 and 400 million litres a day. We will be working hard to pull together a digital app similar to electricity apps to monitor customer usage from the smart meter device and hopefully that will help reduce demand going forward.</p>

7		Can you say what Affinity Water is doing to address non-household demand?	Non-household demand is a new measure for us going into next regulatory period. We will be focusing very much on leakage and per capita consumption; them being the two primary measures we will be driving to reduce the demand side of the supply and demand balance equation. Going forward, we will propose some relatively stretching targets to take the approaches we have now tried and evaluated with our household customers and encourage businesses to reduce demand. We have had some pilot programmes on this and done some work with caravan parks in the east of our supply region and have had great results, particularly in the cold weather where a lot of the plumbing is outside and helping them reduce demand. We are confident that it's an area we have some track record in and believe we can do more in the next period to reduce non-household demand. We are also rolling out smart meters to non-household customers to help them understand and better manage their demand.
1	Environment	I am concerned about the impact on climate change and our use of water on chalk streams and our environment. Climate change will result in retro winters and wetter summers. What are you doing to prevent overwhelmed rivers and sewage treatment in the winter and excessive drought on aquifers in the summer?	Chalk streams are important to us, and we recognise the importance of climate change to us, including the potential impact on supply in cold winters and hot summers and influencing the demand for water for customers. Our Water Resources Management Plan ("WRMP") takes in to account climate change and how we will manage demand and supply in the future. Our programme of reducing abstraction has resulted in us making significant reductions to date and we plan to continue those reductions beyond 2025. Alongside that, the river restoration work and catchment management work we are doing in partnership with the Environment Agency, and other catchment partners is important to protect soil health and make our catchments more resilient. We have an established programme of environmental monitoring, where we review results, take those learnings, and build on them as we go forward.
2		In St Albans, we are concerned about the Verulamium Park, and the River Ver. I know you are collaborating with partners from the Environment Agency, but can you give us an update on how Affinity Water is progressing with plans on abstraction of the aquifers along the river Ver and how this affects the nearby allotments in the area.	We have already made some significant abstraction reductions from the River Ver. We stopped abstraction in the early 1990s and again in 2016, we stopped abstraction from one of our sources upstream in St Albans. In the next couple of years, by 2025, we have further reductions that we will be implementing from our sources in the area. There is some infrastructure work going on in the area that will help facilitate further reductions. The work is on track to deliver the reductions by December 2024. The Environment Agency is leading on the river restoration work, and we can provide further details if that would be helpful.
3		I am concerned that we have this scheme to bring untreated effluent down the canal system, that will then be abstracted and turned into our drinking water when in fact we have something in the region of 10 million megalitres or 4/5 million gallons at peak coming through the aquifer system to keep the canal system topped up, much of which goes to waste because of the poor state of the locks to lock the gates on the canal system. It seems a bit counterintuitive to me that we will be bringing down untreated effluent out to take out for drinking water	The options for future sources of water to meet future demand and to facilitate abstraction reductions have gone through a detailed screening process, along with the Environment Agency. Most of the catchments in our central region are considered in terms of new abstraction licenses and we work closely with the Environment Agency to identify suitable solutions that can be included within the Water Resources Management Plan. Some local recirculation schemes were not considered to meet the criteria.

		when we have got that resource available to us straight from groundwater	
4		I have a real interest in nature, and I am conscious that, particularly private companies are going to potentially look at expressing their relationship, dependencies, and impact on nature through this new form of disclosure, the task force on nature-related financial disclosures, which is going to be a challenge, I suspect for many companies. I notice that United Utilities have embraced the task force activity and has become a member of their forum and have been involved and issued a position statement. You have done a lot of work on chalk streams, and I wondered what your views are about this and whether you are doing things that you haven't talked about yet? I could not find anything on your website or in your documents.	We do a bit of work from a nature-based perspective, particularly on river restoration aspects that were mentioned earlier in our CEO introduction. Companies are doing varied projects now, but we collaborate with other companies and will look to implement the disclosure. We have started our journey on Environmental, Social and Governance ("ESG") metrics and have done a lot of work in the last year to pull that together. For the PR24 Business Plan, we are making sure that we can articulate and quantify all our investments in terms of the six capitals and we will be including the detail in our Business Plan. We have some ambitious plans to improve our annual reporting year on year to include items such as the task force for reporting metrics.
5		Are there any areas along the coast or rivers that Affinity Water are responsible for that you let either waste or any other type of drainage go into a sea or river. If there are, what is being done to clean this water either before it goes into the sea or rivers or stop this going into the sea or rivers?	We are a water supply only company so in our supply area, Thames Water, Anglian Water and Southern Water deal with the wastewater provision. Discharging wastewater to coastal areas or rivers falls outside of our services. We recognise the concerns you raise and recognise that we have an important role to play in improving the quality of our rivers. This is a focus of the catchment management and nature-based solutions that we are looking to include in our Business Plan going forward. We are also building on our river restoration work, collaborating with farmers and landowners to improve the quality of our rivers.
6		Affinity Water collects the wastewater element of the bill on behalf of Thames Water, so what influence if any do we have on Thames Water to improve the poor record of water impacting on the waterways within the Affinity Water areas of supply?	From a wastewater perspective, this would be for Thames Water in terms of their performance. However, we do interact since we collectively own the waterways and have a vested interest in the raw water quality and impacts that might have in terms of how we treat that water. In terms of the billing aspect, we jointly bill for sewage in partnership with Thames Water, Southern Water and Anglian Water. We collaborate with them to try join the bill together so that it is simple, explainable, and understandable for our customers. We recognise we have to improve that area. Our bill format needs to be more explicit about our provision; water versus wastewater and

		sewage, how the bill splits and what the price is made up of. We will be collaborating with those companies in partnership over the next series of years to make that clearer on our bill tariff.
7	<p>Given that net zero and climate change is something which most individual customers don't understand, I think with the amount of green washing that is happening, customers really need engagement with Affinity Water. What are you doing with your investors in informing, in a transparent manner, the actions you are conducting to address the climate change situation. When stakeholders don't trust you, all communications from your company will come out as greenwashing. This came out recently with investments on VERA dropping by 40% as their position on carbon and net zero came into question. How are you engaging in making things simple and transparent, even if you are on the backfoot? The lack of transparency may result in customers taking extreme positions to get the company's attention.</p>	<p>We have a Strategic Direction Statement ("SDS") which sets out our ambitions to be net zero by 2045 and reduce our operational emissions by 2030 for net zero. It is an ambitious challenge and an objective one. However, we have noticeably clear measures and interventions to get to that point. We do want to go as fast as we can but there is a collective effort from industry on the matter and we are playing our part but realise that we are a water only company. There are principles that we must think about, such as lowering emissions via renewable energy. We have a renewable programme of solar fields on some of our sites, which is ongoing. We have put a lot of effort into how we can be more energy efficient, with our pumps that we use to move water around, or our treatment plants that process the water. We are paying a lot of attention to the carbon footprint and how we can reduce that. The other aspect is on reducing emissions, having meter-based solutions, and how we create habitats for wildlife. We have a clear strategy on what we intend to do over the next number of years, for example, moving our vans to electric amongst a number of other activities.</p> <p>On Green washing and building trust with customers and shareholders: – We are the first company to be officially registered as EU taxonomy aligned, which means we had our investment programme and profile checked against EU standards to review if we met our claims for green credentials. We are on a journey to improve our annual reporting.</p> <p>We also need to make it clearer and simpler for our customers to be transparent about where to go to for the information required and that it is consistent with everything, we are saying in our Business Plan. Our commitment is that it will be great to connect with you so we can understand where you see those differences and help us shape those communications going forward.</p>
8	<p>Last year, Affinity Water, during the summer, despite my requests, refused to introduce water use restrictions in the Colne catchment, claiming the aquifer levels to be acceptable. At that time, every one of the chalk streams and the river Colne itself were dry in places and in some cases for significant distances. Do you also consider that was acceptable and might action taken by you have reduced the environmental impact?</p>	<p>We have a drought management plan which sets out the actions we should take during a drought. The plan also sets out triggers on which we would implement different actions, for example, on the supply side by increasing the resource or the demand side by reducing the demand. In this case while the ground water levels were below average, this did not meet the trigger points that would require us to implement a Temporary Use Ban (TUB) or hosepipe ban. We were monitoring the situation closely in tandem with other water companies in the southeast, through the regional groups that we work in collaboratively. A new Drought Management Plan has been approved and will be published on our website soon and will include a new environmental stress trigger, which recognises the need to take account of environmental pressures early on. There are some step changes in the new plan.</p>

9		<p>Surely stopping leaks is a higher priority than carbon neutrality of the company. Why is the leakage reduction so small in 2030 when the company is completely carbon neutral.</p>	<p>Over the previous 5 years to 2020, we delivered the biggest reduction in leakage in the industry at 15%. We have similarly committed to make the biggest reduction in leakage this period of an additional 20%. We are pleased to announce that we have the results for year 3 and we are ahead of target, and we are confident that we will achieve 20% reduction in the period. We recognise it's not enough and there is more work to do. Therefore, we have committed to reduce leakage by 50% overall and the next period will take another step towards that. We have similar ambitions for net zero. We said we will be net zero for operational emissions by 2030 and achieve full net zero by 2045. We have some stretching targets and new technologies will need to address some of the challenges we face. We do not underestimate the challenge we face, so we welcome your challenge to push us harder to deliver faster.</p>
10		<p>My question is about your water sources which are licensed such as Ickenham water source, which is licenced with 12.5 million litres a day, but nothing can be drawn because of existing pollution and there is a commitment from government to get that water source good quality by 2027. Are you aware of any plans to do that and are you working with anyone to do that?</p>	<p>We have been able to manage in the short term without that source. We are working with the Environment Agency in reviewing historic ground water contamination issues and making sure that we understand those areas and where possible, follow the "polluter pays" principle to recover costs. The issues are complex and take years to resolve. We will be actively collaborating with local authorities and the Environment Agency to review the challenges and ensure water quality standards are met.</p>
1	Customer	<p>Given Stevenage has the highest per capita use in the UK, how do you change people's behaviour. Save our Streams is laudable, but you are preaching to the converted. For example, my neighbour spent 4 hours pressure washing his patio last weekend, then drained and filled his hot tub, so how do you get the message through to people like that?</p>	<p>From our perspective, we have several behavioural campaigns that we have pulled together, so Save our Streams is a good example of what we are trying to link the environment with to save water and reduce demand. The other aspect is we have an ambitious plan in terms of smart meters which we have already covered but we also have an interesting tariff trial development which will commence in the next couple of months.</p> <p>Behavioural campaigns are used to inform customers to use water wisely. We are trying to financially incentivise our customers through the tariff trial to consider their water use. The tariff trial launched is called WaterSave. It's in a relatively limited area now and what we aim to do with that is to essentially offer customers a trial of 3 blocks of charges. So equivalent to an exotic standard charge, say for basic hygiene needs or 3 months of an annual tariff will be for free. There is a block in the middle, which is on the current normal charge but as soon as customers start using excessive amounts of water (the top 10% of usage), we increase the unit rate charge for that water significantly. The reason for the trial is for us to understand what point an increase in unit rate charge will start to change customers' behaviour. We also have other ideas about how we can use different tariff structures and charging mechanisms to combine the ambition of using water wisely and affordability charges employed.</p> <p>We are collaborating with customers to show them the education elements of the impact on the environment and how they can help and support to reduce water usage and marry that up with a tariff; use more pay more. We have a duty of responsibility to bring that information to the customers, making it more explicit and clearer and be more proficient on communicating with different demographics.</p>

2		Will there be different tariffs as is done in electricity?	We are introducing a rising block tariff (and the first company in the UK to do so) which we have designed so that water usage is at the forefront of that tariff trial where if you use less, you pay less and if you use more, you will pay more. This gives back to the customer, the control and if you marry that up with a smart meter, the customer can see the usage and will be in control of their water bill and water usage. At present, unless you have a smart meter, you pay your water bill in arrears, so we want to bring that forward and give education and control back to the customer. This will be rolled out in the next 2 years and will be included in the 5-year Business Plan as well.
3		You have been talking about other areas and in Folkestone we feel like we are the poor relation. Can you tell us what your biggest initiatives and community engagements in the Folkestone and Dour area are because you seem to be invisible and the fact that you name the area in a way that has no resonance in Folkestone, does not re-assure customers. Also, are we cross subsidizing with our bills for initiatives in other Affinity Water supply areas?	<p>The Business Plan is for all 3 areas. This is important as all the aspects of environmental improvements, smart meters, all the enhancement aspects are very much applicable to all 3 areas. We have an important team in Folkestone; our Call Centre, the Complaints and Billing team who play massive part in what we do as a business as well as the team that treat and distribute the water daily. It is important that to recognise the team play a big part in the delivery of our plan.</p> <p>Folkestone is the rich relation in terms of treatment of our water and assets. It is by far our most resilient area in terms of supply to customers and represents some of the investment in that area in prior years. It is fair to say in the plan for the next five years, that's not where the focus is. The big challenge is around our environmental destination and chalk streams are not in the southeast. However, we are investing, specifically to address single points of failure on the network and although none have failed recently, if they were to fail, they would have a big impact. We have some incredibly old reservoir assets upon the chalk which we have and will continue to invest in to drive down leakage. Much of the spend in the area is to maintain the high level of resilience and high level of service that you receive now. There are some scenarios at the higher end of our environmental destination which would compel us to undertake some of the investments already discussed but we have the least worry in the Folkestone area.</p> <p>The community part of our plan needs to stretch across every supply region and work with all our communities and local charities to ensure our footprint is understood and our brand is really strong in that area and the customer engagement is transparent for a 2-way exchange.</p>
4		What proportion of Affinity Water customers currently struggle to pay? how do you see this churning out over time given the current cost of living issues? How will your support to the most vulnerable adapt to the changing needs?	We have a range of different tools and support areas that we can help customers with. What we try and do is think about our customers as individuals rather than putting them into demographics. We match them into 18 different ways of helping customers across different tariffs and support tools, collaborating with our local communities such as charities and the Citizens Advice Bureau or local Councils and share with them ways they can access help and what we can do to support the cost of living. Vulnerable customers are our niche area that we are working with and affordability plus the cost of living is key to us and our social tariff this year has been a noticeably big success. We will continue that in the next 2 years and make sure that we reach more of those vulnerabilities. We have a priority service register where customers can make sure that they make us aware that they have a specific need, and we can match that need to a range of support tools.

1	Investment Community &	<p>Every day I waste a huge amount of drinking water by flushing the toilet. Also, I have a situation where I have a gas boiler and to heat the water, it has quite a distance to run to the tap and so when I turn on the tap, it takes ages to come through with hot water. So, in both cases I am just pouring quality drinking water down the drain. What is going to be done about the new housing units that will be built to reduce the amount of water getting wasted. The idea of flushing down drinking water down the toilet is ludicrous, can we not use grey water for that job?</p>	<p>We can't solve this on our own. There is a role for government, particularly around building regulations and water efficiency devices. We are lobbying the government heavily and there should be a consultation on white goods and the efficiency labelling of that. There are some actions that we can take; we collaborate with customers in terms of helping them drive down their household consumption. We have a process called home water efficiency checks which we can do either virtually or in person and can also be done on our Save Our Streams website by customers. You can register on the portal and do your own efficiency checks. So, we can help reduce water consumption in your house and save on the electricity bill as well, but we need government support.</p> <p>We are also collaborating hard with developers on building infrastructure on how they can be thoughtful to implement those efficiency devices and put into the houses, in the absence of government planning conditions. We are already seeing appetite from developers to start these initiatives and we are working in partnership with a number of these developers.</p>
2		<p>How will the smart meters be financed? I am quite keen on this idea because then it is really fair, for instance if you have a neighbour who has a pool etc. and you are being careful with your water usage, then you are billed for your usage only. Who pays?</p>	<p>From the business plan we have put forward, part of that is enhancing what we have today in terms of meeting our base and capability, so this will be very much across a number of Business Plan periods and investments for all customers which include non-household customers as well because they make up a decent proportion of our consumption and how we can manage an element of that. So, this is very much part of the Business Plan and overall bills over the five-year period.</p>
3		<p>Does the CEO's pay reflect the company's performance?</p>	<p>We have a noticeably clear structure around performance and pay. So, over 60% of our measures are based on customer performance but also improvements to the environment. If we do not perform well on a number of measures, then that is clearly linked with the overall pay, hence we are incentivised to deliver on that and continually stretch our performance.</p>
4		<p>Has anyone spoken to our Prime Minister on his outdoor heated swimming pool; leading by example.</p>	<p>We can't comment on the Prime Minister who lives outside of our supply area but it's a good example of why we should all be leading by example in terms of our actions. It is very much up to that individual, but we want to educate our customers as best as possible and make them understand the impacts that this has on the environment.</p>



