

**NORTHUMBRIAN
WATER** *living water*

**ESSEX & SUFFOLK
WATER** *living water*

LIVING WATER

Our plan 2020-25 and beyond

www.nwl.co.uk
www.eswater.co.uk
www.nwgourplan.co.uk



Co-creating our plan

Key: ★ Raising the bar for the industry 🟡 Engagement and insight used to inform our plan

SINCE 2015, 416,512 CUSTOMERS HAVE SHAPED OUR PLAN:



69,249+ ★ 🟡

children take part in our education campaigns: Super Splash Heroes, Dwaine Pipe Panto and Powered by Water



38,776 🟡

customer journey assessments through our call centres



4,500 ★ 🟡

customers helped to shape our Assurance Plans in 2016 and 2017, resulting in self-assured status



14,578 🟡

customers taking part in our tracking research



248 ★ 🟡

Water Rangers and assistants protecting our rivers and coastal waters



14,886 🟡

social media conversations



109 ★ 🟡

customers co-creating at our Innovation Festivals



229,377 🟡

Rant & Rave feedback comments



8,382 ★ 🟡

Every Drop Counts and Rainwise conversations on Flo



24,299 🟡

attendees at strategic research and engagement events



10,606 🟡

customers helping to evaluate our campaigns



1,502 🟡

conversations on our Have Your Say forums

WE ALSO ENGAGE OUR CUSTOMERS EACH YEAR THROUGH:



91 🟡

partner organisations attended our Thinking Ahead workshops to co-create our environment plan



4,388 ★ 🟡

customers received support and advice to help manage debt in 2017



3,000 ★ 🟡

customers engage with our customer heroes with a further 1m customers at events



4,700 ★ 🟡

people co-creating ideas at our Innovation Festivals every year



2,446,579 🟡

conversations in our customer centres on average every year



52% 🟡

of our people volunteer to support community projects



130 ★ 🟡

events attended by Flo, our community engagement vehicle



39.5m ★ 🟡

reach of our award-winning campaigns in 2017



500+ 🟡

stakeholder organisations helped co-create our plan



100 🟡

customer and stakeholder events and meetings attended by Water Forum members during the PR19 process



5.4m 🟡

31,000+ followers and a 5.4m reach on Twitter



1m 🟡

5,525 Facebook followers, 130,000 engaged with our content, and a reach of 1m

Our plan is structured across six key themes to deliver the outcomes that matter most to our customers.

Download the Zappar app from the App Store/Google Play and wherever you see this icon, scan the page and play.

Unrivalled customer experience

Our customers' expectations are rising, and what customers want from us is changing too. We will deliver a package of measures to support our aim to deliver an unrivalled customer experience.



Our ambitious goals in this area are to:

- Deliver world class customer service; and
- Give every single customer the opportunity to have a strong voice and engage with us, with at least 2m customers participating by 2025.

The innovations in this area that will deliver the difference for our customers are:

- We will horizon scan for examples of excellence in world-wide customer service and continuously benchmark and evolve our Unrivalled Customer Experience Strategy accordingly;
- Our £36m customer experience platform and digital transformation programme 'ONCE', which will mean our customers only have to contact us once and will help us achieve a world class net promoter score (NPS);
- Using our bespoke Participation Ladder as a framework to widen engagement and strengthen the voice of our customers; and
- Co-created campaigns where our customers work with us to promote behaviour-change, including Every Drop Counts, Dwaine Pipe and Rainwise.

“I like that you are trying to reduce the cost to the customer and improving the service.”

Have Your Say Forum
30-44, DE



Affordable and inclusive services

Water and sewerage services should be affordable for all of our customers, whatever their circumstances, and they should all have equal access to an unrivalled customer experience.



Our ambitious goal in this area is to:

- Eradicate water poverty in our operating areas by 2030.

The innovations in this area that will deliver the difference for our customers are:

- Lower bills for customers, with a reduction of 14% for our water customers and 17% for our wastewater customers by 2024/25.
- Our Inclusivity Strategy, which was created with our customers and partners so that our services are truly inclusive and deliver 'Water without the Worry' for all customer groups;
- The UK's first and only Water Poverty Unit, established through our strategic partnerships with StepChange and National Energy Action (NEA); and
- 'Pay your own way', an app-based tariff that allows customers to change when and how much they pay, putting them in control of their bills.

“The thing I am happiest about is the fact that my bill will be lower. This is really good, especially when my other bills seem to be going up quite a bit.”

Have Your Say Forum
30-44, C1



Reliable and resilient services

We will continue to deliver reliable and resilient services by anticipating change, planning ahead, and by making the right long-term decisions about how to run our business.



Our ambitious goals in this area are to:

- Have the lowest levels of leakage in the country in our water-stressed ESW operating area;
- Have a per capita consumption (PCC) for water use of 118 litres per person per day by 2040;
- Promote confidence in our drinking water so that nine out of ten of our customers choose tap water over bottled water; and
- Eradicate sewer flooding in the home as a result of our assets and operations.

The innovations in this area that will deliver the difference for our customers are:

- A new Chief Resilience and Sustainability Officer to manage 'resilience in the round' through our Resilience Framework and provide regional resilience leadership;
- Using big data to develop a 'heat map' approach to tackling leakage, saving 4.75bn litres of water a year;
- Expanding our 'whole town approach' to offer every household a water and energy saving visit, using smart meters and digital platforms to personalise advice;
- Expanding the 'Refill' campaign and our 'Powered by Water' sporting partnerships to change perceptions of drinking tap water and the importance of staying hydrated on the move; and
- Deploying the game-changing sensor technology developed by nuron in our live sewerage system to predict flooding incidents before they occur.

“It is great for future generations to know they have safe water.”

NW household customer
45-64, C1



Leading in innovation

Super-charging our innovation culture is essential if we are to continue to deliver unrivalled experiences within the context of rising customer expectations, technological advances and changing political and physical climates.



Our ambitious goal in this area is to:

- Be leading in innovation within the water sector and beyond.

The innovations in this area that will deliver the difference for our customers are:

- Our Innovation Panel, which brings together experts from global customer service leaders including Apple, Amazon and IBM to challenge us to get the most from innovation;
- Annual Innovation Festivals engaging over 2,500 people and 500 businesses to push through innovative ideas at scale and speed and promote innovation within our regions, the sector and beyond;
- A Marketplace for Innovation to lead the sector in developing innovative solutions and provide opportunities for promotion, sharing and testing of new ideas;
- Use of digital twins, which are replicas of our physical assets, systems and processes that provide the best environment for us and our partners to experiment and run large-scale simulations using cloud-computing power; and
- Gaining unique insights as the only water company sitting on the CBI's Innovation Council.

“Innovation is good because with these, we encourage people to develop ideas that can help increase efficiency and possibly bring down costs. That's always good. Innovation is always good.”

Barking
35-54, C2DE



Improving the environment

We will create a step change in our environmental activities, building on our role as stewards of the environment to demonstrate leadership, and to protect and improve the environment within our regions.



Our ambitious goals in this area are to:

- Be leading in the sustainable use of natural resources, through achieving zero avoidable waste by 2025 and being carbon neutral by 2027;
- Demonstrate leadership in catchment management to enhance natural capital and deliver net gain for biodiversity;
- Have the best rivers and beaches in the country; and
- Have zero pollutions as a result of our assets and operations.

The innovations in this area that will deliver the difference for our customers are:

- Further increasing efficiency and capacity in our bioresources activity, which already enables us to turn 100% of our sewage sludge into renewable energy.
- Expansion of TriM and DRIVE, our novel trigger management system and dynamic risk index model, to allow us to prioritise operational activities to protect and improve the quality of rivers and coastal waters;
- A partnership approach to managing pollution and misconnections as part of our pollution management programme, led through our award-winning Water Rangers initiative; and
- Our 'Improving the Water Environment' scheme which will see us invest £2m to work in partnership to enhance the areas of streams, rivers, lakes, reservoirs, wetlands, beaches and coastline that our customers can access.

“Who could complain about lower bills with unrivalled customer service and significant improvements to the environment?”

Have Your Say Forum
45-64, AB



Building successful economies in our regions

As a responsible business with a strong track record, it is important to us that we demonstrate leadership and make a wider contribution to life within our regions.



Our ambitious goals in this area are to:

- Spend at least 60p in every £1 with suppliers in our regions;
- Be the most socially responsible water company.

The innovations in this area that will deliver the difference for our customers are:

- Tailored support for our local suppliers on how to contract with us, delivered on their doorsteps via Flo, our community engagement vehicle;
- Intergenerational participation supported by our new Customer and Communities Collaboration Lead to support our #wearefamily community engagement approach;
- At least 50% of our employees volunteering through our Just an hour scheme, donating time and expertise to support our communities; and
- A shared ambition for brilliant partnership working within our regions, through the award-winning Northumbria Integrated Drainage Partnership (NIDP) and the Catchment Based Approach (CaBA) to support delivery of our customer outcomes.

“I'm pleased to see that. I think it's fantastic. I always like to hear companies say they want to support communities. Nowhere near enough is being done by companies that take and take and take from communities but don't give back.”

Chelmsford
35-54, C2DE



Customer acceptability

91%

Overall acceptability

93%

NW overall acceptability

NORTHUMBRIAN
WATER *living water*

89%

ESW overall acceptability

ESSEX & SUFFOLK
WATER *living water*

“Essex & Suffolk Water are being proactive in improving things whilst lowering the bill so it's more in line with the rest of England and Wales.”

Online acceptability research

30-44, C2

“I have accepted the plan because it is important that Northumbrian Water have listened to customers' concerns, come up with a plan to prevent future problems, and deliver service at a lower cost.”

Online acceptability research

30-44, C1

“It sounds like a good plan if they're going to be saving me money and improving the service at the same time.”

NW non-household customer

Manufacturing sector

“I think the plan's absolutely great. There's a lot more that goes on which you don't really realise. Northumbrian Water go above and beyond in their plan. I wasn't really expecting that.”

Hexham

34-54, ABC1

“It's a shame other organisations can't be as ambitious as Essex & Suffolk Water are going to be.”

Great Yarmouth

55+, C2DE

“If they can improve the service and invest money, if cost is lower everyone is winning.”

ESW non-household customer

Professional services

Independent assurance from the Water Forums

“When looking in the round at the business plan and its development, our views are that:

- The engagement programme undertaken gave a more reliable basis for developing a customer-focused plan than ever before.
- NWL has fully embraced our role as its independent CCG and has used many, but not all, of our challenges to iteratively shape its engagement and its business plan.
- The business plan has taken account of the views, needs and aspirations of customers, and this led to the very high levels of acceptability achieved.”

The Water Forums

Our plan on a page

CUSTOMER-FOCUSED

400,000+

CUSTOMERS HAVE SHAPED OUR PLAN...



...AND

500+

STAKEHOLDER ORGANISATIONS HAVE SHAPED OUR PLAN



PERSONAL

With world class customer service at the heart of everything we do, so that our customers get what they want, when they want, how they want it.



INNOVATIVE

Taking advantage of cutting edge research and advances in technology to deliver a better service for our customers more effectively.



AFFORDABLE

Delivering bill reductions of 14% for our water customers and 17% for our wastewater customers by 2024/25, and eliminating water poverty in our regions.



AMBITIOUS

With challenging targets to improve our environment, including the best rivers and beaches, zero pollutions from our assets, eliminating all waste, enhancing biodiversity and carbon neutrality by 2027.



RESILIENT

Ready for the future – by planning ahead and being agile in our responses. As part of this 'resilience in the round', we will deliver 100% water security for the next 40 years.



LOCAL

Focused on growing our communities, giving time, money and expertise where it matters most.



TRUSTED

91%

OF CUSTOMERS SAY THEY ACCEPT OUR PLAN



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