

Southern Water
Stakeholder Workshops 2017
Southampton

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1. INTRODUCTION

On 30th October 2017, Southern Water hosted the third of a series of four stakeholder workshops, held in locations across its region. The workshop took place at Botley Park Hotel in Southampton.

The purpose of the workshop was to gather feedback from Southern Water's key stakeholders on potential performance commitments and projects to support the company's developing business plan for 2020–2025.

EQ Communications (EQ), a specialist stakeholder engagement consultancy, was appointed to independently facilitate the stakeholder workshops on behalf of Southern Water and neutrally report back on the outputs.

Each of the workshop sessions began with a short presentation from members of the Southern Water team, followed by round-table discussions. The round-table discussions were facilitated by trained EQ facilitators and stakeholders' comments were captured by EQ scribes. In addition, there was a Q&A session where stakeholders were invited to ask questions of senior personnel at Southern Water.

After lunch, stakeholders were given the opportunity to participate in informal afternoon surgeries, where they could discuss various topics in more depth with Southern Water representatives.

Where possible, scribes noted verbatim quotes along with key themes and areas of consensus. Comments were not attributed to individuals to ensure that all stakeholders could speak as candidly as possible. In some cases, individual tables did not answer all of the questions. Where this is the case, the table has not been included in that section of the report.

Over the course of the workshop, stakeholders were asked to vote on a number of electronic voting questions using the Slido app on their smartphone or tablet. The results were aggregated and collated, and graphs showing the voting results from the workshop can be found throughout the report.

This report is a recording of the outputs from the stakeholder workshop in Hampshire.

2. EXECUTIVE SUMMARY

The workshop was attended by a total of 39 stakeholders. 45% were elected and official local government representatives; 21% represented regulators; and the remaining 34% represented a mixture of environmental groups, parish councils, charities, fisheries / sporting clubs and 'other'.

Session 1: Introduction and Current Performance (Q&A)

All questions focused on planned development and the impact of increased housing on either the sewer networks or the environment. One regionally specific question focused on the stress of development and population growth on the unique habitat of the chalk streams and rivers in the Hampshire area.

Session 2: Planning for the Future

Most stakeholders expressed concern about the impact of new housing on the environment, and many wanted to hear Southern Water's strategic plan for dealing with ageing infrastructure, leakages, capacity on the sewage networks and the future of water. Many participants, particularly parish and local councillors, urged Southern Water to play a more active role in influencing the planning agenda. Many stakeholders, particularly councillors and environmental representatives, wanted to see Southern Water work with local communities to engage them on policy and water resource strategies in a user-friendly, jargon-free way. Some stakeholders wanted to see improvements to the website, with information and initiatives such as Let's Talk Water presented online in a clear and engaging way.

Session 3: Our Developing Business Plan – Refining our Performance Commitments

In this session, there was a roundtable discussion to explore priorities for performance commitments linked to the costs of delivering these improvements. Stakeholders identified several missing commitments: education, water framework, sustainable water supply and maintaining and replacing ageing sewer networks. On customer service, stakeholders wanted to see Southern Water take a more localised approach, with properly briefed customer service teams. The most popular stretch target was external sewer flooding, closely followed by investment in reducing per capita consumption and tackling leakage. There was disagreement among stakeholders over renewable energy, with a majority of environmental representatives stating that investment was vital and others, mostly councillors, arguing that it was not the customer's responsibility to fund cost benefits for Southern Water.

Session 4a: Our Developing Business Plan – Opportunities to Collaborate: Target 100

Most stakeholders thought that Target 100 was sufficiently ambitious. When asked to vote electronically, stakeholders gave an average of 4.4 out of 5 for their level of support for the Target 100 ambition (with 5 being 'very supportive'). However, some participants, predominantly environmental representatives, urged that the target date should be brought forward even further. It was suggested that there was more work to be done in terms of education and lobbying as a next step to further this change. Many stakeholders, mostly councillors, felt that change needed to be top-down, and that developers ought to be incentivised to build water-efficient homes and designers to create efficient products. The majority of stakeholders fully supported incentives (when asked to vote electronically, 83% of

stakeholders expressed support). There was a consensus that tariffs could be counterproductive and penalise vulnerable customers.

Session 4b: Our Developing Business Plan – Opportunities to Collaborate: Catchment First (Integrated Water Cycle Management)

Most stakeholders were supportive of the work being done in catchments, pointing to clear financial and environmental benefits. When asked to vote electronically, stakeholders expressed support for Southern Water’s approach to working in catchments, with votes averaging 8.9 out of 10 (with 10 being ‘very supportive’). Stakeholders agreed that local knowledge and partnerships would be crucial to the creation of successful catchment operators. There was disagreement over who should take the lead on catchment management. Some environmental representatives thought that government should lead, while others pointed out that it was very difficult to have an overall catchment leader as issues might vary and conflict from catchment to catchment. Stakeholders disagreed over who was responsible for funding the wider benefits of catchment management, with most participants advocating a mix of Southern Water funding and taxpayer investment.

Written Feedback

Stakeholders were asked to submit written feedback in response to the workshops, and the response was overwhelmingly positive. 93% agreed or strongly agreed that the purpose of the workshop was clear, and 100% agreed or strongly agreed that the event was informative and beneficial. 94% said that they would attend future workshops.

3. WORKSHOP FORMAT

The workshop was split into five discussion sessions. Each session began with an introductory presentation given by a senior Southern Water representative, followed by round-table discussions or a Q&A session. At the end of some of the sessions, there was an opportunity for stakeholders to give further, quantitative feedback by means of electronic voting. The five discussion areas are listed below.

Workshop session 1: Introduction and Current Performance (Q&A)

The first workshop discussion was introduced by Craig Lonie, Director of Strategy and Regulation. The presentation gave an overview of Southern Water's performance for 2016/17. After the presentation, Southern Water representatives took questions from the floor during a Q&A session.

Workshop session 2: Planning for the Future

This session covered Southern Water's developing business plan for 2020–2025, as well as its 25-year vision for the region. The presentation also touched upon recent engagement with stakeholders and consultations, including Let's Talk Water. The presentation was delivered by Craig Lonie. After the presentation, stakeholders were asked to give their feedback.

Workshop session 3: Our Developing Business Plan – Refining our Performance Commitments

The third session of the morning was presented by Paul Kent, Wastewater Strategy Manager. Paul introduced Southern Water's existing performance commitments as well as those being developed for 2020–2025. It was noted that 100% improvements across all categories would increase customers' bills to over £2,600 per year. This was then placed in the context of some research recently commissioned by Southern Water, which found that the average increase deemed acceptable by customers for improved levels of service was approximately £16 extra per customer per annum.

In order to identify the areas which stakeholders thought Southern Water should target for investment, participants were 'given' a notional budget of £15, split into three five-pound notes. They were then asked to place their 'money' against one or more wastewater and drinking water performance commitments, giving the reasons behind their decisions. Stakeholders were permitted to break down their 'money' further if requested.

Workshop session 4a: Our Developing Business Plan – Opportunities to Collaborate: Target 100

Paul Kent introduced Session 4A, outlining the work Southern Water was doing to ensure a more resilient water future, including initiatives such as Drainage 2030 and Network 2030. Ben Earl, Water Efficiency Manager, then talked stakeholders through the new Target 100 initiative to reduce water consumption to 100 litres per person per day. Activities that could help Southern Water reach this target included giving water-saving advice to customers and working to improve labelling on bathroom products. After the presentation, stakeholders were asked to give their feedback.

Workshop session 4b: Our Developing Business Plan – Opportunities to Collaborate: Catchment First (Integrated Water Cycle Management)

The final session of the morning was introduced by Kate Rice, Catchment Strategy Manager. The presentation focused on Southern Water's choice to place catchments at the heart of its

decision-making. The presenters outlined the work that is being carried out to implement integrated water cycle management with a view to delivering a range of social, environmental and health benefits. This was followed by a round-table discussion.

Afternoon Surgeries

After lunch, stakeholders were given the opportunity to participate in informal afternoon surgeries. These surgeries gave stakeholders an opportunity to discuss issues in more detail. The surgeries offered in Hampshire were:

- The Future of Water in the South East, hosted by Ken Gedmen from MWH; and
- Beauty of the Beach: Working together to improve bathing water quality, hosted by Paul Linwood.

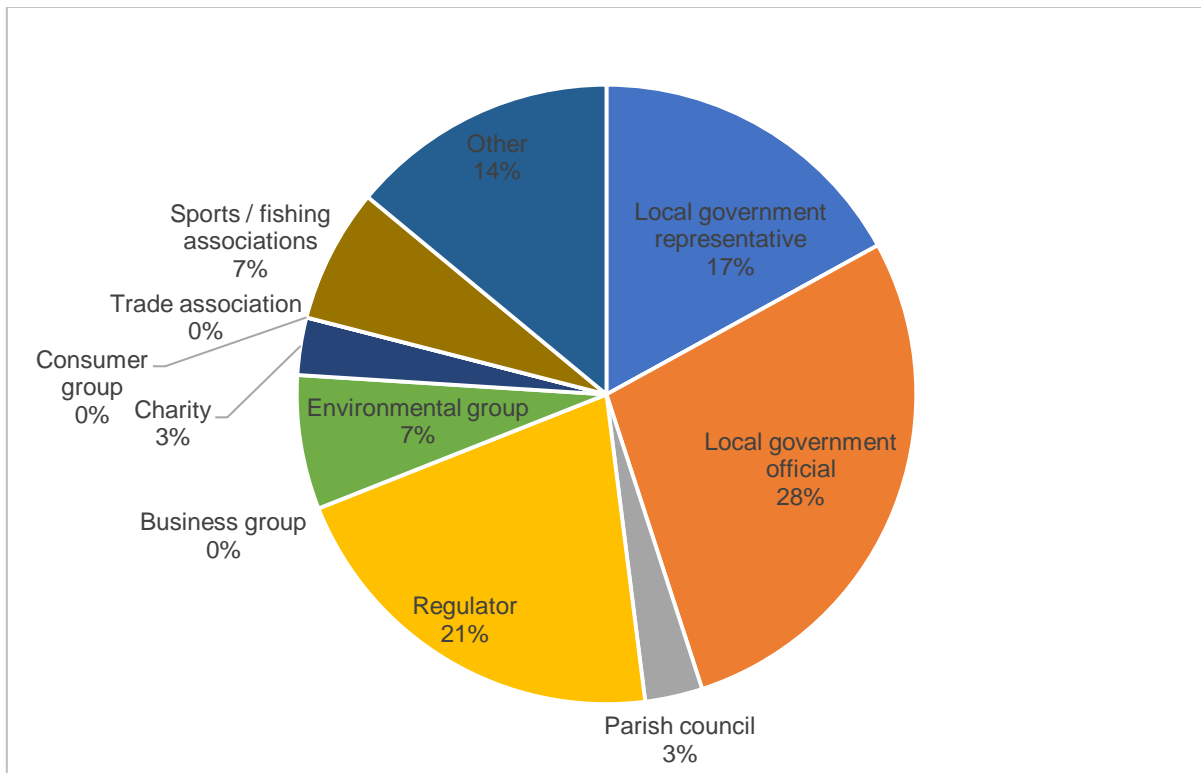
4. ATTENDEES

A total of 39 stakeholders attended the workshop, representing the following organisations:

Barker-Mill Estates	Hampshire County Council
Basingstoke and Deane Borough Council	New Forest District Council
Bishopstoke Parish Council	Overton Parish Council
Bursledon Parish Council	Portsmouth and South East Hampshire Partnership
CLA	Portsmouth Water
CPRE Hampshire	Southampton City Council
Eastleigh Borough Council	Southern Water CAP
Environment Agency	Test Valley Borough Council
Fareham Borough Council	West Sussex County Council
Fish Legal	West Sussex Flood Action Group
Forestry Commission	
Hampshire & Isle of Wight Wildlife Trust	

At the start of the workshop, stakeholders were asked to identify which stakeholder group they belonged to. The results are as follows:

Q1. Which of the following best describes your role / organisation?



5. WORKSHOP FEEDBACK

Workshop Session 1: Introduction and Current Performance (Q&A)

The first workshop discussion session was introduced by Craig Lonie, Director of Strategy and Regulation. The presentation gave an overview of Southern Water's performance for 2016/17. The presentation was followed by a Q&A session where Southern Water representatives took questions from the floor.

The panel fielded questions about planned developments and the impact of increased housing on both the sewer networks and the environment. One regionally specific question focused on the stress of development and population growth on the unique habitat of the chalk streams and rivers in the area.

The panel were asked questions about:

- how Southern Water will develop water and wastewater infrastructure so that it can meet the demand from all of the planned developments in the boroughs.
- increasing capacity to prevent pollution overflowing into Chichester Harbour.
- the impact of sewer flooding on customers' gardens.
- the impacts of planned developments on water supplies – particularly rivers.
- how to sustainably abstract water to protect chalk streams.

A selection of verbatim comments (stakeholder type was not noted during the Q&A)

"With all the planned development in boroughs, is it possible to adapt new measures to meet demand?"

"How do you plan to increase capacity to prevent leakage into Chichester Harbour?"

"There is a problem with old sewage systems, which leads to sewage getting sucked out of customers' gardens instead. When Southern Water were asked if they had concerns, they said no, and that they were dealing with it very well, but sucking up sewage through someone's garden can't be right."

"Our water focus group is trying to get people to link planning to water because until the government recognises that water is a finite resource, there will be increasing water stress. What is Southern Water doing to try to halt some of the building that will put stress on our water supplies and rivers?"

"Chalk streams in southern England are a rare and unique habitat, and should be thought of in the same way as rainforests. Why is Southern Water not getting on with planning sustainable water supply that does not rely so heavily on ground and river water?"

A number of questions were submitted by stakeholders via the Slido app that were not answered during the Q&A session. Answers to these questions have been drafted and will be published alongside the workshop reports.

Workshop Session 2: Planning for the Future

This session covered Southern Water's developing Business Plan (2020–2025), as well as its 25-year vision for the region. The presentation, delivered by Craig Lonie, also touched upon recent engagement with stakeholders and consultations, including Let's Talk Water. After the presentation, stakeholders were asked to give their feedback.

Summary of the discussion

- Most stakeholders expressed concern about the impact of new housing on the environment, and many wanted to hear Southern Water's strategic plan for dealing with ageing infrastructure, leakage, capacity of the sewerage networks and the future of water in the region.
- Stakeholders were split over how they viewed increased housing, with some feeling deeply pessimistic and others wanting to work with Southern Water to make the new housing truly sustainable and future-proofed.
- Many participants, particularly parish and local councillors, voiced their frustration over the perceived powerlessness of Southern Water to have their say on the viability of housing developments and urged Southern Water to play a more active role in influencing the planning agenda.
- Many saw strategic public engagement and education on the issues faced by Southern Water as key, with a majority of councillors and environmental representatives wanting to see Southern Water work with local communities to engage them on policy and water resource strategies in a user-friendly, jargon-free way.
- Some stakeholders suggested that improving the website was crucial, with information and initiatives such as Let's Talk Water presented online in a clear and engaging way.

1. What would you like to get out of today's workshop?

- Stakeholders voiced concern over the impact of housing on the environment, and many wanted to find out more about Southern Water's strategic plan for addressing issues such as ageing infrastructure, leakages, capacity on the sewage networks and the future of water.
- Many participants, particularly parish and local councillors, were frustrated that Southern Water did not have more of a say on the viability of housing developments, and urged Southern Water to play a more active role in influencing the planning agenda.
- A high proportion of stakeholders wanted to talk about Southern Water's plans to address the sustainability of water supply, with landscape planning, river and catchment management, wastewater improvements and chalk stream maintenance emerging as common themes.

A selection of verbatim comments

- "I am very concerned about the environment and the effect of extra housing on the environment." Local councillor
- "I've said it before, I don't know how many times. Why aren't Southern Water a statutory consultee on planning applications?" Local councillor
- "I'm very bothered about how Southern Water say 'yes' to a development, and there's a problem in how developers, whether small or large, also say 'yes'. It's not up to the council to check it, it's up to them to address it." Local councillor

- “I don’t see the word ‘strategy’. Looking at regional infrastructure and policy stuff that we might want to get involved with but in a user-friendly way. I want to see a long-term water resource strategy.” Environmental group representative
- “I think with all the extra planning and extra houses we have to build – so many houses before 2036 – in the planning, we must make sure it is sustainable. At the moment, it is not. The houses must be sustainable no matter who is in charge of them in ten years.” Local councillor
- “Very interested in questions of planning, and not just urban planning, but landscape planning and catchment management. Shorter-term, how are the company going to make sure that chalk streams are enhanced?” Environmental group representative
- “With regards to capacity, sewage, sufficient water supply, there have been incidents recently where there was a significant development of treatment works. I want the reassurance that we won’t have incidents of sewage in the gardens again.” Local councillor

2. Do you have any comments or concerns about the delivery of Southern Water’s current Business Plan (2015–2020)?

- Stakeholders were split over how they viewed the prospect of increased housing developments. While some felt deeply pessimistic, others wanted to work with Southern Water to ensure that new housing is truly sustainable and future-proofed.
- Many saw public engagement and education on the issues faced by Southern Water as key.
- There was a consensus among councillors that Southern Water should try and steer government legislation to ensure sustainable drainage systems (SuDs) are adopted in new housing.
- A predominance of councillors and environmental representatives wanted to see Southern Water working with local communities to engage them on policy and water resource strategies in an approachable, jargon-free way.
- Stakeholders from the business community pointed to the need to work more closely with landowners to emphasise resource protection, with some advocating the incentives offered by Thames Water to choose more environmentally friendly products as a possible model.
- Other stakeholders were concerned that diminishing water resources and ageing infrastructure could not keep up with the rate of housing development.
- There were many geographically specific local concerns raised, such as the low water flow in the River Test, proposed housing developments in Eastleigh and Fareham and the ability of the water system to sustain them.

A selection of verbatim comments

- “I know things are being done – we work with Southern Water and know that they try to steer legislation. But there is a juxtaposition – Southern Water have policies that mean that they are not adopting SuDs, and it cannot be used in development. Will they change this?” Council officer
- “I’m very, very concerned with the Fareham plan to build 10,000 houses and the impact that will have on sewerage and water.” Local councillor

- “I don't think Southern Water get down to the actual individual. I don't think the individual feels any engagement.” Environmental group representative
- “Going back to the talk earlier about fat going down drains, it's about changing behaviour and educating people. Connecting people to where their water comes from. We need to communicate with land owners as a whole. Placing a value to water.” Business representative
- “With Brexit going on, we're looking at resource protection, so stopping things going back into the water system. Thames Water incentivises land owners to choose better and more environmentally friendly products; working together with customers is important.” Business representative
- “Everybody seems to think we'll take all the water out of the rivers, are Southern Water going to build any more reservoirs?” Parish councillor
- “When there is heavy rainfall, sewage gets washed into the river.” Local councillor
- “My particular interest is in the upper River Test. There is very little flow now, and water is being taken out of the Test to allow for these works to happen, and I want to know when it will get back to normal as we are in a bad state.” Parish councillor
- “My parish sits on the border of Eastleigh, where they are going to plan 1,200 or so houses; we have had issues of supply and drinking water. My interest is again in infrastructure – how is it going to be augmented with new developments – and also, we do have a problem of flooding in Romsey.” Local councillor

3. What more should we be doing to promote the next phase of Let's Talk Water?

- Some stakeholders felt that improving the website was key, with information and initiatives such as Let's Talk Water presented online in a clear and engaging way.
- There was a split between stakeholders who had already engaged with Let's Talk Water and those who had never heard of it.
- Some stakeholders were confused about Let's Talk Water and did not know what its intention was, nor who it was aimed at.
- Others strongly agreed that partnerships should play an important role in the next phase of Let's Talk Water, with specific recommendations on bringing in environmental and commodity groups.
- Some stakeholders, particularly councillors, pointed out that to get people to engage with Let's Talk Water, Southern Water would need to engage different people on the specific issues that affected them.

A selection of verbatim comments

- “What we're talking about is the Southern Water website. It's very bland and uses very long words that people don't understand.” Environmental group representative
- “I hadn't heard of Let's Talk Water. When it was being talked about I thought it was about drinking water – where's the synergy with waste water?” Council officer

- “There are an awful number of partnerships to bring in: the local eco groups, they seem to work in very tight bubbles.” Environmental group representative
- “We need a separate side group of commodities. A group where you can chair that commodity group representing water. That is a massive deal.” Local councillor
- “People will be much more interested if the issue affects them. People affected by flooding want to engage on that issue.” Local councillor

4. Do you have any comments on our proposed approach for engagement to support the development of our Business Plan for 2020–2025?

- Many stakeholders were positive about PR19 engagement and the work done so far, with particular support for the NGO stakeholders group set up by Southern Water.
- Others felt that Southern Water’s approach to PR19 engagement was not good enough, and left members of the public in the dark about large planned projects.
- Some stakeholders, particularly councillors, suggested creating an alert system on the website so that organisations could filter important information to relevant parties.
- Opinion was divided over how engaged Southern Water have been with scrutiny panels and catchment groups.

A selection of verbatim comments

- “I can say that Southern Water in this end of the patch has set up a bespoke stakeholder group just for the NGOs. I think that’s excellent and so do a lot of the individuals involved.” Government body
- “I would go back to the website again, but there’s also the possibility of sending alerts to organisations rather than individuals so that those organisations can disseminate. At the moment, we don’t get any of that information; we have to ask Southern Water ourselves.” Parish Councillor
- “I sit on a scrutiny panel. We have been trying to get Southern Water to come and talk to us but they won’t. They could go round all the boroughs and districts. They need more scrutiny. It would help if they would attend more scrutiny panels – if they are asked to come, they should.” Local Councillor

5. Are you aware of any regionally specific research that could help shape our Business Plan for 2020–2025?

- There were not many comments on this, but some stakeholders mentioned the work of the Natural Environment Research Council (NERC) in understanding catchments.

A selection of verbatim comments

- “NERC gave a massive pump of money into better understanding the catchment measures for different catchment types.” Government body

Workshop session 3: Our Developing Business Plan – Refining our Performance Commitments

The third session of the morning was presented by Paul Kent. Paul introduced Southern Water's existing performance commitments as well as those being developed for 2020–2025. It was noted that 100% improvements across all categories would increase customers' bills to over £2,600 per year. This was then placed in the context of some research recently commissioned by Southern Water, which found the average increase deemed acceptable by customers for improved levels of service was approximately £16 extra per customer per annum.

In order to identify the areas which stakeholders thought Southern Water should target for investment, participants were 'given' a notional budget of £15, split into three five-pound notes. They were then asked to place their 'money' against one or more of a number of wastewater and drinking water performance commitments, giving the reasons behind their decisions. Stakeholders were permitted to break down their 'money' further if requested. The aggregated outcomes of this exercise are shown in the table below, along with their comments.

Summary of the discussion

- Stakeholders identified several missing targets: education, Water Framework Directive, sustainable water supply and maintaining and replacing ageing sewer networks.
- On customer service, stakeholders wanted to see Southern Water take a more localised approach, with properly briefed customer service teams.
- The most popular stretch target was external sewer flooding, with stakeholders electing to spend an extra £2.86 on their bill.
- Following close behind was the desire to invest in reducing per capita consumption (£2.77 per customer) and tackling leakage (£2.26).
- Customer water supply interruptions didn't attract any extra investment.

1. Are there any wastewater or water targets that are missing?

- Many stakeholders pointed out that an education target was missing.
- Others, particularly environmental representatives, pointed to a missing Water Framework Directive target, which would enable Southern Water to think more expansively about their impact on the environment.
- Some stakeholders, particularly environmental group representatives, expressed frustration that the issue of sustainable water supply had been missed.
- Other stakeholders felt that investment to improve the current sewage system needed to be added to the targets.

A selection of verbatim comments

- "Water Framework [Directive]. It's something very different for a water company to do; rather than just thinking of its immediate customers, it's thinking about the impacts on the environment in a more expansive way. There are obligations to the customer." Environmental group representative
- "You haven't got education of what is okay or not okay. Many people are unaware that pouring oil down the sink and flushing wipes are bad for the environment and

cause blockages. A programme of education about the environment is vital.” Local councillor

- “Where is sustainable water supply? Surely this is the biggest issue? Southern Water have smeared over the massive issue of where they get their water from and where their wastewater goes. It’s missing. It’s infuriating. And for anyone planning to build houses, it should be infuriating for them too.” Environmental group representative.
- “It’s the quantity of water available that is a concern and seems to be missing.” Environmental group representative.
- “There is nothing about grey water recycling, about helping consumers to reuse water. There are parallels here with composting: to reduce food waste, local authorities give discounted composters, whereas water companies don’t do this for grey water.” Council Officer
- “Does all of this sort of include investing in the infrastructure? We need to invest in the very old Victorian sewer systems”. Environmental group representative

2. Do you have any comments on our proposed customer service commitments – are there any missing?

- Many stakeholders wanted to see a more localised approach to customer service.
- Some council officers and local councillors pointed out that Southern Water were often slow to update their website with important, up-to-the-minute information, and should be subject to more stringent customer service targets.
- Others stated that Southern Water were doing well from a customer point of view, although they would like to see a greater effort to refer problems not necessarily in their remit.

A selection of verbatim comments

- “I think on customer service, it’s about ensuring that service teams are properly briefed on local concerns in the area.” Environmental group representative
- “We have found that people will email me with a problem like a flood or a leak at 5 a.m., and they will be the first to discover it. I will send emails to the houses, and sometimes by 8 a.m. your website has still not been updated.” Local councillor
- “I always get to speak to a person when I call the hotline so from a customer point of view, you are doing really well.” Environmental group representative.
- “What you do with those calls that aren’t yours – you could direct and signpost so the customer knows that you are helping with the situation even if it is not your issue to resolve.” Local councillor

3. Which targets would you like to see Southern Water go further with in the next business plan?

- The most popular stretch target was external sewer flooding, with stakeholders suggesting an extra spend of £2.86 on their bill, although many stakeholder agreed that internal sewer flooding incidents were just as distressing, if not more so.

- Stakeholders also expressed a clear desire to invest in reducing per capita consumption and tackling leakage.
- Some stakeholders stressed that their investment in per capita consumption was only under the condition that it included working with developers, recycling rainwater, educating the public and improving the planning of houses.
- There was disagreement among stakeholders over renewable energy, with some stating that investment was vital and others arguing that it was not the customer's responsibility to fund cost benefits for Southern Water.
- The full results of the willingness-to-pay exercise are shown in the following table:

Commitment	Table no. 1	Table no. 2	Table no. 3	Table no. 4	Table no. 5	Table no. 6	Total spend	Spend per attendee
Internal sewer flooding incidents	£13.00	£5.00	£2.00	£20.00	£10.00	£10.00	£60.00	£1.71
External sewer flooding incidents	£18.00	£5.00	£22.00	£25.00	£0.00	£30.00	£100.00	£2.86
Sewer blockages	£3.00	£10.00	£8.00	£10.00	£0.00	£0.00	£31.00	£0.89
Less serious (cat.3) pollution incidents	£11.00	£6.00	£6.00	£0.00	£5.00	£0.00	£28.00	£0.80
Bathing water	£10.00	£11.00	£8.00	£5.00	£0.00	£5.00	£39.00	£1.11
Renewable energy	£6.00	£21.00	£4.00	£5.00	£5.00	£20.00	£61.00	£1.74
Customer water supply interruptions	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Water pressure	£1.00	£0.00	£0.00	£0.00	£0.00	£0.00	£1.00	£0.03
Leakage	£9.00	£10.00	£20.00	£25.00	£10.00	£5.00	£79.00	£2.26
Per capita consumption	£15.00	£22.00	£20.00	£15.00	£5.00	£20.00	£97.00	£2.77
Other	£4.00	£0.00	£0.00	£0.00	£25.00	£0.00	£29.00	£0.83
Total money	£90.00	£90.00	£90.00	£105.00	£60.00	£90.00	£525.00	£15.00
Total people	6	6	6	7	4	6		

A selection of verbatim comments

- “I’m putting £5 on internal sewer flooding incidents. I should imagine it’s the worst thing the company can do to a customer.” Government body
- “£5 on external sewer flooding incidents. I think it’s important to the environment and to people.” Government body
- “I put my second £5 on leakage. I’ve got some examples of where there are leaks that are not being dealt with. Because of where it is in the system, the private side of the service doesn’t deal with it. Because it is private, it doesn’t get dealt with – I’ve seen leaks go on for over a year, which almost creates a pond!” Parish councillor
- “I’m spending £3 on per capita consumption. Abstraction is a key way to help the environment. It leaves more water in the river, which improves the water quality. I think that would help quality as well as quantity.” Government body
- “I put my last £5 on per capita consumption. As long as it includes recycling of rain water, education of the public, and improving the planning of houses. We need to plan for the future.” Local councillor
- “I will put my third £5 on per capita consumption – but it should include working with developers and education as this will have a knock-on effect.” Utilities company
- “I would probably put £10 on renewable energy. Encouraging renewable energy is the most important.” Environmental group representative

Workshop session 4a: Our Developing Business Plan – Opportunities to Collaborate: Target 100

Paul Kent introduced session 4A, explaining the work Southern Water was doing to ensure a more resilient water future, including initiatives such as Drainage 2030 and Network 2030. He then talked stakeholders through the new Target 100 initiative to reduce water consumption to 100 litres per person per day. Activities which could help Southern Water to reach this target included giving water-saving advice to customers and working to improve labelling on bathroom products. After the presentation, stakeholders were asked to give their feedback.

Summary of the discussion

- Most stakeholders thought that Target 100 was ambitious enough, and some urged that the target date should be brought forward.
- When asked to vote electronically, stakeholders gave an average of 4.4 out of 5 for their level of support for the Target 100 ambition (with 5 being ‘very supportive’).
- Some stakeholders pointed to Target 100 as a positive example of how the right information at customer level can change behaviour, and suggested that more needed to be done in terms of education and lobbying as a next step to further this change.

- In the electronic voting, stakeholders ranked ‘working in partnership with community organisations and local authorities’ as the most important element of the work Southern Water were doing.
- Many stakeholders felt that change needed to be top-down, and that developers should be incentivised to build water-efficient homes and designers to create efficient products.
- A majority of stakeholders fully supported incentives. When asked to vote electronically, 83% of stakeholders expressed support for incentives. However, there was a note of caution that incentives were long-term, localised and not a quick fix.
- There was a consensus that tariffs could be counterproductive and penalise vulnerable customers.

1. Do you think that Target 100 is ambitious enough to help meet the challenges of water availability in the South East?

- The majority of stakeholders thought that Target 100 was sufficiently ambitious.
- Some stakeholders felt that it was a daunting target, whereas others, particularly environmental representatives, felt that the target should be achieved in a much shorter timeframe.
- Some stakeholders held up Target 100 as a positive example of how the right information at customer level can change behaviour, and called for more to be done in the areas of education and lobbying to further this change.
- Many stakeholders suggested stringent water efficiency labelling on products to bring down consumption.

A selection of verbatim comments

- “Going down to 100 is very ambitious and I think it’s brilliant. I don’t think you could aim for less than that.” Government body
- “I personally think Target 100 is an extremely ambitious target. I look at myself and I know me and my wife use 160 litres per person per day. I don’t think I use water inefficiently. How do I knock 40% off my usage? I need more education on it.” Utilities company
- “The target should be achieved much more quickly.” Environmental group representative
- “This allows positive behaviours based on information. It’s a positive way to go.” Government body

2. Of the elements of Target 100 you’ve heard about today, which do you think are most important?

- Opinion was mixed on the important elements of Target 100; retrofitting, labelling, water pressure and financial incentives were all raised as vital pieces of a broader efficiency picture.
- Many stakeholders, especially councillors and environmental representatives, felt that change needed be top-down and that developers should be incentivised to build water-efficient homes, while designers should be incentivised to create efficient products.

- The stakeholders who disagreed with this stated that until it was economically beneficial to the developers to do so, they would be difficult to convince.

Verbatim comments

- “The government should be driving it. The new growth is really important and can be backed by policy. The easiest wins are policy new ones but the hardest ones are infrastructure retrospectively applied to standing stock. This is where the company needs to be investing.” Government Body
- “Ofwat should be driving this. Not just one company deciding to.” Business representative
- “Water labelling is very important. Southern Water should be lobbying the government for this.” Local councillor
- “You’ve got to look at the planning industries, what if Target 100 was made a statutory thing with building regulations? We can make this more enforceable; you’ve got to have these changes. I think it’s got to be building regulations really.” Environmental group representative
- “You have to educate to reduce it. Keep educating people and they will eventually get the message.” Local councillor
- “The most significant thing is putting water efficiency labels on products. We should educate the public and lobby the government to make this mandatory.” Environmental group representative

3. Are there any partnership opportunities that you know about that we should be considering?

- Many stakeholders suggested partnering with schools and housing associations, Citizens Advice and the tourism sector to increase awareness of Target 100.
- However, some stakeholders expressed reservations about the effectiveness of going into schools.

A selection of verbatim comments

- “For vulnerable customers, it would be housing associations. Are council community forums a potential place to get the message out? Southern Water could attend community forums.” Environmental group representative
- “Housing authorities, where you have a higher potential to influence behaviour change, and simple things like turning the shower off between washing, but that sort of simple thing, that behavioural change, will have a strong effect.” Local councillor
- “Reaching out to schoolchildren – they nag their parents about what they learned in school about efficiency.” Local councillor
- “As an ex-school teacher, we would go on and on about litter but it doesn’t seem to have much impact.” Local councillor

- “Have you considered the tourism industry? I quite often see in hotels that the messages are out there; are you working with them?” Environmental group representative

4. Do you agree with our approach to introducing incentives, and have you got any comments on our pilot?

- The majority of stakeholders fully supported incentives.
- Some disagreed on how to limit consumption: some environmental group representatives considered price increases to be effective, while some councillors were against the idea of penalising heavy users.
- Others urged caution in light of the fact that incentives were long-term and localised, and not a quick fix.

A selection of verbatim comments

- “I agree with the idea of incentives: you can get people to be more ambitious. It’s more engaging, like ‘5 a day’.” Local councillor.
- “If you want people to use less, put the price up.” Environmental group representative.
- “With the incentives, what’s the incentive to carry on that behaviour change, if you will – if it’s just a one-off, they say thank you and move on.” - Local councillor
- “Don’t be complacent. Keep people incentivised even if they are below the average. Drive home the message and make it feel locally relevant – show how behaviours will damage or improve your local environment or economy.” Government body

5. Do you think, in future, there could be any role for tariffs / charges to encourage customers to conserve water?

- There was a consensus that tariffs could be counterproductive and penalise vulnerable customers.
- Some stakeholders suggested a premium for wealthier customers with pools and hot tubs.

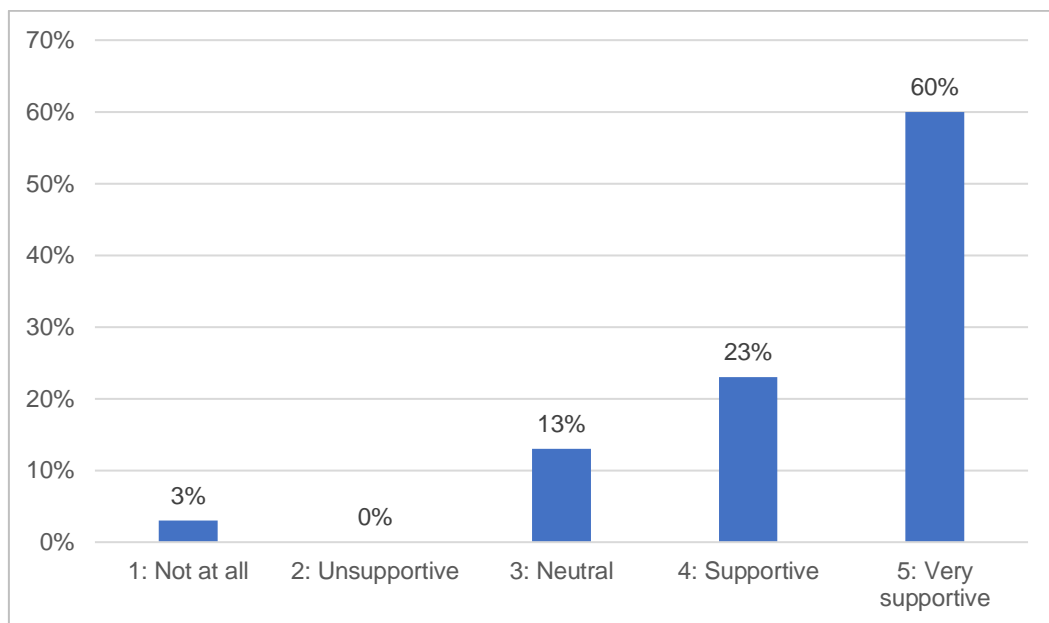
A selection of verbatim comments

- “It must be quite difficult to assess how you do this. Households vary so much. A single person in a house has a much lower usage than a bigger family in a house. How would you approach that sort of target? Do we target single households? It has to be cost efficient. There is no use Southern Water spending a lot of money for little improvement.” Local councillor
- “I think tariffs are counterproductive”. Environmental group representative
- “You’ve got to be a bit careful that you don’t end up hitting people with a tariff that really cannot cope.” Government body

- “If people have a swimming pool or a hot tub, there should be a premium.” Local councillor.
- “There already is an incentive: if you use less, it’s cheaper. I don’t like the idea of penalising people further than they are already penalised as high users. The more you use, the more you pay.” Local councillor.

Stakeholders were asked to vote electronically on a number of questions following this workshop. The results are as follows:

Q1. On a scale of 1 to 5, how supportive are you of our Target 100 ambition?

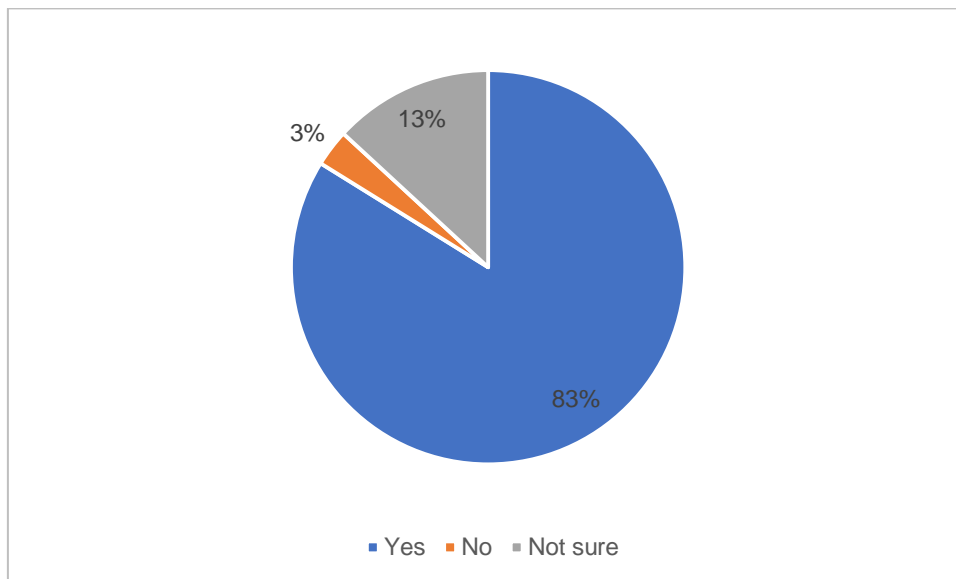


Q2. Of the elements of Target 100 you’ve heard about today, which do you think are the most important? (choose up to two)

The elements are listed in order of preference in the following table:

1 st	Working in partnership with community organisations and local authorities
2 nd	Incentivising customers to save water
3 rd	Taking the lead on shaping water efficiency policy with government
4 th	Providing advice, support and water efficiency products
5 th	Smart metering

Q3. Do you agree with our approach to introducing incentives?



Session 4b: Our Developing Business Plan – Opportunities to Collaborate: Catchment First (Integrated Water Cycle Management)

The final session of the morning was introduced by Kate Rice. Her presentation focused on Southern Water's choice to place catchments at the heart of its decision-making. Kate explained the work that is being carried out to implement integrated water cycle management (IWCM) with a view to delivering a range of social, environmental and health benefits.

The presentation also included details on the work being undertaken locally to improve bathing water quality. This was followed by a round-table discussion and some electronic voting, the outcomes of which are shown below.

Summary of the discussion

- Most stakeholders were supportive of the work being done in catchments, pointing to clear financial and environmental benefits.
- When asked to vote electronically, stakeholders expressed support for Southern Water's approach to working in catchments, awarding an average of 8.9 out of 10 (with 10 being 'very supportive').
- Most stakeholders agreed that local knowledge and partnerships would play a crucial role in creating successful catchment operators.
- There was disagreement over who should take the lead on catchment management: some environmental representatives thought it should be government, while others pointed out that it was very difficult to have an overall catchment leader as issues might vary and conflict from catchment to catchment.
- Stakeholders disagreed as to who was responsible for funding the wider benefits of IWCM, with most advocating a mix of Southern Water funding and taxpayer investment.

1. Do you support our approach to working in catchments?

- Most stakeholders were supportive of the work being done in catchments, which had clear financial and environmental benefits.

- Environmental representatives pointed out that behavioural change was needed among landowners and developers in order to see any successes in the catchments.
- Some, however, expressed surprise and frustration that this appeared to be a new approach, when they felt it should have been adopted from the start.

A summary of verbatim comments

- “At the end of the day, it’s going to reduce the cost downstream. It is important to change the behaviours of landowners and farmers who use pesticides, which could reduce the problem down the line. What I really like is the benefit that trees can deliver in those environmental areas. Trees can help reduce flood risk and irrigation. By working with developers, Southern Water can create a circular economy.”
Environmental group representative
- “I am absolutely supportive. Southern Water has been quite late to the catchment-based approach so I am glad they are doing it now.” Government body
- “Wessex Water have been doing it for 25 years so it’s good Southern Water are catching up. It’s been shown to work.” Government body
- “So much of this is ‘I can’t believe this wasn’t always the case’; it’s no-brainer stuff. The biggest shock is that it wasn’t always the way.” Local councillor

2. Do you have any concerns about IWCM or do you anticipate any particular challenges for Southern Water?

Summary

- Some stakeholders questioned how making aquifers and water sources more efficient translated into a benefit for Southern Water.
- Others warned that it might be difficult to persuade landowners to work with Southern Water on IWCM, and that effective communication, partnership and incentives would be critical.

A summary of verbatim comments

- “I have an uncertainty of its efficacy for water resources. Natural flood management increases infiltration into aquifers. You might expect it to make our aquifers more efficient but how does that translate into a benefit for Southern Water and not just for the environment? Are they willing to do it with that risk? There's not much evidence.”
Government body
- “There can be benefits to the landowner, but they may not know it. If you can communicate this with the landowners and how you put it to them.” Environmental group representative
- “I think it's influence, you can't always get people to do what you want them to do. Certain landowners might not want to do it. You could help with match funding.”
Government body

- “I think you need to communicate with those people who work the land. One measure won’t fit all, so speak to them directly. Don’t tell them, ask them to help you, because they know their land.” Local councillor

3. Do you have any views on how a ‘catchment operator’ should work?

- Most stakeholders agreed that local knowledge and partnerships would be crucial in creating successful catchment operators.
- There was disagreement over who should take the lead on catchment management: some environmental representatives thought that the government should take responsibility via the Environment Agency.
- Other stakeholders pointed out that it was very difficult to have an overall catchment ‘leader’ as issues might vary and conflict from catchment to catchment.

A selection of verbatim comments

- “You need feet on the ground to know. Southern Water is a very big area, is there going to be someone like that to help? Any private land owner, they need to have that connection, an advisor.” Business representative
- “Maybe delivering through others would be the best way. From a local authority point of view, you don’t want ten different advisors.” Government body
- “From a planning perspective, there are local wildlife partnerships, local economic partnerships, is there something that fits the bill for a local water partnership?” Council officer
- “What we’ve found in this area is that government need to take a lead.” Environmental group representative
- “I was quite concerned that Defra were having a lead, I don't think that's a good idea. Some issues do conflict; I don't think it's a good idea to have a leader.” Government body
- “Each catchment is very different to another catchment so there are different issues.” Environmental group representative

4. Do you think it is the responsibility of Southern Water’s customers to fund the wider benefits or is this something that should be paid for by the taxpayer?

- Stakeholders disagreed as to who was responsible for funding the wider benefits of IWCM.
- Some advocated a combined approach, stating that while it was inevitable that Southern Water's customers would contribute towards the wider benefits of IWCM, government would also have to take responsibility through taxation.
- Others argued that utilities were originally public services, and should therefore take sole responsibility.
- However, some disagreed with Southern Water providing funding through their customers, noting that the company was private and not directly responsible.

- A vocal few urged action regardless of who funds it, pointing out that it was often more expensive to do nothing than to invest in the future.

A selection of verbatim comments

- “Southern Water should have a major role but there should be perhaps a drive from government as it is a national resource.” Parish councillor
- “Southern Water customers should be paying proportional to how they benefit, and general taxation should take care of the rest.” Utilities company
- “If you have utilities that are public services, but privatised, Southern Water’s customers should pay. These are risks that were taken on by the company.” Local councillor.
- “Southern Water is not directly responsible. The benefits will be funded by the government or increased prices.” Local councillor.
- “It is often more expensive to do nothing than to invest in doing the right thing now.” Local councillor.

5. Do you have any views on which catchment(s) we should look at next?

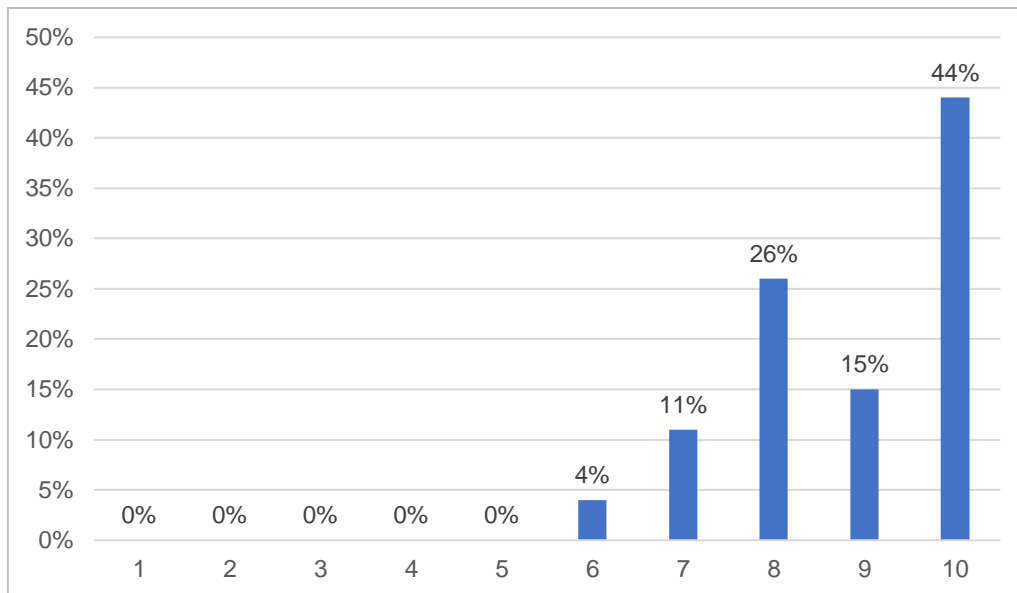
- Stakeholders agreed that Special Areas of Conservation and catchments with chalk streams were a priority.
- Some participants suggested choosing a pilot project and really demonstrating the benefits and influence of catchment management.

A selection of verbatim comments

- “Chalk areas are the tricky ones, and Special Areas of Conservation.” Environmental group representative.
- “I think you should choose a pilot project that is easier to show the benefits and influence.” Environmental group representative
- “I think demonstrating the benefits, we like things that we can quantify, when it comes to integrating catchment management, putting in some traps that put soil in the land, it’s how we measure the benefits, and how you demonstrate the impact.” Local councillor

Stakeholders were asked to vote electronically on one question following this workshop. The results are as follows:

Q1. On a scale of 1 to 10, how supportive are you of our approach to working in catchments?



Afternoon Surgeries

After lunch, stakeholders were invited to participate in one of two informal afternoon surgeries. The subjects for discussion were: The Future of Water in the South East, hosted by Ken Gedman, and Beauty of the Beach: Working together to improve bathing water quality. These surgeries included presentations on the topics and gave stakeholders an opportunity to discuss the issues in more detail. The key themes that arose in the surgeries are shown below.

The Future of Water in the South East

Key themes and issues raised

- Stakeholders were concerned about resilience, and wanted to know how Southern Water fitted in to the push towards renewables in electricity and gas.
- Stakeholders advised going into schools and educating future water customers on water efficiency.
- Many suggested engaging 'gamification' techniques; working towards the water efficiency equivalent of '10,000 steps' or '5 a day' by collaborating with and investing in smart meters, phone technology and Hive.
- One stakeholder pointed out that most water consumers don't want to be passive recipients of a bill, and, on the contrary, are excited when they see they can make a difference.
- Stakeholders advocated Southern Water taking an active and engaging role in letting its customers know about the state of the rivers and aquifers, and, crucially, how to get involved through water recycling, roof gardens, allotments, community groups and other schemes and pilots.

Beauty of the Beach: Working together to improve bathing water quality

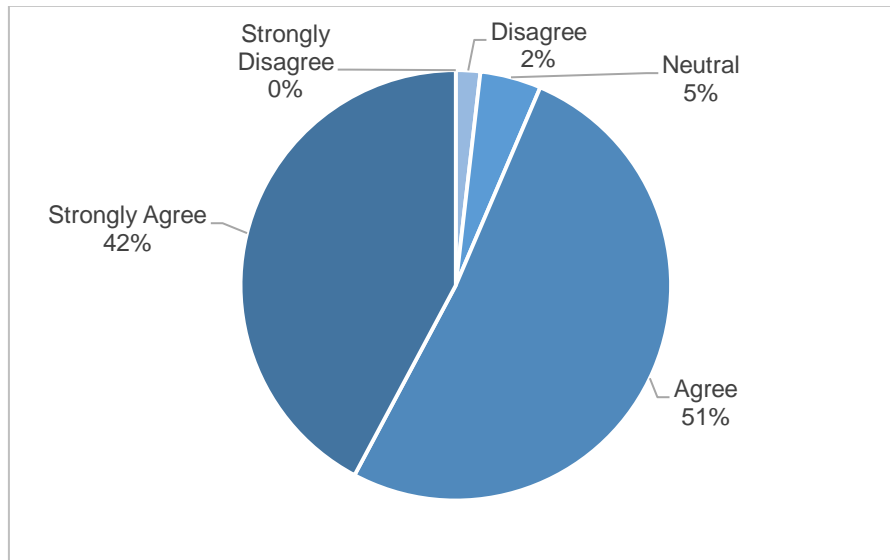
Key themes and issues raised

- Some suggested that Southern Water should push for the right to inspect all drains to check for misconnections of wastewater pipes into sewers.
- Others were keen for presentations to be organised on a local level to reach 'ordinary' people and local residents who live around the shoreline.

6. WRITTEN FEEDBACK

Stakeholders were asked to complete written feedback forms at the end of each workshop. The data has been collated across all workshops and the results are as follows.

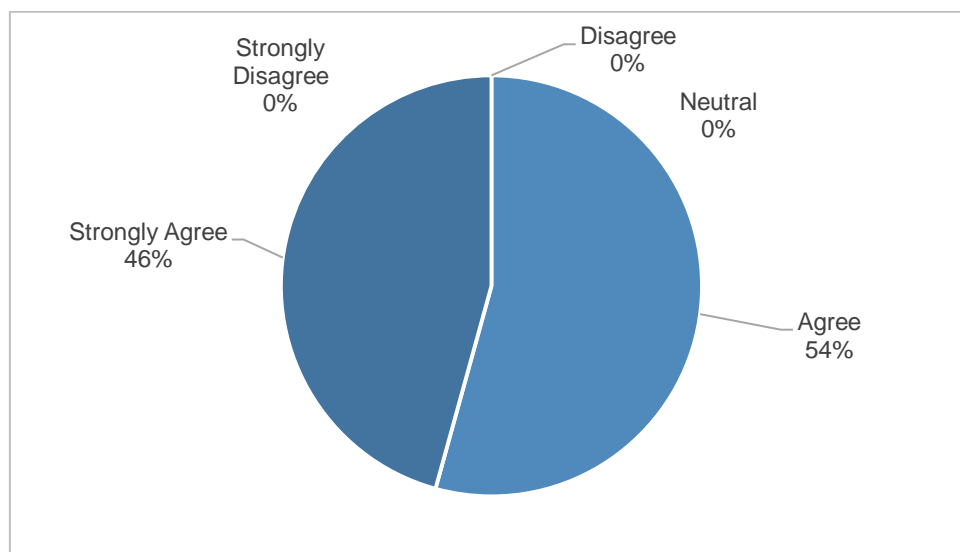
Q1: Was the purpose of the workshop clear?



Comments

- "Very clear on the functional responsibilities of Southern Water and good leads on the innovative approaches being proposed."
- "Yes – very wide agenda."
- "I understood completely what the purpose was."

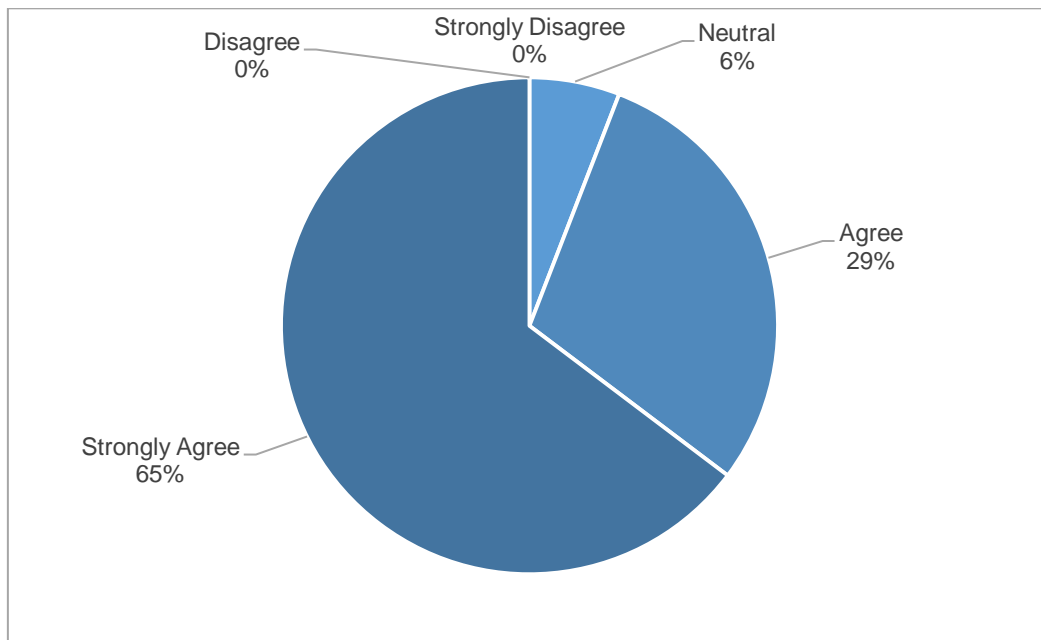
Q2: Did you find the meeting informative and of benefit to your organisation?



Comments

- “Would be interested to know more about the development of bespoke performance commitments & how we can help shape them.”
- “Very informative.”
- “Particularly useful to get an update on latest initiatives and access Southern Water team.”

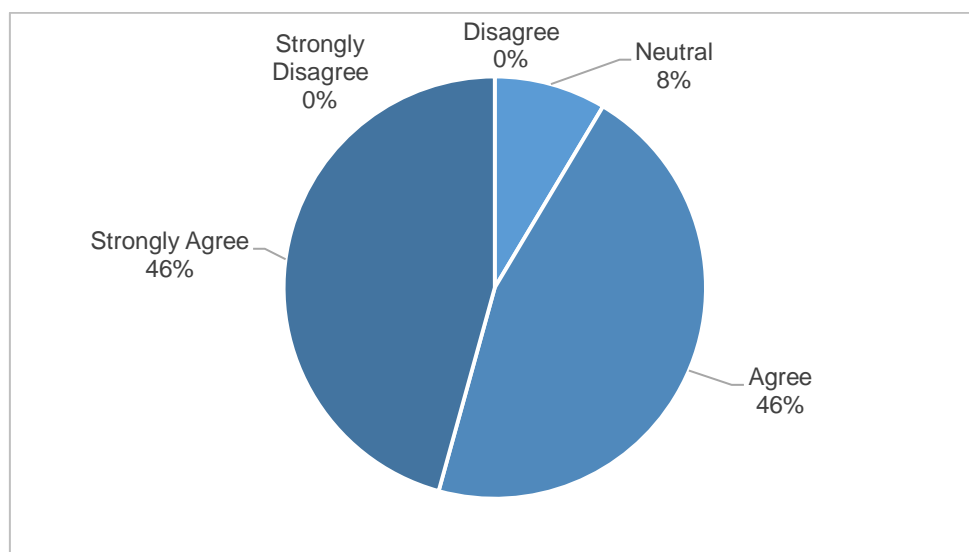
Q3. Did you have sufficient opportunities to provide your views?



Comments

- “Some very talkative local councillors, maybe split them up?”
- “Yes – subgroups worked well.”
- “The workshop was very well run.”

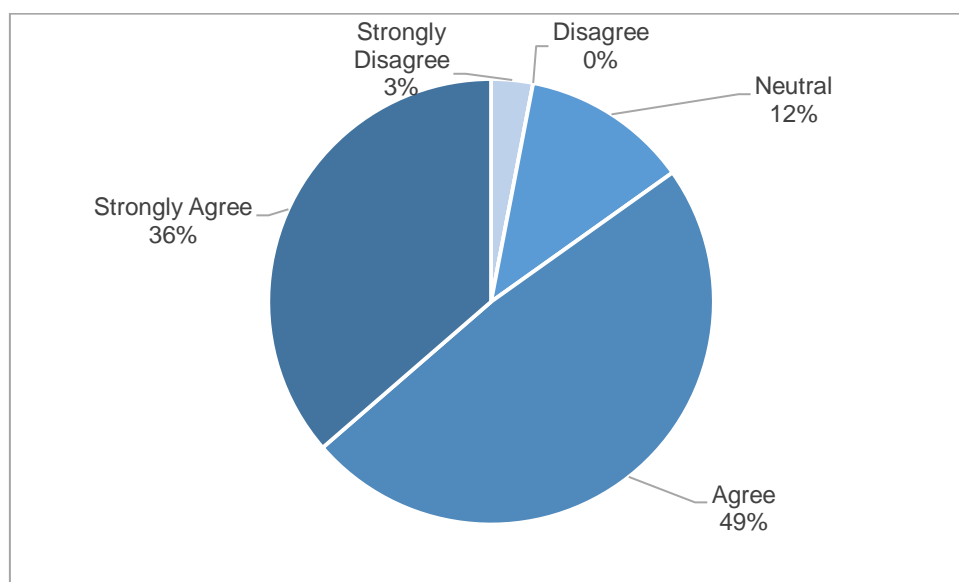
Q4. Did you think the format of the workshop was suitable?



Comments

- “The whole event was interesting and valuable, however, there was too much information to give a considered response. This would have been better over two modules.”

Q5. Did you think the electronic voting software was useful?



Comments

- “More of a means to vote anonymously than the showing of hands.”
- “Gave a rapid idea of the temperature of the meeting on specific topics.”

Q6. Did you think the venue was suitable for the meeting?

- 100% of stakeholders said ‘yes’.

Comments

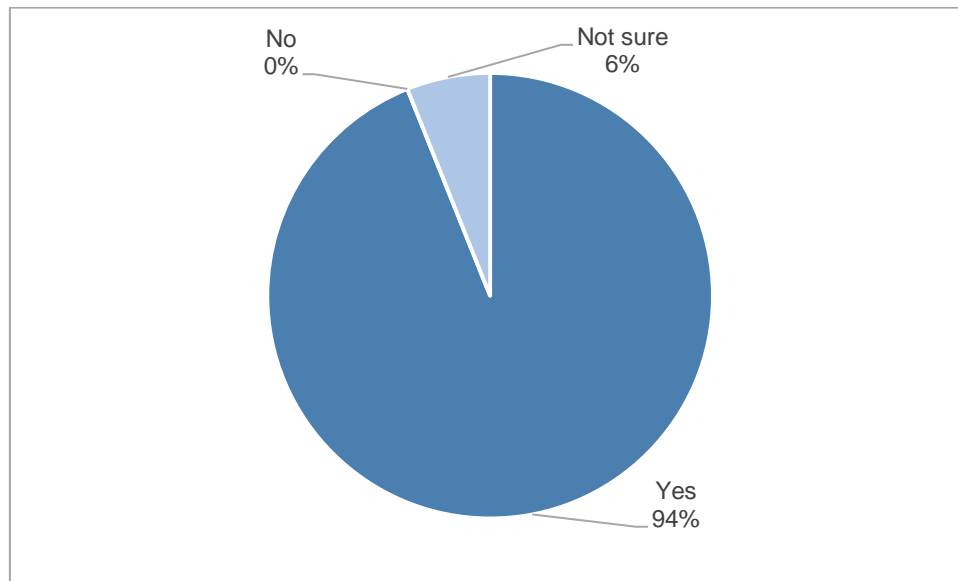
- “Large number of people in a relatively small room made it difficult to hear table discussions.”
- “No, no, no, no, no. 40-minute walk from Hedge End station alone, narrow road then fast road without pavement. Sustainability – get real.”
- “Easy to find venue.”

Q7. How could we improve future workshops?

Comments

- “Well organised. Table selection of participation well-balanced.”
- “Localise, e.g. to Hants, IoW, or to catchment area (Test-Itchen).”
- “Include more often discussion on alternative water supply, and how stakeholders prioritise this.”
- “A bit more time for table discussion + feedback.”

Q8. Would you attend future workshops?



Comments

- “Very important to have similar event after the publication of future plan to monitor progress and feedback opportunities.”

Q9: Are there any other issues you would like to discuss with us in the future?

Comments

- “Government direction with building regulations so developers cannot ‘shrug shoulders’.”
- “How to ensure a circular economy between upper water catchment work with developments in downstream water catchments to ensure environmental sustainability which delivers economic and social benefits.”
- “I’d like to discuss how we could work together to deliver high performance and innovation at Garden Village.”
- “Bearing with ground water issues re: Bosham Hoe & Chichester Harbour.”

Q10: Do you have any further feedback or comments you would like to provide?

Comments

- “Southern Water push to become statutory consultees on all development – even down to individual property as the accumulative impact of development is very important on overall issues.”
- “Excellent presentation and literature.”
- “Really pleased to hear about two excellent initiatives: Water efficiency and catchment management.”