



ANGLIAN WATER INDEPENDENT CHALLENGE GROUP

MINUTES

Date: 06 October 2022
Time: 10:00 to 15:45
Location: Anglian Water Board Room, Lancaster House, Huntingdon

- Present:**
- Craig Bennett (CB) – Chair (M)
 - Joanne Lancaster (JL) – MD, Huntingdonshire District Council (M)
 - Paul Metcalfe (PM) – MD, PJM Economics (M)
 - Sarah Powell (SP) – Environment Agency (M)
 - Nathan Richardson (NR) – Waterwise/Blueprint for Water (M)
 - John Torlesse (JT) – Natural England (M)
 - Simon Dry (SD) – Customer Advisory Board (Observer)
-
- Peter Simpson (PS) – Anglian Water
 - Alex Plant (AP) – Anglian Water
 - Darren Rice (DR) – Anglian Water
 - Geoff Darch (GD) – Anglian Water
 - Peter Holland (PH) – Anglian Water
 - Victoria Lemmon (VL) – Anglian Water
 - Rachel Walters (RW) – Anglian Water
 - Vicky Anning – Secretariat (O)

- Apologies:**
- Gill Holmes – CCW (M)
 - Sarah Thomas – CCW (M)
 - Richard Tunnicliffe – CBI (M)

Summary of actions:

Owner	Action	Status
Vicky Anning	Circulate challenge log	Complete
Simon Dry	Circulate TORs for the CAB to show differences and crossovers with the ICG	Pending

Darren Rice	Circulate a list of acronyms from Ofwat to help ICG and CAB members understand water industry terminology	Complete
All members	ICG members to discuss and come back to Rachel on recommendations regarding their level of involvement in developing customer engagement materials	Ongoing
Anglian Water	AW colleagues to share results of analysis on customer behaviour and water use this summer compared to other regions	Outstanding
Anglian Water	AW colleagues to share exact figures on meters/smart meters	Outstanding
Darren Rice	Share Centre for Competition Policy (CCP) report	Complete
Vicky Anning	Share draft agenda for December meeting	Complete

Item	Action
<p>1. <u>Welcome from Independent Challenge Group (ICG) Chair</u></p> <p>Craig Bennett explained that the purpose of the meeting was to focus in depth on two topics identified for challenge at the ICG-only meeting in September:</p> <ul style="list-style-type: none"> • Demand management and sustainability • Affordability and vulnerability <p>He was grateful to the company for allowing this opportunity for the ICG to set the agenda and to challenge plans – and for providing detailed pre-reading materials.</p> <p>After introductions from other ICG members for the first in-person meeting since January 2020, Craig introduced Simon Dry, Chair of the Customer Advisory Board (CAB), who was attending the ICG meeting as an observer, with the aim of opening up lines of communication between the ICG and CAB.</p> <p>Craig confirmed that Claire Higgins – Chief Executive of Cross Keys Homes, the region’s leading providers of affordable homes – had been invited to join the ICG and had accepted but wasn’t able to attend this meeting.</p>	

Item	Action
<p>Craig was also keen to recruit a few more members to the ICG to fill any emerging gaps in expertise.</p> <p>A challenge log was in process and would be circulated to ICG members. Action: VA to circulate</p> <p>Craig also thanked the AW team for helping to design a new logo for the ICG that emphasised the group’s independence. A website for the ICG was also under development.</p> <p>Minutes from the 18 July ICG meeting were approved and adopted.</p>	<p>Action</p>
<p>2. <u>Central/Challenge Oversight Group (COG) meetings update</u></p> <p>Craig explained that the COG, facilitated by CCW, brings together representatives of each company’s customer challenge groups. The goal is to improve standards of customer engagement and customer challenge across the sector. The COG has an independent chair (Caroline Warner, Chair of Affinity Water’s Customer Challenge Group) to oversee their work. It was a useful opportunity for CCG Chairs to come together.</p> <p>Paul Metcalfe had attended a COG meeting on 13 July, just after Ofwat’s draft methodology was published. The focus of discussion was on two proposed open challenge sessions and perceived weaknesses. There was also discussion around an audit of independent challenge groups.</p> <p>Nathan Richardson attended a meeting of CCG chairs on 22 August. There was also discussion around Ofwat’s draft methodology: including a focus on the open challenge sessions and questions around vulnerability. There was some concern voiced that CCW had taken on too much work. There was a discussion about the work of CCGs being invisible outside of the groups themselves.</p> <p>Craig Bennett attended the COG meeting on 29 September, where CCW presented work on affordability – documents had been subsequently shared with the ICG. There was still concern about the lack of clarity around the role of CCGs. The role of CCW and Ofwat was also unclear – were Ofwat and CCW trying to steer the agenda? CCG chairs have asked for independent meetings where Ofwat and CCW aren’t present so there’s opportunity for challenge.</p> <p>ICG members went on to discuss the concerns raised around the open sessions for customers proposed in Ofwat’s draft methodology and fears about being potentially dominated by special interests. There was also discussion about the weighting of centralised customer research vs more regional research.</p> <p>Jo Lancaster made the point that there’s an important space for customer voices to argue independently and share their views with Government on certain issues, without being seen through the prism of company research.</p>	

Item	Action
<p data-bbox="204 237 536 266">3. <u>AW Business update</u></p> <p data-bbox="280 309 1254 371">Peter Simpson updated the ICG on the impacts of the hottest and driest summer on record.</p> <p data-bbox="280 416 1281 622">AW had invested in resilience and in maintaining supply to customers. This had paid dividends as AW hadn't had to apply for drought permits or seek temporary use restrictions over the summer. Thanks to smart metering and projects balancing water from reservoirs at Grafham and Rutland, as well as customer behaviour change (encouraged through the Love Every Drop campaign), there was no need for a hosepipe ban.</p> <p data-bbox="280 667 1270 763">Overall, the amounts of water supplied over the summer wasn't that different from 2021. If there is a normal level of rainfall over the coming months, AW won't need to issue temporary use restrictions next year.</p> <p data-bbox="280 808 1246 904">Dry soil had caused water bursts because of earth movement, leading to around 5,000 leaks. AW has increased resources – with around 500 colleagues on the ground.</p> <p data-bbox="280 949 1254 1084">Peter acknowledged that the high volume of media coverage on sewage outflow and water quality had shifted into distrust in water companies dealing with clean water issues too. AW wanted to show they understand the emotional arguments and wanted to show they go above and beyond to get ahead of the problem.</p> <p data-bbox="280 1128 1278 1225">Cost pressures and inflation are both hitting AW significantly (e.g. increased power costs). The company will need to spend £90 million more than expected on power during the current AMP.</p> <p data-bbox="280 1270 1270 1366">This upward trajectory puts a huge amount of pressure on the business – e.g. cost of steel for strategic pipeline (from Humber to Colchester), smart metering (has got a lot more expensive due to lack of microchips etc.)</p> <p data-bbox="280 1411 1259 1507">The company faces quite a lot of risks as they head towards the next price review (e.g. different price tags for biosolid options) and the change of government/minister also leads to uncertainty.</p> <p data-bbox="280 1552 1278 1686">Agreed plan on Water Industry National Environment Programme (WINEP) needs to be submitted by November – there is an opportunity to submit an advanced WINEP, which could allow the company to move to a higher level of environmental commitments.</p> <p data-bbox="280 1731 1267 1827">Peter concluded that there were a lot of moving parts and it's probably one of the most complicated set of issues AW has had to face – views of ICG will be very valuable.</p> <p data-bbox="280 1872 408 1901">Questions</p> <p data-bbox="280 1946 1230 2009">Jo Lancaster asked where AW sits in terms of recruitment and skills in the local area.</p>	

Item		Action
4.	<p>Peter said that AW had put a lot of effort into growing their own skills regionally through a £700m apprentice programme. That has helped but there is still a regional skills shortage.</p> <p>Paul Metcalfe asked if there was any planning being done to make sure that different best value plans were taking into account what customers were willing to pay when taken in the round.</p> <p>Darren Rice responded that all direction is taken from the Long Term Delivery Strategy, which is where the company articulates how everything comes together.</p> <p><u>Introducing Anglian Water’s Customer Advisory Board</u></p> <p>Simon Dry, Chair of the Customer Advisory Board, introduced himself as an AW customer who got involved in customer engagement through AW’s online community and Incling’s Love Every Drop Campaign.</p> <p>A graphic designer by profession, he joined the CAB in 2017 and became Chair in 2022. He is currently revising the Terms of Reference and recruiting new applicants to the Board, which is made up of AW customers and, like the ICG, is completely independent of the company.</p> <p>The CAB works on a more micro-level than the ICG but Simon agreed it would be useful to have a dotted line between the two groups to share information. Following the ICG Terms of Reference, the intention was for the chairs of each group to attend each other’s meetings on an annual basis.</p> <p>Actions Simon to circulate TORs for the CAB to show differences and crossovers with the ICG.</p> <p>Darren to circulate a list of acronyms from Ofwat to help ICG and CAB members understand water industry terminology.</p>	<p>Challenge</p> <p>Action</p> <p>Action</p>
5.	<p><u>Customer engagement update (including discussion around format of synthesis report)</u></p> <p>Rachel Walters had sent out slides for pre-reading and invited comments from ICG members on the format of the synthesis report. She also wanted to understand more about the level of involvement the ICG in developing customer engagement materials.</p> <p>In developing the synthesis report for this price review, she explained, AW had developed 4 high level outcomes:</p> <ul style="list-style-type: none"> • Purposeful Business • Delighted customers • Safe, clean and reliable water supply • Flourishing environment 	

Item	Action
<p>The synthesis report also sets out how it is a key step in bringing research conclusions together in one place, using everyday insight as well as purposeful research conducted for PR24.</p> <p>By establishing this framework, this allows for a more consistent approach to demonstrate how individual customer engagement is feeding decisions as AW moves through the price review.</p> <p>A summary of the findings from the Synthesis report is combined in the High Level Principles document, also shared with members in advance. These principles will now be tested back to customers to make sure they reflect their views. This sense checking back with customers is a key part of the engagement strategy for PR24.</p> <p>Building on feedback from members and internal colleagues from PR19, the objective is that the synthesis report is more interactive and user friendly than the previous iteration. It is written independently to avoid any risk of bias and will be updated quarterly and shared with members</p> <p>Rachel also presented several recommendations for the ICG to consider in order to fulfil the role laid out in the TOR in terms of making sure they were involved at every stage of the customer engagement process:</p> <ul style="list-style-type: none"> • Creation of sub-group to look at customer engagement materials • Group to agree when and where to be consulted on engagement material and activities (e.g. its design, testing or attendance) • Group to provide input and feedback to shape forthcoming activities using their skills and knowledge • Group to liaise directly with PR24 Customer Engagement Lead as and when input required and feed back to main group <p>To date, Rachel had been liaising with CCW members of the ICG for input on customer engagement materials.</p> <p>Action: ICG members to discuss and come back to Rachel on these recommendations with a clear steer.</p> <p>Questions/discussion</p> <p>ICG members were generally positive about the synthesis report and customer principles.</p> <p>John Torlesse asked how the customer principles would be interpreted in a way that's clear and fair?</p> <p>Rachel responded that a big part of programme was being able to demonstrate multi-method approaches, using business as usual channels first. There is flexibility to change the customer principles refine and test them through the price review process.</p> <p>Nathan Richardson asked whether it would be possible to add a box at bottom of each page of the synthesis report to show how customer engagement has informed decisions. He also asked whether the report was confidential.</p>	<p>Action ICG members</p> <p>Challenge</p> <p>Challenge</p>

Item	Action
<p>Rachel replied that the synthesis report was published as part of the WRMP and would be hosted on the AW website.</p> <p>7. Theme 1: Demand management and sustainability</p> <p>Questions/challenges</p> <ul style="list-style-type: none"> • <i>Is AW doing enough to promote efficient use of water and per capita water reduction?</i> • <i>What customer engagement has AW engaged in regarding spend on reservoirs?</i> • <i>How is AW engaging in community engagement around reservoir locations?</i> • <i>How has AW engaged with customers in debates and dilemmas around security of supply?</i> <p>ICG members wanted to understand AW’s decision not to implement a hosepipe ban [formally known as a Temporary Use Ban, or TUB] over the summer and wondered if this had been a missed opportunity to communicate more cautionary customer behaviour.</p> <p>They wondered if everything was being done to change customer behaviour before making big investments like the two new reservoirs under discussion. Members raised concerns about the environmental impact of abstractions and felt that this also needed to be communicated to customers.</p> <p>Peter Simpson responded that AW were careful in the communications over the summer not just to talk about demand side but also the supply side. Customer behaviour was different in this region to other parts of the country. Other regions saw higher water use. Although there were some exceptional days, the overall picture for the summer was similar to other years in the AW region. Peter believed that the Love Every Drop campaign was having an impact, alongside smart meters.</p> <p>Peter said AW didn’t need to abstract more water over the summer for example, by using drought permits, which was a prerequisite for other companies to bring in TUBS. The company was already playing a leading role in terms of leakage. But (per capita) demand would need to be reduced if the region was going to keep on growing.</p> <p>Craig asked whether it would be possible to see the evidence to prove the causal link between metering/Love Every Drop and the region’s behaviour.</p> <p>Action</p> <p>AW colleagues to share results of analysis on customer behaviour and water use this summer compared to other regions.</p> <p>AW Water Resources Strategy Manager Geoff Darch offered a deep dive into demand management, security of supply and how customer engagement is informing company plans. He had shared papers in advance and laid out some of the priorities/challenges for the PR24 Water Resources Management Plan (WRMP24).</p>	<p></p> <p>Challenge</p> <p>Action</p>

Item	Action
<p>Demand side is underpinned by smart metering, which early evidence shows reduces water use to closer to 100 litres per day for the median customer. AW is supporting customers to make the best use of smart meter information.</p> <p>Current metering position:</p> <ul style="list-style-type: none"> • 92% of households on standard meters • 128 litre per head per day = measured use • >170 litres per head per day = unmeasured use <p>AW believe smart meters are key to unlocking next level of demand management. Smart metering is done on an area by area basis and also helps to detect leaks, which has the potential to save vast amounts of water.</p> <p>By 2023, 1.1 million customers will have smart meters. AW is looking at compulsory metering, working with customers facing affordability issues.</p> <p>Action: Geoff and colleagues to share exact figures on meters</p> <p>Despite predicted growth figures included in the WRMP, AW believes they will be able to stay at current levels of abstraction, even with 1 million new customers.</p> <p>The ICG discussed new housing stock, with Jo suggesting new houses should have smart meters by default as part of their CSR agenda. There was also discussion around leaky loos and the role they could play in reducing leakage.</p> <p>Nathan suggested that some companies were offering free fixes for leaky loos. Could this be considered? Was there an opportunity to be more ambitious both in terms of AW's programme and in challenging homebuilders? He also asked about non-household customers.</p> <p>Craig set out some more questions that the ICG wanted to address over the AMP:</p> <ul style="list-style-type: none"> - whether, given that reservoir infrastructure is so expensive, AW has done everything it can to reduce leakage before resorting to big ticket items that will cost customers a lot of money. - Are the reservoirs needed? - Will the reservoirs come through quickly enough to deliver enough water for the growing population – what are the contingency plans (to enable new housing to be built, to protect environment) etc.? - What climate change scenario is being assumed? - What's the community engagement around the locations of reservoirs? - Is AW doing everything it can in terms of advocacy and public affairs? <p>Paul said that one of key trade offs is how quickly you get to environmental destination. With that in mind, when will the decision be made about bringing in desalination, which is unpopular with customers.</p> <p>Geoff responded that there is no quick fix. AW is looking at reservoir/desalination trade-offs. Desal might be quicker to deliver but it's not the silver bullet. AW wants to focus on reservoirs, which is supported by customers. Desal is expensive in</p>	<p>Action</p> <p>Challenges</p>

Item	Action
<p>terms of costs and environment and there are important water quality considerations. Maximum blend would be 50/50.</p> <p>The reservoirs offer exciting opportunities to link in with regeneration. It's difficult talking to people whose properties are affected. But once in place, AW will have 1 in 500 years of resilience by 2040.</p> <p>In terms of the scale of the programme, AW is aware they need to work closely with customers to realise benefits. On a macro level, there's not much more that can be done on demand. AW estimates it would cost £20 billion to reduce leakage to 50% below 2017-18 levels (largely due to mains replacement) compared to £3 billion for reservoirs, which will deliver significantly more water.</p> <p>Peter acknowledged that companies like AW need to keep pushing for better building regulations to enable sustainable growth.</p> <p>8. <u>Draft Drainage Water Management Plan: consultation feedback</u></p> <p>Victoria Lemmon – AW's DWMP & Water Recycling Growth Manager – built on her presentation at the May and July ICG meeting to share updates on the DWMP consultation process.</p> <p>Draft DWMP has been out for consultation from June to 16 September. Over summer AW did a lot of work with Incling and the online customer forum around how AW should be spending money and preferred customer options. At next ICG meeting, it would be possible to go into more detail on findings. Final DWMP due by end of March next year.</p> <p>The priority now is to focus on customer feedback and see if anything in the DWMP needs to be changed as a result. From first view of feedback, generally there's an acceptance and agreement from customers on AW's climate change and growth forecasting. There seems to be support for moving away from traditional approaches to fixing problems in favour of more holistic catchment-based approach to problem solving.</p> <p>Victoria gave some insights into how customer engagement to date has changed what went into the draft DWMP.</p> <p>AW is now doing a piece of work with customers on storm overflows, which were excluded from the original draft DWMP.</p> <p>AW will be engaging on that and Victoria suggested the ICG may want to look at that, bearing in mind the political importance of storm overflows. She invited feedback and suggestions on customer engagement around the plan.</p> <p>Paul said he would like to see the revised draft and deep dive on this issue. He said it wasn't clear to him how customer preferences have been factored in.</p>	<p>Challenge</p>

Item	Action
<p>Nathan asked how the DWMP, WRMP and other company plans were being joined up.</p> <p>Victoria said that the teams had been talking to each other to make sure plans were joined up. They were intrinsically linked – using the same PCC numbers and growth forecasts. Geoff added that it was also important to link with WINEP and drill down by catchment area.</p> <p>AW colleagues offered to take the ICG through natural capital and best value assessment at a future meeting.</p> <p>John Torlesse (NE) suggested he would like to see more info on the advance WINEP. Craig agreed this should be added to the next agenda.</p> <p>Sarah Powell (EA) confirmed that she would like to see information about storm overflows and reiterated the importance of joined up planning.</p> <p>Peter concluded the session by saying that AW colleagues welcome the ICG challenges, which go to the heart of some of the complex issues AW has been agonising over. It will ultimately come back to what customers are prepared to pay. It's got to be an adaptive plan and we've got to be really clear about what the triggers are before the plan goes in this time next year.</p>	<p>Challenge</p>
<p>9. <u>Theme 2: Affordability and Vulnerability</u></p> <p>Questions/challenges:</p> <ul style="list-style-type: none"> • <i>How is AW supporting household and non-household customers?</i> • <i>How have customer views on affordability changed since PR19?</i> • <i>How is AW going to respond to Ofwat's guidance on affordability & acceptability testing?</i> <p>Adding to the questions above, Nathan said there's a gap between the percentage of customers who are eligible for support and how many get that support. In terms of closing that gap, how does AW reach customers and let them know they're entitled or eligible for support?</p> <p>Jo asked how AW makes every contact count? All customers need to have the right support at the right time so they don't become more vulnerable.</p> <p>Pete Holland, AW's Director of Customer and Wholesale Services, offered a deep dive into affordability and vulnerability. Papers had been circulated to the ICG for pre-reading, along with papers from the COG meeting (as mentioned under point 2). There are three different strands of work under AW's affordability and vulnerability strategy: identification, engagement and support</p>	

Item	Action
<p>Identification</p> <p>AW shares data with credit agencies and DWP (also, for info, with Cross Keys Homes). Every customer in the region has an affordability score. Customers get routed to AW's help centre if they call about moving house etc.</p> <p>AW is one of a relatively small number of water companies to go through income maximisation with customers. As well as looking at social tariffs, all telephone call handlers can give benefit advice.</p> <p>AW is doing a lot of work – and some of it is frontier – and is very good at identifying vulnerable customers (e.g. through voice technology).</p> <p>Engagement</p> <p>AW goes through over 150 partner agencies to maximise reach. AW is partnered with Reach Out – debt agency.</p> <p>Looking at different vulnerability categories – AW outperformed the industry target of 10.2% and hope to get to 15% by end of AMP.</p> <p>Some of the partnerships are around engaging with customers about energy/water use (a lot of energy use is heating water). There's more that can be done on that:</p> <ul style="list-style-type: none"> - More on partnerships (early days with trials around businesses in the community) - Benefits maximisation (to maximise income rather than reducing bills, where there's only so much that can be done) - Looking at what other organisations do. <p>AW has data sharing arrangements with energy companies on the Priority Services Register (PSR) but is moving towards sharing support for customers. Extra support is being given through business partnerships and third sector.</p> <p>Engagement is key when customers are struggling to pay. AW uses a multitude of channels. For example, they recently went live with WhatsApp and this is already the highest platform satisfaction – making it easier for people to talk to someone who's more neutral.</p> <p>AW is the first utility to go on Next Door as an engagement channel, which has been really powerful. Early engagement stops people falling into crisis.</p> <p>In terms of tariffs – AW is trialling different approaches and different bundles of tariffs.</p> <p>In the non-household area: AW's relationship is with the retailer rather than businesses. AW intends to rekindle relationships with businesses post-Covid, in particular around demand management and affordability support.</p> <p>How have customer views changed since PR19?</p> <p>People are a lot more open to talking about vulnerability, according to Pete. PSR numbers have gone up.</p> <p>From an affordability perspective, AW has been shielded from any financial impact by a £65m war chest to help customers with affordability.</p> <p>AW has added 11k customers onto social tariff via DWP register.</p> <p>Seeing some signs of cost-of-living crisis – customers reading and submitting meter readings more regularly and actively lowering their direct debits.</p>	

Item		Action
	<p>Some customers are just about managing – there’s more a sentiment of looking after yourself rather than looking after others.</p> <p>If there was a single social tariff nationwide, AW would see level of support going down. In principle, AW agrees with a shared social tariff but would want it to be a floor not a ceiling so that it doesn’t reduce their ability to go and engage with customers over cross subsidies etc.</p> <p>ICG members were very impressed by AW’s work in this area.</p> <p>Darren Rice said that tariffs were part of Ofwat’s focus at the moment. They were looking at using tariffs to manage demand.</p> <p>Action: Darren to share Centre for Competition Policy (CCP) report on Price and Behavioural Signals to Encourage Water Conservation</p>	<p>Action</p>
<p>10.</p>	<p><u>General discussion</u></p> <p>Rachel asked if ICG members found the pre-reading materials helpful and welcomed any suggestions for improvements</p> <p>ICG members agreed the more discursive format for meetings, including pre-reading, was useful. Some members reporting having issues accessing the SharePoint site.</p> <p>Darren Rice shared an overview of the upcoming timeline:</p> <ul style="list-style-type: none"> - DWMP is being processed – including storm overflow information - Oct 2022 – WRMP published - Nov 2022 – draft WINEP and advanced WINEP published - Mid-December – Ofwat publish final methodology - March 2023 – first customer open challenge session - Oct 2023 – companies submit first business plan - December 2024 – final plans are submitted <p>AW will consult with customers on optimal sequencing of investment and on adaptive plan.</p> <p>AW’s Long Term Delivery Strategy (LTDS) has set out core thinking over 5 years and 25 years.</p> <p>Looking to bring to life four cross-cutting themes that will inform decisions:</p> <ul style="list-style-type: none"> - Role of digital - Innovation - Working with others - Place based thinking <p>9 December meeting agenda</p> <p>The ICG discussed content for the 9 December ICG meeting and proposed a longer face to face meeting to cover the volume of information including:</p>	

Item		Action
	<ul style="list-style-type: none"> - Long term delivery work - WINEP and enhanced WINEP (including natural capital, biodiversity ODI) - WRMP - DWMP - Performance overview <p>Craig wanted to focus on best value plans and understand how that fits in with customer engagement.</p> <p>January meeting</p> <ul style="list-style-type: none"> - Ofwat final methodology read out - Initial thoughts around bespoke performance commitments - Come back to deep dives - Return to affordability and vulnerability – tariffs - Assurance <p>March</p> <ul style="list-style-type: none"> - Read out on draft business plan - Final WINEP <p>April</p> <ul style="list-style-type: none"> - Site visit <p>Actions: Vicky and Craig to write up suggested meeting topics of forward agenda ICG members to send questions grouped under themes</p>	<p style="text-align: center;">Action</p>
<p>11.</p>	<p><u>ICG only session</u></p> <p>Members agreed that the format of the meeting and structure around broader themes was very useful and constructive.</p> <p>They appreciated the opportunity to challenge the company effectively and felt more on top of the customer engagement materials in general. In particular, members were very impressed by AW’s work on affordability and vulnerability.</p> <p>Craig asked ICG members if there were any concerns or areas that needed more in-depth challenge.</p> <p>There was a concern that the group needed to do a lot of heavy lifting and proposed the March 2023 meeting should be a longer face to face meeting. Members agreed that breaking down into smaller groups would also be a good way of dividing up the work.</p> <p>Paul Metcalfe put himself forward for the subgroup that would look in more detail at customer engagement materials, as proposed by Rachel.</p> <p>Craig said he would prefer task and finish groups rather than delegating some topics permanently to subgroups. Areas for potential task and finish groups</p>	

Item	Action
<p>included: environment; vulnerability and affordability; economic and valuation. TBD.</p> <p>Members felt that they still hadn't seen evidence for reservoirs via customer engagement. The Best Value Plan had favoured desalination – they would still like more evidence around how they reached the decision to build two reservoirs.</p> <p>They would like to see business decisions and customer engagement linked clearly in the synthesis report.</p> <p>They would also like to see the usual company performance at the next meeting.</p> <p>Future meeting dates</p> <p>9 December 10-4pm (face to face)</p> <p>20 January 2023 1.30-4.30pm (virtual)</p> <p>17 March 2023 1.30-4.30pm (virtual)</p> <p>21 April 2023 10-4pm (site visit)</p>	<p>Challenge</p> <p>Challenge</p>