



ANGLIAN WATER INDEPENDENT CHALLENGE GROUP

MINUTES

Date: 10 November 2023
Time: 10.00-14.00
Location: Virtual

Present:

- Craig Bennett – Chair (M)
- Gill Holmes – CCW (M)
- Joanne Lancaster – MD, Independent (M)
- Paul Metcalfe – MD, PJM Economics (M)
- Nathan Richardson – Waterwise/Blueprint for Water (M)
- Sarah Thomas – CCW (M)
- John Vinson – CCW (O)
- Victoria Williams – EA (M)

- Peter Simpson – Chief Executive, Anglian Water
- Brian Ebdon – Strategic Planning and Performance Director, Anglian Water
- Susan Fennah – Price Review Programme Manager, Anglian Water
- Pete Holland – Director of Customer and Wholesale Services, Anglian Water
- Abi Morgan – Regulation Programme Advisor, Anglian Water
- Alice Piure – Strategic Planning Manager (Water), Anglian Water
- Allan Simpson – Long Term Delivery Strategy Manager, Anglian Water

- Vicky Anning – Secretariat (O)

Apologies:

- Darren Rice – Anglian Water
- Claire Higgins – Cross Keys Homes (M)
- Peter Holt – Chief Executive, Uttlesford District Council (M)
- Justin Tilley – Natural England (M)
- Richard Tunnicliffe – CBI (M)

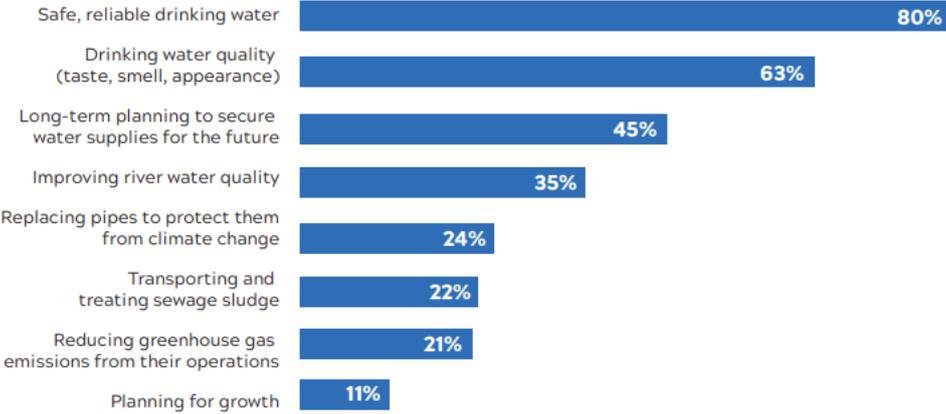
Summary of actions

Action	Status
Craig to circulate papers from COG meeting	Open
Craig to update ICG members on November COG meeting	Open
Pete Holland to share further updates on non-household customer strategy	AW would like to present work on BMex and NHH demand to ICG members in June or September 2024
Pete Holland and Nathan to liaise about policy opportunities around water efficiency labelling/housing regulations etc	Raised with Ellie Goodchild (Public Policy Manager). PH will contact Nathan to discuss
Pete Holland/Allan Simpson to provide leakage reduction figures since privatisation, as well as future modelling information	Available here
Allan Simpson/Alice Piure to share technical annexes for LTDS	Available here
Abigail Morgan to share slide deck from Your Water Your Say session	Available here
Brian Ebdon to share AW performance update, as shared with Ofwat	Available here
Craig to meet with Darren Rice to discuss ICG TOR update and ICG's role in monitoring AW's performance progress	Meeting planned for December
John Vinson to share update from CCW on behaviour change at future meeting	Open
Vicky Anning to share updated challenge log for ICG members to work on	Available here

Meeting minutes

Item	Action
<p>1. <u>Welcome from ICG Chair</u></p> <p>Craig Bennett, Chair of the Independent Challenge Group (ICG), thanked everyone for attending this virtual ICG meeting, which was the first since Anglian Water had submitted their Business Plan in October. The ICG had also submitted their report to Ofwat at the same time.</p> <p>Central Oversight Group (COG) updates Craig had attended a COG meeting (of fellow ICG chairs) on 20 September, which was a chance for ICG chairs to swap notes about the Business Plan process and the experience of other ICGs. There was a meeting planned in November, which Craig would report back on at the December ICG meeting.</p> <p>Craig also reported that there was a follow up survey of ICG chairs being carried out on behalf of CCW, which he would be inputting into.</p> <p>Action: Craig to circulate relevant COG papers to the ICG.</p>	<p>Action CB</p> <p>Action CB</p>

Item	Action
<p>Craig reported he was pleased with the level of robust challenge in the ICG report, and thanked members for their input. In particular, he was pleased with the challenge log and the thematic grouping of challenges. Craig was also pleased to see that a statement from the ICG was included in the Executive Summary for the company's Business Plan.</p> <p>Abi Morgan reported that Ofwat had queried several companies that had not submitted ICG reports alongside their BP, which validated the AW/ICG approach.</p> <p>Approve September minutes ICG members approved minutes from 15 September 2023.</p> <p>2. <u>Overview of Anglian Water Business Plan (slides 3-24)</u></p> <p>Craig invited Peter Simpson to give an update on the final shape of Anglian Water's Business Plan (BP), including cross-sector context. Questions the ICG was keen to have answered included:</p> <ul style="list-style-type: none"> - What's changed as a result of customer engagement - and if there were any business decisions taken that weren't necessarily supported by customer engagement. <p>Peter Simpson started out by reminding ICG members about some of the challenges facing the AW region – in particular, the impact of climate change and housing growth. As well as talking to customers about their priorities, AW had been keen to draw out what communities needed across very different geographies in the region (across 14 diverse counties).</p> <p>Peter explained the BP includes information from Thriving East, which worked with Capital Economics to engage local authorities about some of the issues they are facing. Delivering the BP was the start of the next phase of working together with communities to lean into some of these challenges.</p> <p>Peter reiterated the main points of the BP, which is worth over £9 billion. In 2025, bills will rise by 11p per day, excluding inflation. By 2030, they will cost £1.57 per day (a rise of 21p per day or 15.5% over the five-year period). This is at the lower end of the increase across the sector.</p> <p>73% of customers regarded the AW BP as acceptable and AW had deliberately put a lot of effort into supporting vulnerable customers.</p> <p>AW was keen to align their ambitions with the four long-term ambitions set out in the 25-year Strategic Direction Statement (SDS). Peter talked through some of the ambitions of the next five years, including two reservoirs, strategic pipeline and ambitious leakage targets and per capita consumption reduction, as well as long-term ambitions to reduce carbon footprint and build more nature-based solutions.</p>	

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<p>Other priorities include reducing storm overflow spills and replacing pipes that are particularly vulnerable to climate change.</p> <p>John Vinson: Challenged Peter that Hartlepool only appears once in the slide deck. He would like to ask company to pull out Hartlepool in its own right more in future.</p> <p>Peter agreed that this was a good point and that AW’s significant investment in Hartlepool and impact of smart metering should be given more prominence.</p> <p>Customer priorities</p> <p>In terms of understanding customer priorities, 80% of AW customers prioritised safe, reliable drinking water (see Figure 1).</p> <p>Figure 1: Ranking of customer priorities for capital investment (customer survey 2022/23)</p>  <table border="1" data-bbox="311 824 1257 1238"> <thead> <tr> <th>Priority</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Safe, reliable drinking water</td> <td>80%</td> </tr> <tr> <td>Drinking water quality (taste, smell, appearance)</td> <td>63%</td> </tr> <tr> <td>Long-term planning to secure water supplies for the future</td> <td>45%</td> </tr> <tr> <td>Improving river water quality</td> <td>35%</td> </tr> <tr> <td>Replacing pipes to protect them from climate change</td> <td>24%</td> </tr> <tr> <td>Transporting and treating sewage sludge</td> <td>22%</td> </tr> <tr> <td>Reducing greenhouse gas emissions from their operations</td> <td>21%</td> </tr> <tr> <td>Planning for growth</td> <td>11%</td> </tr> </tbody> </table> <p>Peter said that there had been a lot of focus on storm overflow spillage in the media etc, although AW was actually one of the best performers in this regard. He said AW had focused on making sure their BP wasn’t skewed towards current rhetoric/mood of moment. He felt it was a good plan that focused on the things customers cared about.</p> <p>The challenge that came out in the first <i>Your Water Your Say</i> sessions was, Peter added, that if you spend billions of pounds on tackling spills, that’s not going to improve the ecological quality of catchments. He said the reason for rivers not achieving good ecological status was to do with nutrients, phosphates etc and morphology (rather than storm overflows alone).</p> <p>AW was working with other organisations to reduce abstraction and develop nature-based solutions (as evidenced in the Advanced WINEP).</p> <p>Peter reminded ICG members about the duties of AW as enshrined in AW’s Articles of Association (“to bring environmental and social prosperity to the region we serve through our commitment to Love Every Drop”).</p>	Priority	Percentage	Safe, reliable drinking water	80%	Drinking water quality (taste, smell, appearance)	63%	Long-term planning to secure water supplies for the future	45%	Improving river water quality	35%	Replacing pipes to protect them from climate change	24%	Transporting and treating sewage sludge	22%	Reducing greenhouse gas emissions from their operations	21%	Planning for growth	11%	<p>Challenge</p>
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<p>Gill congratulated AW for having highest number of customers on the Priority Services Register (PSR) in the industry.</p> <p>Deliverability</p> <p>Peter Simpson talked about the alliance partners AW has worked with to build the BP. Most of the expenditure for the next AMP was under contract. Although it was a huge ramp up in investment, he was confident of delivery because of the partnerships.</p> <p>He added that AW had done a lot of work on how to collectively identify and deal with gaps. They were supporting a local apprenticeship programme with Anglia Ruskin University in Peterborough for quantity surveyors (training 800 people).</p> <p>There was then a discussion around unplanned expenses, such as the increase in steel costs as a result of the war in Ukraine and other unplanned elements (e.g. £6 million budgeted for archaeological surveys as part the strategic grid but actual costs are closer to £24m).</p> <p>Comparing Business Plans</p> <p>Abigail Morgan gave an overview of how AW’s BP compared to other company submissions, based on October data (with the caveat there may have been some changes to data tables since then). There had been an active query process. AW had had 60 queries from Ofwat already and there have been changes to data tables as a result.</p> <p>On bills – Ab explained that AW’s bill increase was at lower end of sector (at 15.5%) but there are some big increases across the board. Almost half of the industry (7 companies) have proposed average annual bill increases this AMP of more than 25%. She said that companies have been grappling with deliverability and affordability challenges. An average of 71% of customers found company plans acceptable (AW is just above average at 73%).</p> <p>Affordability – broadly across sector, affordability is low. 44% of customers said it would be difficult to afford their bills.</p> <p>Abi said a couple of companies departed from Ofwat methodology on Acceptability & Affordability (A&A) testing. AW did a shadow survey and found that results were very similar to those of the mandated survey.</p> <p>Nathan asked about the affordability across the board and wondered whether the question in the A&A survey made it look more bleaker than necessary?</p> <p>Pete Holland acknowledged that this could have been an issue but there was quite a clear steer from Ofwat, with the aim of giving sector consistency across.</p> <p>Abi also suggested that people may have sat on the fence due to the cost of living crisis. People found the level of acceptability of bill increase quite high (around 69%) but couldn’t confirm they could afford it.</p>	

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	<p>Peter Simpson explained that a lot of nutrient reduction/removal is work taking place on existing operations. Some of it will come under permitted development. AW was on a tight turnaround with the strategic pipeline, with potential penalties. AW was using this as an example of projects being done on a piecemeal basis (and not necessarily on the most efficient basis). As mentioned above, AW had been hit with so many external issues (e.g. Covid, Ukraine) but there is very little give in the process. AW has tried to include learnings from this in the current BP.</p> <p>Paul Metcalfe asked, in terms of the uncertainties faced, was AW advocating for a cost pass through?</p> <p>Peter Simpson said that wasn't the case. The issue was more about flexibility around some of the timescales and some of the penalties. At the extreme end, AW could be on the hook for £200m of penalties if the strategic pipeline didn't get finished in time.</p> <p>He explained that AW would overspend on the final determination by £250m due to pipeline overspend. Shareholders would cover half the cost and customers would pay the other half.</p> <p>There was a balance on the level of risk and what's fair for customers/shareholders to bear. To him, it felt very out of kilter in this AMP.</p> <p>ICG report</p> <p>Craig thanked AW colleagues for a useful overview and asked for any responses to the ICG report.</p> <p>Peter Simpson said the overwhelming feeling was that the ICG report was robust but fair. There were no surprises. ICG members had been able to inject challenge through the process. AW was up for challenge and wanted to be the best they could be.</p> <p>He added that AW's Board thought the ICG process worked well and it was complementary with Board challenge. The two challenge processes informed each other and he would be inclined to copy more of this in subsequent price reviews.</p> <p>Pete Holland added that the ICG was fair in their challenges. The ICG called out the customer engagement for the Long-Term Development Strategy, which was probably right. Generally AW engages with customers on a shorter timeline and more could be done to capture longer term views.</p> <p>Craig was really pleased that Ofwat had asked for ICG reports as part of the query process. He felt this was reassuring and made it feel the work done as an ICG was really important.</p>	
3.	<p><u>Overview of Long-Term Delivery Strategy (LTDS) (slides 25-38)</u></p> <p>Questions:</p> <ul style="list-style-type: none"> • What are the key things the ICS should be aware of? • What's changed as a result of customer engagement? 	

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<p>Allan Simpson drew out key messages from the LTDS, which was submitted alongside the BP in October:</p> <p>AW has a long list of lessons learned from this first submission and Allan thanked the ICG for their help and challenge along the way. Following the ICG’s challenge on AW’s work around gamification, the company decided to change course and captured a lot learning as they went along.</p> <p>He said AW was generally in a good position when developing the LTDS because they had already created their 25-year Strategic Direction Statement (SDS) that set the direction of travel.</p> <p>The LTDS was an adaptive plan – in case there are extra demands or requirements (this seemed to make AW an outlier across the sector). Contained within AMP8 plans are investments that are no regrets/low regrets. It was important to understand how things could change and make plans accordingly.</p> <p>There was over £26bn enhancement to meet challenges, statutory requirements and customer-supported ambition. Standing still was ambitious and AW was committed to an ambitious but credible LTDS, with conditions that might trigger alternative pathways that could be followed in future.</p> <p>So far there hadn’t been much collaboration from companies on the LTDS process so this was now a chance to see how others were approaching it. Most companies had sought to meet Ofwat guidance but there were some broad assumptions and big numbers across the sector, according to Allan.</p> <p>He said AW ambitions compare favourably. Other companies have put in zero pollution incidents by 2040, driven by customer engagement. AW is currently exploring whether these ambitions are reflected in companies’ core pathways. Across the sector, there needs to be a lot of refinement through subsequent iterations, he added.</p> <p>This isn’t just a regulatory submission, there’s a wealth of knowledge gathered and a lot of work to look at monitoring plans, as well as developing more detailed strategies that feed into the LTDS, Allan said.</p> <p>Discussion</p> <p>Nathan said he was pleased to see importance of long-term outlook recognised but this also needed to be put into practice. For example, the government was currently looking at water efficiency labelling. There’s an opportunity for water companies to get involved with policy change and building regulation.</p> <p>Allan agreed. These things won’t happen automatically so the company/industry need to make them happen.</p> <p>Pete Holland would welcome the chance to work with others to make the change happen and any support. He would discuss with Nathan offline.</p>	<p></p> <p>Challenge</p> <p>Action PH/NR</p>

Item	Action
<p>Customer engagement for LTDS</p> <p>Alice Piure gave a high-level view of how customer engagement had informed the LTDS.</p> <p>Alice reiterated that, when AW started building their LTDS, they had already set out their ambition in the 25-year SDS and had made a lot of public commitments that informed their draft ambitions. The development of the LTDS was an iterative process that drew on existing:</p> <ul style="list-style-type: none"> • Customer & stakeholder insight • Ambition • Strategies <p>AW did a lot of scenario testing and were confident that customer insight has informed the LTDS at every stage.</p> <p>She explained that AW started to think about what key customer insight was needed around key decisions, focusing on three key areas:</p> <ul style="list-style-type: none"> • Ambition • Strategy • Investment profiles <p>They reviewed existing body of insight to see where there were gaps. PR19 synthesis report had a wealth of information to build on.</p> <p>They looked at new research from PR24 – could see that conclusions were in the main still valid, although there was more focus on affordability and the environment. They subsequently downgraded the weight of the PR19 research.</p> <p>The gap analysis concluded that some additional research was required to explore:</p> <ul style="list-style-type: none"> • Ambition • Intergenerational fairness • Differences across customer segments <p>As a result, they undertook:</p> <ul style="list-style-type: none"> • The LTDS focus groups (12 sessions, including 4 x future customers 4 x customers struggling to pay) • 12 x in-depth interviews with Hartlepool customers • LTDS Customer Board sessions (2 x sessions) • The intergenerational family groups (6 sessions of 3 to 5 people covering 3 generations) <p>Alice explained AW was hoping to turn the LTDS engagement into a game but, after feedback from ICG and others, they decided not to proceed.</p>	

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<p>Questions/challenges</p> <p>Jo said the focus on intergenerational input was really important. Are there differences across the region that are lost due to intergenerational focus/focus on age (e.g. coastal vs rural?) If there aren't any differences, it would be good to say that.</p> <p>Alice said that she would expect there to be different nuances in the things that impact people's day to day lives, which might affect their priorities. AW challenged the consultants to reflect a variety of regions but didn't analyse findings by region. They also did research in Hartlepool, which didn't show any significant differences.</p> <p>Gill asked when the qualitative groups took place?</p> <p>Alice said the first set of meetings took place in June and the last piece was done in late August/early September.</p> <p>Gill said that the ICG did not see any of this work previously. It would have been helpful to see the content of the focus groups or what the discussion was all about.</p> <p>Alice agreed that would have been ideal but AW had to quickly put a Plan B in place, replacing the gamification. The customer insight gathered for the game was used, incorporating comments from the ICG. She acknowledged that, ideally, all of this would have come through the ICG so members had a chance to shape and comment on drafts.</p> <p>Alice encouraged ICG members to read the section in the LTDS on customer engagement for more detail.</p> <p>She continued with the presentation, explaining that, in response to customer insight, AW had:</p> <ul style="list-style-type: none"> • Kept the four SDS ambitions in place and used them to frame their LTDS ambition: • Been more explicit about their commitment to tackle water poverty • In their vision statement, they provided more details about what the four ambitions mean. <p>Customers emphatically said the company should be investing now to maintain services. They would not accept any deterioration in services.</p> <ul style="list-style-type: none"> • AW had therefore been explicit that they will aim to ensure that services do not deteriorate in the future as a result of long-term challenges. • AW is aiming to go beyond statutory requirements in a small number of targeted areas that reflect key customer concerns: <ul style="list-style-type: none"> ○ Ambition for the environment ○ Reducing the number of storm overflow spills, pollution and sewer flooding incidents ○ Meeting Public Interest commitment to ensure all customers have access to lead-free drinking water by 2050. 	<p>Questions/challenges</p> <p>Question</p> <p>Challenge</p>

Item	Action
<p>Alice added AW was already industry leading on leakage but to achieve 50% reduction in leakage would cost over £20bn to replace water mains. AW didn't think this was in customer interest as it has virtually no impact on supply demand. They have therefore looked to find a more affordable compromise.</p> <p>Discussion/questions</p> <p>John Vinson asked how this tied up with 700km of climate vulnerable pipework repairs that Peter Simpson mentioned earlier. It would be nice to see that on a matrix. CCW's concern would be about supporting customers when they find new leaks.</p> <p>Alice confirmed that the climate vulnerable mains programme was about maintaining services in face of climate change whereas this investment was about improving services and making a better leakage service in future.</p> <p>Nathan said he really liked the LTDS but it was very long! He wondered if, for the next AMP8 iteration, there could be a Non Technical Summary and an interactive slide deck or web tool.</p> <p>Allan said that that was AW's plan. They were regarding the current iteration as a draft that would need to be updated once there was a clearer idea of where the final determination would land.</p> <p>Craig asked what was the percentage reduction in leakage that AW has achieved since privatisation? It would be good for the ICG to see how the data is sliced.</p> <p>Allan/Pete Holland agreed to provide this information, as well as a forecast of AW's leakage performance modelled into the future (2050).</p> <p>Victoria Williams from the Environment Agency noted that the LTDS mentioned the possibility of adapting the view over the 25-year period, which is seen as positive. Victoria encouraged keeping the discussion open, especially when there was more data available through smart meter installations. She expressed support for the idea that the door was not completely closed on potential adaptations in the plan.</p> <p>Allan acknowledged expectation of knowledge improvement but highlighted the need for confidence in the assumptions embedded in the plans. There were plans to apply for funding through Ofwat's innovation fund for research on leakage reduction as well as sector collaboration for better research.</p> <p>Jo said that, while she appreciated the adaptive planning process, there may be concerns about customer perception. Customers might wonder about the company's reluctance to commit to specific details.</p> <p>Alice agreed that transparency and communicating with customers was key, making the LTDS accessible to customers.</p>	<p>Challenge</p> <p>Action PH</p> <p>Challenge</p>

Item	Action
<p>Paul Metcalfe commended AW for having the other strategies (e.g. WINEP, WRMP etc) as a building block for the LTDS and asked about the interaction between the different strategies. He suggested linking LTDS to six capitals and urged a focus on how bills would be impacted. He emphasised the importance of a feedback loop between LTDS and strategic plans. There's a lot of talk around low regret investments but how do you optimise this (may be in technical annexes but he's not sure if they're in the public domain)?</p> <p>Alice agreed to share technical annexes with the ICG and both Alice and Allan expressed willingness to work with the ICG to create a more customer facing version of the LTDS.</p> <p>Craig congratulated the team on completing the LTDS but offered friendly criticism regarding its late arrival in the process. He expressed interest in the ICG further probing certain areas and anticipated revisiting the LTDS in the future.</p>	<p>Challenge</p> <p>Action AP/AS</p>
<p>4. <u>Review of customer engagement (slides 40 to 46)</u></p> <p>Questions:</p> <ul style="list-style-type: none"> - What's changed as a result of customer engagement? - Focus on any new customer engagement that's informed the latest Synthesis Report/final Business Plan/LTDS <p>Abigail Morgan reminded ICG members about the customer engagement process, highlighting the importance of customer insight in making investment decisions. There were a few points where AW had to change direction because they had been listening to customers throughout and had been on the journey together.</p> <p>She added that the lateness of September Synthesis Report was because of lateness of A&A testing around LTDS research. Overall, the September Synthesis Report reiterated customer priorities previously seen. The areas informed were performance levels and affordability. There was increased ambition around performance levels (on leakage, internal sewer flooding etc)</p> <p>Abi emphasised the alignment of the plan with customer priorities, such as safe water, securing resources, addressing climate change, and caring for the environment and vulnerable populations.</p> <p>Your Water Your Say</p> <p>All companies were carrying out a second Your Water Your Say session over the next few weeks. AW's session was second to last, on 28 November.</p> <p>ICG members should have received invitations. 120 people were registered through Eventbrite.</p>	

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<p>Peter Simpson would make a short presentation at the session and Board members would be on hand for questions. They were expecting challenges on pollution and bill increases and were looking forward to a good session.</p> <p>Vicky Anning asked whether ICG members could have a prior view of presentation for session.</p> <p>Abi agreed to share the slides.</p> <p>Craig was unable to attend the session but was pleased that a recording would be available.</p>	<p>Action AM</p>
<p>5. <u>Company performance (slides 47 to 55)</u></p> <p>Susan Fennah wanted to discuss with the ICG the ideas of creating a performance dashboard to provide customers with key metrics on the company’s performance. The aim was to have a single platform for these metrics, starting next summer, with subsequent updates annually.</p> <p>They would select a set of metrics and present them in a common language to convey a relative scale of impact. AW was looking at what other companies were doing, including trends in data. They wanted to involve ICG and the Customer Board, with input in the early New Year.</p> <p>Questions/discussion</p> <p>Jo praised the ambition of the initiative, seeking clarification on how it would integrate with the company’s existing performance dashboard.</p> <p>Susan explained the intention was to integrate the new dashboard alongside other reports, exploring opportunities to streamline and introduce additional indicators.</p> <p>Nathan supported the initiative, expressing interest in it having an online presence and highlighting the risk of creating metrics that might be challenging for people to understand. He was keen to get involved in the New Year.</p> <p>Victoria said it was important that the dashboard was intuitive for customers, emphasising the need for interactivity and clarity in fulfilling its purpose.</p> <p>Craig emphasised the importance of including information about trends in overflows and leakage for customers.</p> <p>Nathan shared some useful AW environmental performance trend data here: https://www.gov.uk/government/publications/water-and-sewerage-companies-in-england-environmental-performance-report-2022/anglian-water-epa-data-report-2022</p>	

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<p>Performance overview</p> <p>Brian Ebdon gave an overview of AW’s performance, explaining that AW needed to report to Ofwat each quarter because of their lagging status.</p> <p>In Year 3, AW only hit three targets for common PCs (PSR, unplanned outages and sewer collapses).</p> <p>AW has been looking at other companies and thinking about how to benchmark their ambition.</p> <p>In terms of leakage – Brian explained AW is not anticipating hitting PCL on leakage in Year 4/5 – although the company is industry leading, there are diminishing returns on investing in reducing leakage. Their ambition is to continue their sector leading position.</p> <p>Brian said AW expects to make improvements on pollution incidents but also doesn’t expect to hit targets.</p> <p>However, he explained that lead metrics were looking very good and there were measures where AW will be exceeding targets.</p> <p>AW would be sending their performance plan to Ofwat at the end of the month and would be publishing this to their website at end of month too.</p> <p>Action: Brian to share the web link for performance report.</p> <p>Questions/challenges</p> <p>Jo asked whether there were any areas of performance the company was less confident about?</p> <p>Brian responded that AW didn’t have money and resources to target all problems so they were focusing attention on certain areas. On pollution incidents, they were not going to accept anything less than a reduction.</p> <p>Victoria Williams said she felt AW’s BP was ambitious and bold and applauded the company’s proactive stance but there was a huge gap to meet even bigger ambition in the next AMP. Based on current performance, she wanted reassurance that AW was doing everything possible to learn lessons for deliverability during. She felt there was a gap between current performance and ambition for PR24.</p> <p>Brian agreed that this would be a good focus for a future ICG, from an operational perspective.</p> <p>John Vinson asked whether AW was reaching out to other companies to learn lessons, particularly where there’s a gap between AW and other companies in terms of being industry leading.</p>	<p>Action BE</p> <p>Challenge</p> <p>Challenge</p>

Item	Action
<p>Brian said there was good cross-industry collaboration in almost every area, apart from CMEX.</p>	
<p>6. <u>General discussion</u></p> <p>The next ICG meeting was scheduled for 8 December. Agenda TBC.</p> <p>Craig would have a catch up with Darren Rice before that meeting to reflect on the performance of the ICG, as well as TORs and make-up of the group.</p> <p>Once the CCW review of ICGs was available and it was clearer how ICGs had performed across the sector, it would be easier to confirm next steps for 2024.</p>	
<p>7. <u>ICG only session</u></p> <p>Craig invited comments and reflections on the meeting.</p> <p>Members agreed it had been a full agenda but it was important to look at the BP and LTDS in more detail.</p> <p>Members asked about meetings for 2024, working around the Ofwat timeline. It was agreed to firm these up at the December meeting.</p> <p>Craig acknowledged that the company's response to the ICG report was positive and gave optimism for the future direction of the ICG. It was also positive that Ofwat had proactively asked companies for ICG reports.</p> <p>Craig was keen to get on the front foot in 2024 and to be there at the start of planning process for the next BP. He was also keen to take a more proactive stance on current company performance and wanted that to be more of a focus for 2024/25.</p> <p>Craig was also keen to refresh Terms of Reference and membership for the ICG.</p> <p>He would discuss both of these issues with Darren.</p> <p>Members agreed that there was an assurance role for the delivery of the current BP, to make sure AW was spending money as it should be and also to check on progress where performance had been poor (e.g. pollution incidents).</p> <p>Members would also like to see more easily accessible information about company performance, as it was currently quite difficult to piece together.</p> <p>Future agenda topics were suggested including:</p> <ul style="list-style-type: none"> - deep dives on more long-term issues such as drought and flood resilience - work of the new behaviour change team - potential site visits to reservoirs sites, CSOs, waste treatment centres 	<p>Action CB</p>

