

Anglian Water PR19 BOARD ASSURANCE STATEMENT



BOARD ASSURANCE STATEMENT

We, the Board of Directors for Anglian Water Services Limited ("the Board"), are pleased to submit our Business Plan ("Our Plan") for the period from 2020 to 2025.

Our Plan has been developed following innovative and wide-ranging consultation, to ensure that it is the best possible plan to meet the requirements and expectations of our customers, wider stakeholders and the environment. It builds on the long term proposals for 2020 to 2045 set out in our recently updated Strategic Direction Statement. We believe that the planned investments over the forthcoming five-year period will ensure that we can continue to deliver our core services, whilst supporting sustainable housing growth and ensuring that the environment in which we operate is able to flourish, while at the same time pushing our business to reach the highest levels of customer service.

Over AMP7 we will invest a total of £6.9 billion to maintain and enhance the service that we provide to more than six million customers in the east of England and Hartlepool. Shaped and supported by customers, this will be achieved by holding increases to the average household bill to below 1% over AMP7.

As members of the AWS Board, we have participated extensively in the development of our Plan. We have personally attended customer engagement events as well as meetings of the Anglian Water Customer Challenge Group, known as the Customer Engagement Forum.

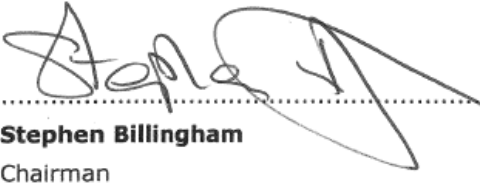
Different elements of our Plan have been discussed by us at Board and Strategy meetings on 24 occasions between November 2016 and the end of August 2018. PR19 became a standing agenda item at Board meetings in April 2017. We have actively helped to develop the long term strategy, reviewed investment proposals, discussed performance commitments and outcome delivery incentives, challenged our Management Team and helped shape our Plan to ensure it is the best it can be.

Following publication of our Outline Plan in March 2018, we have ensured that customer and other stakeholder views have informed and been reflected in our final Plan. We have a high level of confidence in our Plan largely as a direct consequence of the scale, breadth and quality of the customer and stakeholder engagement undertaken and the fact that such a large proportion of customers support our proposals.

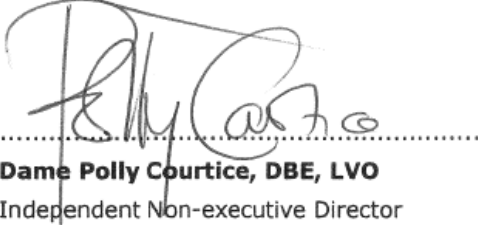
We approved our Plan at the Board meeting on 13 August 2018. We are confident that it is an ambitious, high quality and deliverable business plan that satisfies the requirements in Ofwat's methodology because:

- Over half a million customer interactions have materially shaped the proposals included within our Plan - 10 times more than our last Plan
- The main call from our customers was to invest now to continue the global leadership on leaks, enable sustainable growth, improve the resilience of our region to drought and flood and enhance our environment through investment
- Many customers supported a 5% increase in bills, but we challenged our Management Team to produce a plan that could be delivered with only a small increase in bills to 2025, whilst also putting in place the platform to deliver our long term ambitions and remaining financially resilient
- Our Plan will ensure investment to increase the resilience of our water supplies, while delivering an ambitious demand management strategy
- We will maximise the support available to customers who struggle, or are at risk of struggling, to pay their bills, or are otherwise vulnerable
- We have shaped a set of stretching bespoke performance commitments and outcome delivery incentives which respond to specific priorities in our region and the needs of our customer and stakeholders
- We have an excellent track record on efficiency and are one of the most cost-effective companies in the sector, but we always look for better and cheaper ways to deliver our services
- Our Plan is financeable on both the notional and actual company structure.

Signed by members of the Board of Directors for Anglian Water Services Ltd on Monday 13 August 2018



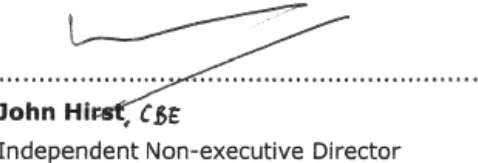
Stephen Billingham
Chairman



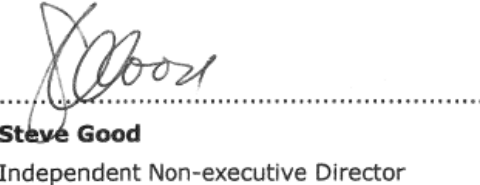
Dame Polly Courtice, DBE, LVO
Independent Non-executive Director



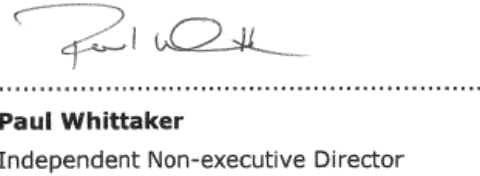
Natalie Ceeney, CBE
Independent Non-executive Director



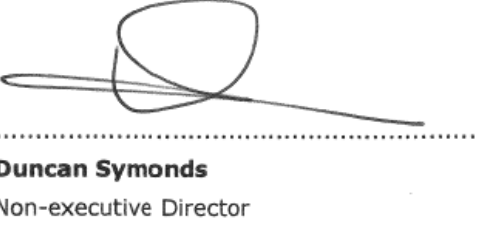
John Hirst, CBE
Independent Non-executive Director



Steve Good
Independent Non-executive Director



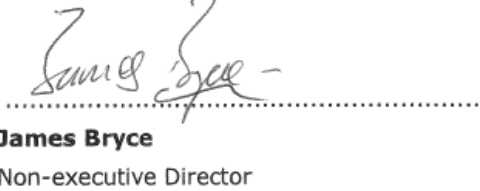
Paul Whittaker
Independent Non-executive Director



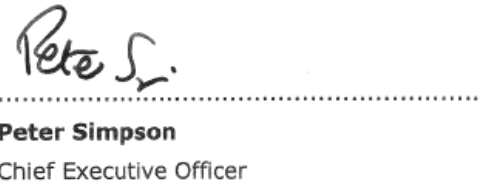
Duncan Symonds
Non-executive Director



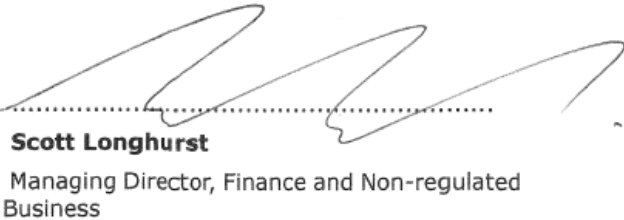
Niall Mills
Non-executive Director



James Bryce
Non-executive Director



Peter Simpson
Chief Executive Officer



Scott Longhurst
Managing Director, Finance and Non-regulated Business

SUPPORTING INFORMATION

Introduction

This document provides the detailed evidence to support the Board Assurance Statement for the Business Plan of Anglian Water Services Limited ("AWS").

It sets out supporting information against each element of Ofwat's Board assurance requirements and demonstrates how the Board has owned and is accountable for our Plan:

1. Business planning
2. Customer engagement
3. Affordability
4. Outcomes
5. Resilience
6. Cost assessment
7. Risk and return
8. Financeability.

Our Plan is published at a critical point for the water sector and the region in which we operate. Climate change, growth and the need to protect the natural environment are all challenges that are particularly acute in the region we serve.

The water industry is under intense public scrutiny and decisions taken now will have an impact long into the future.

We have interacted with over half a million customers, as well as regulators and other stakeholders, over many months and through a wide variety of channels to ensure our Plan addresses these challenges while ensuring the service provided to customers meets their expectations.

The detailed information below explains why the Board is confident that our Plan is the best it can be and that all elements add up to a plan that is high quality and deliverable.

Business planning

All the elements add up to a plan that is high quality and deliverable

All elements of our Plan have been subject to challenge and scrutiny at every level within AWS, from the individuals developing proposals for investment strategies to meet the statutory, regulatory and stakeholder requirements due to be fulfilled during AMP7, to the independent third party assurance providers engaged to review the processes, information and supporting evidence.

An example of this is the 'Red Review'. This is a panel of experts who were asked to review of our Plan, the data tables and the table commentary to identify strengths and weaknesses, and to make recommendations for improvement.

Specifically, the panel reviewed how well in their expert opinion we have articulated and provided appropriate levels of credible evidence and detail to support our Plan and if the requirements in Ofwat's PR19 methodology have been adequately addressed, including the nine test areas.

The Red Review panel concluded that all elements of our Plan will provide a balanced level of investment to meet the requirements and expectations of customers and other stakeholders, while also ensuring we can continue to meet statutory and regulatory obligations.

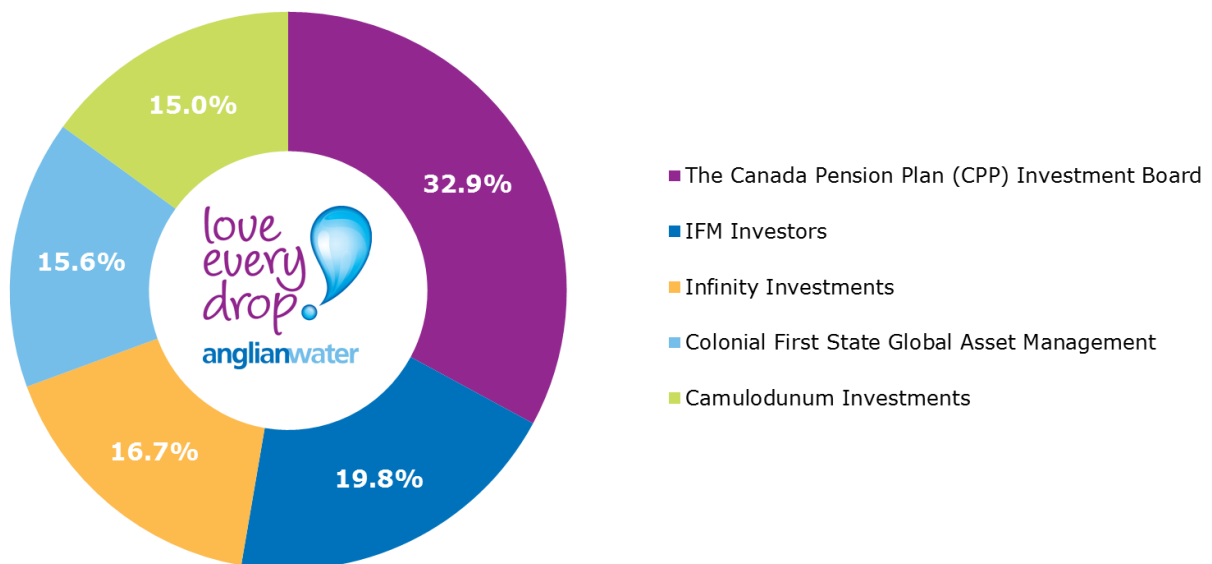
The overall strategy for data assurance and governance processes delivers high quality data

The PR19 governance and programme management framework was developed to put accountability and assurance at the heart of it. Overall responsibility for the business planning process lies with the Board, with direct links through to the Management Board and PR19 Programme Board.

Ownership

AWS is part of the AWG group of companies which is owned by a consortium of five investors, as shown below, who are represented on the Board.

AWG group ownership



Board composition

As at 13 August 2018, the Board comprises:

Six Independent Non-executive Directors

- Stephen Billingham (Chairman)
- Natalie Ceeney, CBE
- Dame Polly Courtice, DBE, LVO
- Steve Good
- John Hirst, CBE
- Paul Whittaker.

Three Non-executive Directors

- Niall Mills
- Duncan Symonds
- James Bryce.

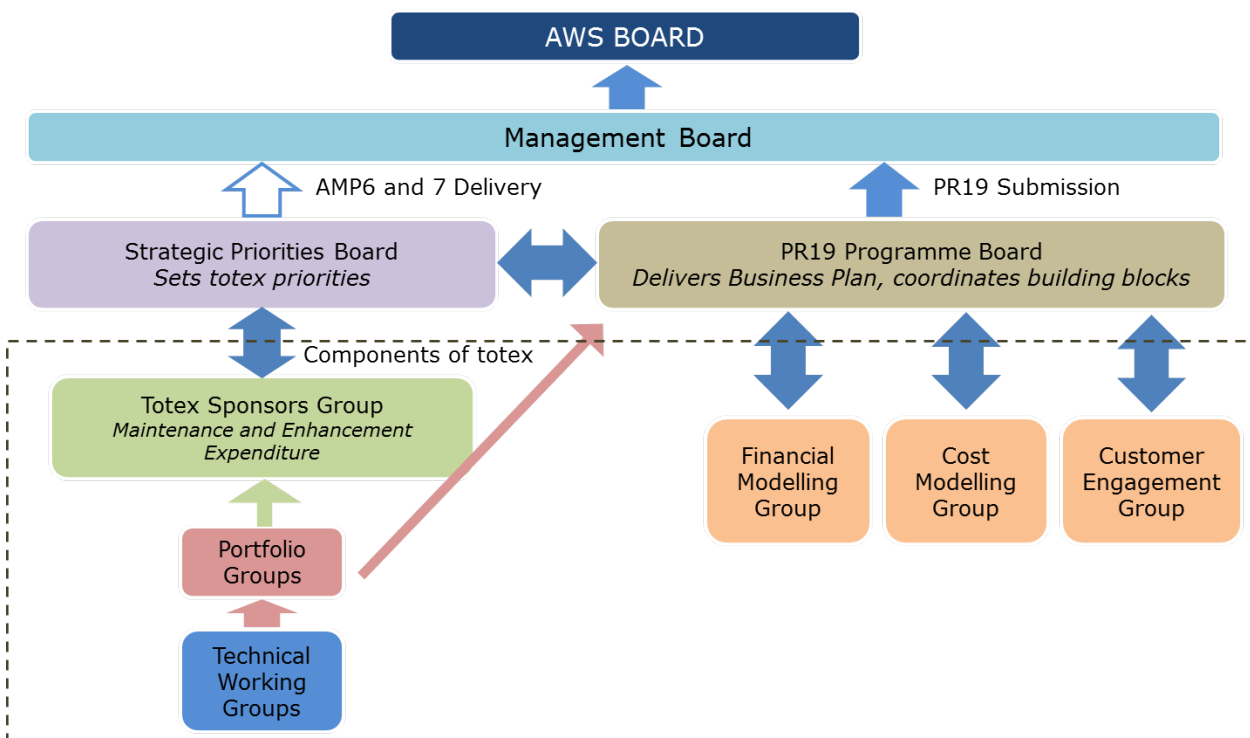
Two Executive Directors

- Peter Simpson, Chief Executive Officer
- Scott Longhurst, Managing Director, Finance and Non-regulated Business.

The composition of the Board is now such that Independent Non-executive Directors are in the majority, not just the largest group. The Board members are supported by the Management Board, which oversees the day-to-day running of our Business.

PR19 governance

The PR19 Programme Board is responsible for development and delivery of our Plan, is chaired by the Regulation Director and includes representatives from across AWS. It is supported by the Strategic Priorities Board which is responsible for setting performance and expenditure levels by making choices on performance, cost and risk. There are eight Portfolio Groups responsible for delivering options, performance standards and balancing risk with Totex expenditure, 16 Technical Working Groups responsible for delivery of specific parcels of work and nine Specialist Groups set-up for the PR19 process, to deliver or advise on specific elements of our Plan. The diagram below shows the structure of the PR19 governance groups.

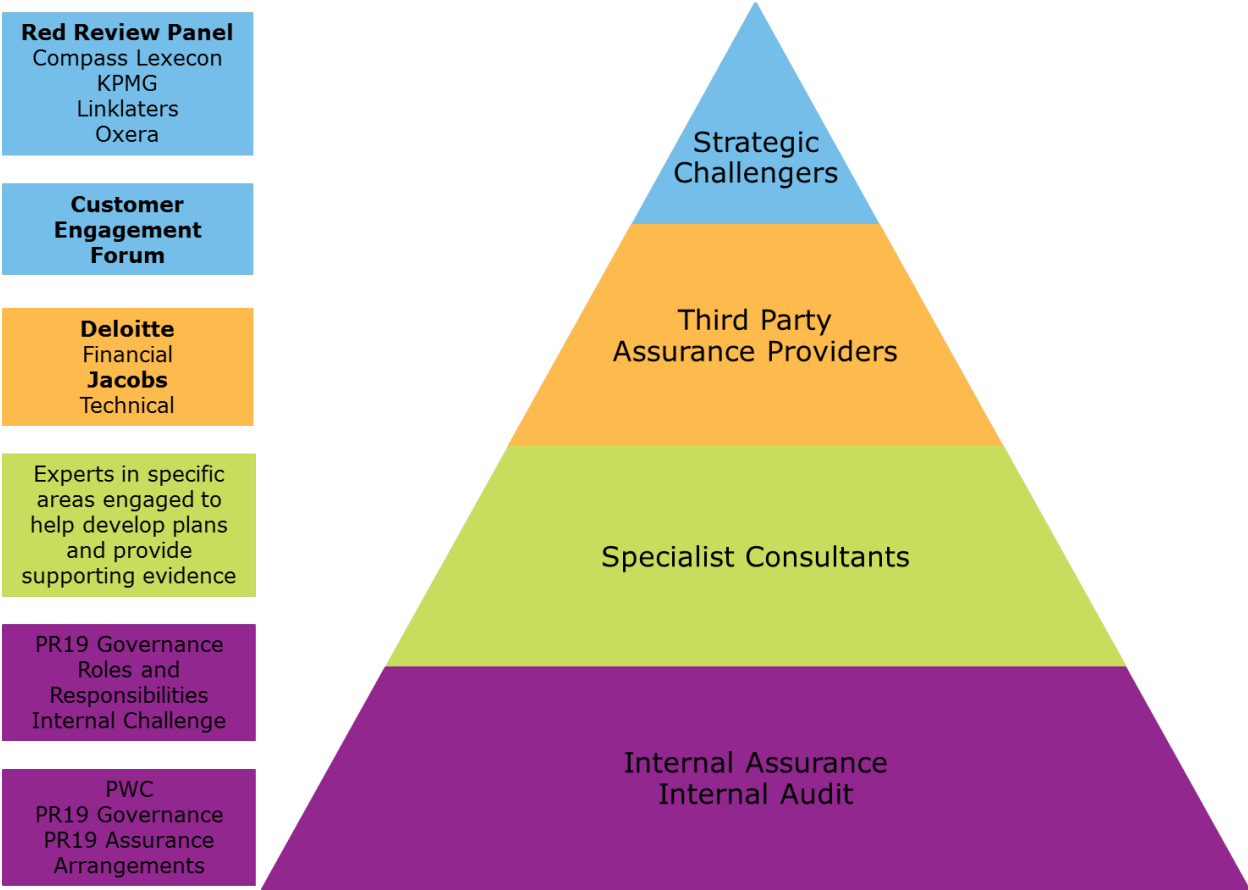


Assurance activities

In March 2018 we published '[Our Final Assurance Plan for PR19](#)' on our website. This document outlined the approach we would take for PR19 assurance activities to ensure that our Plan was rigorously challenged prior to submission to Ofwat. It builds on 'Our Assurance Framework' which is a published document that describes how we ensure information provided to stakeholders meets expected standards of quality.

We have engaged a wide range of third parties to draw upon a breadth of experience and knowledge to ensure that our proposals have been challenged and areas for improvement identified. This is in addition to internal challenge which is built into processes for developing proposals and submitting information included in our Plan as well as the accompanying data tables and commentary.

The infographic below shows the four layers of assurance that we have applied to the business planning process. Appendix 1 provides details of external assurance providers and specialist consultants engaged as part of our PR19 planning process. It should be noted that Jacobs was previously known as Halcrow and CH2M.



Each of the areas where specific assurance has been carried out is detailed below, providing a broad scope of review and challenge. Representatives from Deloitte and Jacobs attended the Board meeting on 18 July 2018 to provide feedback on the robustness of the information being submitted to Ofwat as part of our Plan. They provided interim reports on the status of assurance activities at this time and final reports prior to submission. The Board is reassured by the level of assurance activity undertaken by our third party assurance providers and the positive feedback provided when they attended the Board meeting.

Data tables and commentary (April to August 2018): All data tables and associated commentary have been reviewed by either Deloitte or Jacobs. Following the risk based approach to assurance set out in 'Our Assurance Framework' we assessed each table against an agreed criteria to identify the tables with the highest risk, either due to likelihood or impact of inaccurate data.

The results of the assessment indicated that 88% of data tables should be subject to external assurance. Having reviewed the results of the risk assessment in the context of the unique nature of PR19, the fact that the data supports significant investment levels and the importance of providing confidence to our stakeholders and the Board, it was agreed that every data table should be subject to assurance by an independent third party assurance provider. Each data table was allocated to either Deloitte or Jacobs for this purpose.

A two stage approach was undertaken, the first of which focused on the processes adopted to complete the data tables and compliance with Ofwat guidance, seeking to identify areas for improvement prior to the second stage review. The second stage was to check the accuracy of the data in the data tables along with the appropriateness of the accompanying commentary to meet Ofwat's reporting requirements and definitions.

Governance framework (October 2017 to July 2018): Our Internal Audit function, fulfilled by PriceWaterhouseCoopers, carried out reviews of PR19 governance and assurance arrangements during 2017 and 2018. The focus of the reviews was to assess the design of governance arrangements as well as the processes in place to provide assurance over the preparation of our Plan.

Engaging customers (January and June 2018): Jacobs reviewed our approach to customer engagement on two occasions during the preparation of our Plan. This included a review of the effectiveness of our engagement with customers about Ofwat's PR19 themes, links to the development of proposed outcomes and performance commitments, how we are addressing longer term issues such as resilience, security of service and affordability of bills, the range of techniques used to engage customers and the evidence base used. The customer engagement numbers included in the data tables and the accompanying commentary were also reviewed.

Approach, strategy and structure of business plan (June to August 2018): This is the review carried out by the 'Red Review' panel, who were engaged to review our Plan from a strategic level. The panel from Compass Lexecon, Oxera, KPMG and Linklaters were engaged to provide expert opinion, based on their knowledge and understanding of regulated sectors and the wider context in which this Periodic Review is being carried out.

Performance commitments and outcome delivery incentives (February, March and June to August 2018): Jacobs reviewed our approach to Outcomes on three occasions. The first review was to assess development of Outcomes and the identified shortlist for the bespoke measures, including interpretation and compliance with Ofwat's guidance. The second review was in advance of our submission of proposed performance commitment definitions to Ofwat on 3 May 2018. The focus was on developments since the first review and progress towards completing the pro forma template for submission. The third review focused on the data included in the App1 table (Performance commitments (PCs) and outcome delivery incentives (ODIs)).

Investment options (January to July 2018): 17 investment portfolios were reviewed by Jacobs as part of their scope of work. The portfolios were assessed against a set of criteria to identify which should be subject to assurance. This produced a list of 13 portfolios, based on risk and materiality. In addition, Jacobs selected a further four portfolio areas that they wished to review. The reviews were carried out in two phases. The first looked at initial information as input to C55 (our investment decision support tool), including the need, proposed approach and options, identified solutions, justification of options, assumptions applied, supporting evidence, costs and benefits information and risks. The second phase looked at how the portfolios had been developed and optimised to arrive at final proposed investments.

Financial assessments (May to August 2018): Deloitte undertook a review of the key financial model and spreadsheet controls as well as economic and company scenarios. The focus was on the process adopted to interpret Ofwat guidance, process to populate the model,

documentation and approval of assumptions, and proposed review and sign-off arrangements. They also reviewed financial assumptions and financeability of our Plan once the assumptions had been finalised.

Special cost factors (July to August 2018): We are submitting two special cost factors claims as part of our Plan, one for Wholesale Water Network Plus (table Wn6) and one for Wholesale Wastewater Bioresources (table Bio7). Jacobs was asked to review compliance with Ofwat's reporting requirements, to comment on assumptions applied and to comment on our estimates of the value of historical expenditure and future cost adjustments to provide assurance around the submitted data and associated commentary.

PR14 reconciliation (June to July 2018): Deloitte and Jacobs have reviewed the data tables and commentary required for the PR14 reconciliation submission in July. In addition Deloitte reviewed the WRFIM, Residential (household) retail, and Totex menu models, as well as the RCV adjustments and Revenue adjustments feeder models. These data tables, commentary and models were submitted on 27 July 2018 as part of our PR14 reconciliation submission, along with supporting reports produced by Deloitte and Jacobs.

Vulnerability and Affordability (April and May to August 2018): Our approach to Vulnerability and Affordability has been reviewed by Jacobs. The purpose of the reviews was to assess our approach to addressing affordability and vulnerability in the Plan, including compliance with Ofwat's guidance.

Direct procurement (April and July 2018): A high level review of our approach to Direct Procurement for Customers (DPC) was carried out by Jacobs. The scope of this review was to assess how we had responded to Ofwat's requirements and the approach followed to assess enhancement projects to identify if they should be DPC projects. Deloitte carried out a review of the data and commentary for table App21. We engaged an expert consultant, KPMG, to help us develop a structured and robust methodology that we have used, and can be adopted in the future, to help consider whether projects are suitable for DPC.

Bioresources RCV (August to September 2017 and August 2018): A number of parties provided assurance in relation to the data tables and accompanying report that we submitted in September 2017. Jacobs, Deloitte, Reckon LLP and Mott MacDonald all undertook assurance activity to ensure the submission was accurate and complete. The Board approved the submission and our Chairman, Stephen Billingham, signed the Board Assurance Statement. We considered the feedback provided by Ofwat in February 2018 to improve the valuation of our bioresources assets.

Water Resources RCV (December 2017 to January 2018 and July 2018): Both Jacobs and Reckon LLP provided assurance in relation to the data tables and accompanying report that we submitted in January 2018. The Board approved the submission and Chairman, Stephen Billingham, signed the Board Assurance Statement. We considered feedback provided by Ofwat in May 2018 and submit updated Water Resources RCV information in our Plan. The data and accompanying commentary has been reviewed by Jacobs prior to submission.

In addition to the PR19 governance framework and activities carried out by independent third party assurance providers outlined above, internal assurance has included the following:

Botex forecasting from cost models (July 2018): We began building our cost models in January 2017, in conjunction with specialist consultants, the Centre for Productivity and Performance at Loughborough University. We used a sub-set of these models to generate our Botex forecasts for AMP7 and asked internal resources, independent of this work, to test the accuracy of these forecasts to confirm they have been applied correctly to generate our forecasts.

Internal consistency reviews (July to August 2018): Internal resources were asked to review certain areas of our Plan to ensure consistency between data tables, commentary and the main business plan documents, to ensure that data is consistent throughout our Plan and to check for any anomalies or other issues based on their experience and knowledge of the subjects being reviewed.

Internal Line Providers and Line Approvers: Individuals were assigned responsibility for every line of every data table. This was to ensure that all data was subject to review and approval prior to being included in the final data tables that we are submitting. Line Providers are the experts within AWS with the greatest knowledge of the data requirements and are responsible for producing the data and associated commentary, while the Line Approvers, who are typically senior managers in the relevant area, are responsible for approving the data and commentary.

Our Plan will enable us to meet statutory and licence obligations, now and in the future and take account of the UK Government's strategic policy statements

Our Plan will enable us to meet our current statutory and licence obligations. Insofar as future legislation and licence changes are consistent with the Government's strategic priorities, we believe that our Plan will also enable us to comply with future legal requirements.

Section 37 of the Water Industry Act 1991 states that we have a duty to develop and maintain an efficient and economical system of water supply and ensure supplies are available to those who demand them, and to maintain, improve and extend the water mains and other pipes as necessary to ensure we are able to continue to meet our obligations. We are confident that our Plan will allow us to discharge this duty.

The UK Government's strategic priorities of Securing long-term resilience, Protecting customers and Making markets work are integral to our Strategic Direction Statement and our Plan. We recognise and agree that these priorities are key to delivering a successful investment plan in AMP7.

We have worked closely with our Regulators - Ofwat, the Environment Agency and the Drinking Water Inspectorate, along with industry experts, to ensure our proposals will help us achieve our statutory and licence obligations.

We have liaised with Defra, Ofwat and the Environment Agency to ensure we can deliver our obligations in the Water Industry National Environment Programme (WINEP3) in a way that will deliver greater environmental benefits and better value for money, often through natural capital solutions and working collaboratively with local communities and partner organisations. Our approach to ensuring the requirements of WINEP are addressed appropriately in our Plan was reviewed by Jacobs. As part of their review, Jacobs considered our approach to meeting the core obligations as well as actions and priorities to address the drivers.

Our Plan has been developed to ensure consistency with the requirements of our draft 2019 Water Resources Management Plan (WRMP), including feedback received from Defra and Ofwat. This included accelerating investments originally planned for AMP8 to bring them forward to AMP7. Our draft WRMP was subject to assurance by Jacobs prior to submission to Defra in 2017. The reports of this assurance confirmed that the WRMP was developed in compliance with published guidelines and that critical assumptions had been identified and tested.

The Environment Agency and Drinking Water Inspectorate play a significant role in informing our Customer Challenge Group, known as the Customer Engagement Forum (CEF) by highlighting any concerns about the ability of the proposed plan to meet statutory obligations. The Chair of our CEF asked these regulators to provide details of any concerns which would be included in the CEF report to Ofwat.

Our Plan will deliver operational, financial and corporate resilience over the next control period and the long term through governance and assurance processes, taking account of our track record of performance

In conjunction with specialist consultants, Arup, we have developed a holistic resilience framework which incorporates Ofwat's key theme for PR19 of 'resilience in the round'. The resilience framework allows us to test operational, financial and corporate resilience against a maturity matrix to understand both short and long term risks and has been applied to investment proposals in our Plan. We are able to think about short term management of risks alongside longer term trends and lower likelihood risks. It is our intention to use the framework to help us ensure our resilience for the benefit of customers and the environment.

Our draft 2019 WRMP, Water Recycling Long-Term Plan and Biosolids Strategy all look beyond the single AMP timeframe. By looking further into the future, we have been able to develop our WRMP and our Plan to help ensure we understand and meet the changing needs and expectations of our customers, partners and stakeholders.

Our track record of performance is strong, with our results demonstrating that we are industry leading in a number of key areas, including drinking water quality, leakage and customer service. In 2017 our Mean Zonal Compliance for drinking water quality was 99.96%. We have cut leakage by more than a third since privatisation in 1989 and it is now at record low levels - around half the national average based on the amount of water lost per kilometre of main. In 2017/18 we achieved the top score amongst water and sewerage companies in the Service Incentive Mechanism, achieving a total score of 88 out of 100.

In Ofwat's 2017 Company Monitoring Framework (CMF) we retained an assurance status of "targeted", which acknowledges that we provide clear, transparent and accurate performance data that stakeholders can have confidence in. We will build on this good track record in AMP7 and develop our performance reporting processes to ensure performance data is subject to rigorous assurance arrangements as outlined in 'Our Assurance Framework'.

We maintain business management systems that are certified to international standards. Our framework of policies, procedures and processes ensures that everyone works in a consistent way, and that we meet required standards of performance. To maintain these certificates we are regularly audited by accredited bodies, who challenge our systems and identify how we can improve. Our certified management systems include:

- Quality (ISO 9001)
- Environmental (ISO 14001)
- Occupational health and safety (OHSAS 18001)
- Business continuity (ISO 22301) (the first water company in the UK to be certified to this standard)
- Anti-bribery (ISO 37001)
- Lifecycle management of assets (ISO 55001)
- Asset management (PAS55)
- Greenhouse gas emissions and removals (ISO 14064)
- Carbon management of infrastructure (PAS 2080)
- Competence of testing and calibration laboratories (ISO 17025).

Our Plan will enable customers' trust and confidence through high levels of transparency and engagement with customers on issues such as corporate and financial structures

We are committed to ensuring that customers trust and have confidence in us as we continue to serve our region responsibly, tackling the challenge of delivering for current and future customers, while addressing longer term issues of climate change, population growth and the maintenance of a flourishing environment.

In March 2018, we publicly committed to improve transparency and to demonstrate that public interest is at the heart of our Business. This included a commitment to reduce dividends to shareholders and reduce our level of debt and gearing over the course of AMP7. By June 2018 we had removed our dormant Cayman Islands subsidiary and re-paid an outstanding inter-company loan of £1.6 billion to simplify the presentation of our accounts.

The composition of the Board is now such that Independent Non-executive Directors are in the majority, not just the largest group. This is a permanent change in the composition.

In our Annual Performance Report for 2017/18 we have included a comparison of our actual returns with the returns that would have been made by a notionally financed company.

Customers can see evidence that our investors are committed to providing additional funding to support our Plan. Our investors have already agreed that £100 million that would previously have been paid to them as dividends should be reinvested in the current AMP period. A further sum of £65 million has been committed to fund resilience schemes not included in our original PR14 Plan, bringing the total reinvestment in this period to £165 million.

We proactively sought customer views on the measures announced in March 2018 on increasing trust and confidence. The feedback from our customers was strongly in support of the measures taken.

Annually, through our remuneration report in our annual report and accounts, we detail our policy and processes of our executive pay including base pay, annual bonuses and longer-term incentives.

Delivering stretching performance of our outcome goals is central to our approach to Executive pay, with a significant proportion of annual bonuses relating to either delivery of outcome delivery incentives or an individual's personal objectives, which are structured around delivering the expectations of a responsible business. Of the Company element of the bonus, 65% relates to delivering stretching performance against our outcome delivery incentives. Our remuneration report details measure by measure performance with full visibility of both base and stretch performance required to receive payment.

We see this as business as usual. We are committed in AMP7 to ensure that our approach continues and strengthens the link between remuneration and the delivery of stretching performance against the future outcome delivery incentives. These are the outcome delivery incentives which we have been developing with collaboration with our customers and which reflect their priorities across a range of measures. The final details of our Executive Pay Policy for AMP7 will be established once the Final Determination is agreed and will be reflected in a detailed and transparent way.

Our Long Term Incentive Plan (LTIP) builds on the same principles. The current LTIP is a transitional arrangement as there are no outcome delivery incentives currently confirmed for the AMP7 period. Our policy is to reward sustained, long term achievement through this mechanism. To be eligible for any payment at all under this LTIP, specific measures of customer and operational importance must have been achieved. Once we have a Final Determination we will work with our advisors to design an LTIP which reflects the following principles:

- The reward reflects long term sustained performance for the benefit of customers and stakeholder
- Any rewards are transparent and there is read across from achievement to the level of reward
- Rewards are proportional to the challenge of the goals set, so that maximum rewards are only payable against outstanding delivery
- Rewards reflect achievement of the goals and challenges set out in our Plan
- Rewards will reflect outperformance which has also benefited the customer, for example through outcome delivery incentive reward, re-investment or the sharing of outperformance.

Overall our Executive Remuneration Policy as set out in our Remuneration Report also reflects best practice in terms of contractual provisions, clawback and both starting and leaving arrangements.

We confirm that our future dividend policy as announced as part of our March 2018 commitments is consistent with Ofwat's recent Back in Balance expectations and we are committed to work with Ofwat to increase the perceived trust and legitimacy of the sector.

How the Board has provided ownership of the overall strategy and direction of our Plan in the long term

Members of the Board have participated extensively in developing the long term strategy, including the refreshed Strategic Direction Statement and our Plan for AMP7. The Board helped shape the development of our Plan, by setting some high level objectives at an early stage in the process:

- To inform and shape public policy, creating a positive backdrop against which our business plan will be received
- To win maximum recognition for our operational performance, innovation and thought leadership programmes
- To secure a solid base of positive evidence to underpin a successful PR19 submission
- To ensure a price determination that enables sustainable, resilient and fair finance for the business
- To achieve the best possible price determination for AMP7.

Board members have personally attended customer engagement events as well as meetings of the CEF. Duncan Symonds and Niall Mills attended focus groups on 10 and 18 April 2018 respectively. In June 2018 four Independent Non-executive Directors and a representative of a Non-executive Director attended the CEF meeting.

Different elements of our Plan have been discussed by the Board at meetings on 24 occasions between November 2016 and the end of August 2018. PR19 became a standing agenda item in April 2017. The Board has actively helped develop our long-term strategy, review investment proposals and discuss performance commitments and outcome delivery incentives and has challenged us to make our Plan the best it can be for customers and the region.

Customer engagement

Assurance that our Plan has been informed by customer engagement

Our customer engagement activities have been innovative and wide ranging to ensure we understand our stakeholders priorities and are able to respond to them in the plans we have developed. We published our Outline Plan for 2020-2025 for consultation in March 2018. This also included digital engagement, have your say and be the boss. Over half a million customer interactions have shaped our Plan. 87% of those engaged on bills for 2020 to 2025 found the proposals for the level of bills to be affordable and while 94% found them acceptable.

Given London, experts in customer engagement were commissioned to help develop and shape our customer engagement activity to ensure we have reached a wide range of customers, especially those who may normally not engage with us. Focus groups have covered specific areas such as those in potentially vulnerable circumstances, for example, low income earners, young women, older people, hearing impaired, English as a second language and visually impaired.

We used 38 different channels of customer engagement and communication. These were categorised as Targeted engagement, Business as usual / operational data and Valuation. This ensured we used a robust, balanced and proportionate evidence base to inform our Plan. We also ensured that our overall customer base was represented in our customer engagement activities. Surveys with sampled quotas aligned to ONS statistics, random self selection participation, segments of our customer base in vulnerable circumstances, future customers and those in particular geographical regions were all approaches taken to ensure a wide evidence base. Customer segmentation was a key part of our engagement strategy. Alto Consulting carried out a quantitative survey of 1,200 customers asking about their attitudes to water, the environment, technology and money to identify six segments within our customer base.

Our overall approach to customer engagement has been subject to review and challenge by independent third party assurance providers, Jacobs, on two occasions – the focus being to check the effectiveness of our engagement, including the range of techniques and activities used, the range of customer engagement activities and the role of independent challenge. Jacobs commented that our customer engagement activities were in many areas breaking new ground for the sector and that we have undertaken a major and comprehensive exercise to engage with customers using innovative techniques which may be unique to the water industry.

Assurance that our Plan has been informed by feedback from our Customer Engagement Forum about the quality of our customer engagement and how this has been incorporated into our Plan

Our CEF comprises a range of stakeholders. Originally established for PR14, the forum continued meeting and is now a business as usual group, not just for Price Review purposes. The CEF meets on a regular basis throughout the year, receives updates from us and challenges our performance and business plan proposals.

The CEF has been instrumental to the development of our Plan, challenging us to develop proposals that meet stakeholder requirements. Jeff Halliwell, Chair of the CEF has attended Board meetings to provide feedback. Four supporting sub-panels have provided opportunities for more in depth challenge on key aspect of the business planning process. The sub-panels are for Hartlepool, Sustainability & Resilience, Valuation and Affordability & Vulnerability.

A representative from Jacobs attends the CEF meetings and provides independent updates on the activities they have undertaken. All assurance information and associated reports are readily available for members of the CEF to view should they wish to. The CEF is also able to request additional assurance activities should it feel the need. One area that was requested was a review of our approach to WINEP and WISER. Jacobs carried out a review of our approach for both water resources and wastewater elements.

Affordability

Assurance that our Plan is affordable for all customers, including in the long term and including appropriate assistance for those struggling, or at risk of struggling, to pay

Affordability and vulnerability have been key in our decision-making about what customer engagement activities we have carried out. To ensure we have reached those in potentially vulnerable circumstances focus groups have specifically covered areas such as low income earners, young women, older people, hearing impaired, English as a second language and visually impaired.

We recognise that bills matter to customers. The scale of investment that our customers have asked us to deliver in AMP7 will result in a less than 1% increase in bills.

While over 80% of customers supported this bill increase, some did not. For customers struggling to pay, their water bill is not the main driver of affordability problems in the household. The issue is wider than water, and our approach to supporting them centres on tackling wider affordability, proactively identifying the right support for the customer's circumstances. We will provide much greater support to customers with affordability issues and those in vulnerable circumstances in ways which are inclusive, targeted and accessible, recognising the positive role we can take in tackling poverty.

Our Plan includes innovative approaches to work closely with other organisations and local authorities so that support can be readily signposted. We will offer support to all customers with affordability problems. Our 'Debt Free in 2 years' programme will match customer payments and clear debt after two years of sustained payments.

We propose two outcome delivery incentives that will support vulnerable customers. The first will extend the number of customers on the Priority Services Register to 382,000 by 2025 and the second an independent panel assessment of our performance against our vulnerability strategy. Our Board is committed to reinvesting all financial rewards on these measures to further investment in supporting these customers.

Outcomes

Assurance that our Plan will deliver – and that the Board will monitor delivery of – outcomes and performance commitments

Building on the outcomes developed for AMP6, we propose 21 bespoke performance commitments for AMP7, in addition to the 14 proposed common measures. The Board and CEF have shaped the development of the proposed bespoke performance commitments and outcome delivery incentives.

The CEF has been engaged throughout the development of our proposed performance commitments and outcome delivery incentives. At the April 2018 Board meeting, an additional outcome was agreed following discussions between Board members and CEF members - that of Social Capital, which is a measure to recognise our role within society at large.

In addition to influencing the final selection of proposed outcomes, the Board approved the submission of proposed performance commitment definitions on 3 May 2018.

Since May, a further Outcome has also been added to our bespoke performance commitments, at the suggestion of another Board member - that of the Event Risk Index, which is a DWI measure to assess the impact of water quality events on consumers and to promote proactive risk mitigation.

The CEF Valuation sub-group reviewed and challenged the proposals in more detail on 21 June and 9 July 2018. The Sustainability and Resilience sub-group has also reviewed our proposals.

We sought customer views on understanding and the level of stretch in the performance commitments. This included focus groups, acceptability research, the online community and be the boss. Overall there was a strong level of support for our proposals from those we engaged with. On average, 70% of household and 79% of non-household customers considered our proposed performance commitment levels stretching.

Our overall approach to outcomes has been subject to review and challenge by Jacobs, on three occasions – the focus has been to ensure we are addressing Ofwat's requirements and are responding to feedback from our stakeholders.

Monitoring delivery of our outcomes and performance commitments will form part of our established performance reporting process. Performance data is prepared on a monthly basis and provided in a dashboard format to the Board and Management Board. Performance will be recorded on an annual basis in our annual performance report and published on our website for stakeholders reference. Assurance activities for annual reporting are governed by 'Our Assurance Framework' which is reviewed and updated on a regular basis. Outcomes will be subject to review on an annual basis as part of the year end reporting processes.

Assurance that our proposed outcomes, performance commitments and outcome delivery incentives (ODIs) reflect customer preferences and are stretching

We have engaged customers extensively in the development of our outcomes and performance commitments, including:

- Co-creation and acceptability testing
- Willingness to pay for service improvement
- Acceptability testing of proposed performance commitment levels
- Testing proposed performance commitment levels via the online community
- Sought customer views on appropriate RoRE ranges, relative priority of performance commitments and appropriateness of financial incentives
- Proactive engagement with our CEF and sub-panels at each stage of development.

Our performance commitment levels represent stretching improvements to our levels of service, including frontier shifting leakage performance and upper quartile performance for internal sewer flooding, pollution incidents, interruptions to supply and per capita consumption.

For acceptability testing we engaged over 1,000 customers on the affordability and stretch in performance commitment levels as part of the outline business plan. Customer views on our proposed performance commitment levels varied by measure. However for each performance commitment, on average, 70% of household and 79% of non-household customers considered our proposed performance commitment levels stretching.

Assurance that our proposed approach to reporting on its performance commitments, ODIs and projections of outcomes is robust

Monitoring delivery of our outcomes and performance commitments will form part of our established performance reporting process. Performance data is prepared on a monthly basis and provided in a dashboard format to the Board and Management Board. The CEF also receives an update on performance data at each of their meetings. Performance will be recorded on an annual basis in our annual performance report and published on our website for stakeholders reference. Assurance activities for annual reporting are governed by 'Our Assurance Framework' which is reviewed and updated on a regular basis. Outcomes will be subject to review on an annual basis as part of the year end reporting processes.

We have a performance portal which customers can access via our website. This provides information about how we are doing against our AMP6 performance commitments. The portal provides an overview of each of our outcomes and outcome delivery incentives, as well as specific performance data about them. Users can explore each outcome, look at latest performance results and find out more information if they wish. We will continue to use this in AMP7 as it is a visual and engaging way to provide performance information to our stakeholders.

Resilience

Assurance that our Plan has been informed by a robust and systematic assessment of the resilience of the Company's systems and services

We have an integrated management framework to ensure that we use the same approach across all systems and processes. This framework enables us to obtain certification to a variety of standards, including new and emerging standards that are applicable to the sector.

We are certified to the internationally recognised standard for societal security and business continuity management - ISO 22301 (the first water company in the UK to be certified to this standard). We have an established business resilience management system to prepare for and respond to events as and when they occur. The purpose being to provide a business framework that builds greater resilience in order to ensure continuity of our products and services. The system is applicable to all activities that we undertake. It provides a basis for understanding, developing and implementing business continuity and resilience arrangements within an organisation to give confidence in business-to-business and business-to-customer dealings.

Business continuity is a critical theme in our resilience thinking. We carry out detailed business impact analysis to drive through team and personal resilience in all our systems and services. As well as resilient processes and systems, it is important that we have resilient people and teams.

We are assessed on a regular basis by external certification provider, LRQA to ensure that we continue to meet the requirements of the standards and are continually looking for ways to improve them.

Assurance that our Plan has been informed by customers' views about managing resilience

The results of customer engagement activity showed that resilience is viewed by customers as the most important of our four long term strategic ambitions. Interruptions to supply and severe water restrictions are both areas that customers are concerned about. Another area of concern is about flooding, particularly internal flooding. Of the seven water quality and customer satisfaction goals, zero pollutions and flooding is rated as one of customers' top priorities.

Most customers appear to support investment in maintaining asset health and resilience, including proactive replacement of pipes and sewers and attempts to ensure there is capacity in the systems to deal with problems such as extreme floods, power outages and long periods of drought. Evidence suggests customers prefer options that avoid perceived waste (leakage reductions and recycling / reusing treated waste water) and promote efficiency (water saving).

Customers regard ensuring that Supply Meets Demand as one of the most important of our 10 Outcomes. Customers are concerned that we should continue to do our bit to conserve water, particularly by tackling leaks.

We have developed stretching performance commitments that respond to customers' views about managing resilience. These include:

- Water supply interruptions for periods of three or more hours (planned or unplanned) has a performance commitment level of 5 minutes and 34 seconds compared to a target of achieving 11 minutes by the end of AMP6
- Risk of severe restrictions in a drought, with a performance commitment that would ensure no customers would be at risk of severe restrictions in a 1 in 200 year drought
- Reducing our Leakage performance commitment level to a three year average of 166 MI/d compared to the end of AMP6 target of 177 MI/d
- Reducing the number of properties flooded internally from sewers to achieve upper quartile performance at the end of AMP7.

Jacobs has reviewed our approach to customer engagement and has challenged us to ensure that our proposals for managing resilience have been shaped by feedback received.

Assurance that our Plan has been informed by a comprehensive and objective assessment of interventions to manage resilience in customers' long-term interests

In conjunction with specialist consultants, Arup, we have developed a holistic resilience framework which incorporates Ofwat's key theme for PR19 of 'resilience in the round'. The resilience framework allows us to test operational, financial and corporate resilience against a maturity matrix to understand both short and long-term risks and has been applied to investment proposals in our Plan. We are able to think about short-term management of risks alongside longer-term trends and lower likelihood risks. We use the framework to help us to remain resilient for the benefit of customers and the environment.

Cost assessment

Assurance that the expenditure forecasts included in our Plan are robust and efficient

We have used an investment decision support tool called Copperleaf (C55) to develop and track all our investment proposals. It ensures we use a common framework to assess each investment portfolio. The system is designed to help identify the optimal combination of investments and timing while meeting constraints and resource availability to deliver the best value for the business and customers. To deliver an optimal portfolio all investments need to have a consistent assessment of risk which this system is able to do. The system is compliant with ISO 55001, the internationally recognised standard for asset management.

All investments in C55 use a common set of cost and value models. The cost models have been built using data from completed projects over the past 15 years. The value models cover both private benefit to us as well as the societal benefit to our customers. The cost and benefit is addressed where appropriate through the corporate Risk Opportunity and Value (ROV) process.

Deloitte MCS carried out a review to examine and provide a high level assessment on the implementation of the C55 system. This included a review of the system set-up and configuration, the suitability and effectiveness of its implementation.

The portfolio teams have completed internal quality checks using a seven step 'sprint' process to confirm supporting evidence is robust, validate the assumptions used, correct any missing or incorrect information and balance the groups of investments against cost and performance constraints.

17 of the investment portfolios were reviewed by Jacobs as part of their scope of work. The portfolios were assessed against a set of criteria to identify which should be subject to assurance. This produced a list of 13 portfolios, based on risk and materiality. In addition, Jacobs selected a further four portfolio areas that they wished to review.

The reviews were carried out in two phases. The first looked at initial information as input to C55, including the need, proposed approach and options, identified solutions, justification of options, assumptions applied, supporting evidence, costs and benefits information and risks. The second phase looked at how the portfolios had been developed and optimised to arrive at final proposed investments.

In addition to the reviews of specific investment portfolios, Jacobs reviewed the cost estimation process and the process for optimising portfolios. This included a review of the sprint process that was applied.

KPMG has undertaken some work in relation to our proposed capital delivery programme and delivery approach. This included a review of our alliancing model, assessment of our proposed capital delivery model, a review of best practice guidelines, development of a qualitative assessment framework and a quantitative assessment of the efficiency of capital delivery models.

Input price forecasting for cost assessment purposes has been provided by expert consultants, First Economics. They were able to provide evidence on current best estimates of the likely changes in labour, material and plant / equipment input prices, drawing on a qualitative overview of current and prospective pressures on costs, recent and observed trends in input price indices and independent input price forecasts.

Productivity forecasting for cost assessment purposed have also been provided by expert consultants, First Economics. They provided evidence on productivity trends in the water and wastewater industry to made recommendations on what might be reasonable benchmarks for productivity growth through to the end of AMP7.

Botex cost modelling has been supported by input from the Centre for Productivity and Performance at Loughborough University. Work on Botex modelling was reviewed, improvements identified and the results published. Following this, assistance was provided to develop the Botex models used to inform our Plan.

Assurance that large investment proposals are robust and deliverable, that a proper assessment of options has taken place, and that the option proposed is the best one for customers

We considered the opportunities that Direct procurement for customers (DPC) may provide to deliver greater value for money for customers from an early stage in our PR19 business planning process. We appointed external advisors to help inform our Plan. We engaged an expert consultant, KPMG, to help us develop a structured and robust methodology that we have used, and can be adopted in the future, to help consider whether projects are suitable for DPC. Our methodology for assessing projects includes a series of tests which enables us to filter projects that are most likely to be suitable for DPC and have the greatest potential to deliver customer value for money. The tests closely follow Ofwat's guidance on DPC. More detail on our approach to DPC is included in the main narrative for our Plan and the commentary for Table App21.

Large enhancement investments in our Plan are driven by the 2019 Water Resources Management Plan (WRMP). Investments are largely targeted at improving resilience and meeting long term supply and deficits in the region to ensure that customers receive a sustainable and resilient service. The investments were assessed for suitability for a DPC delivery, and development costs are expected to be incurred in AMP7, with delivery in AMP8 and AMP9. The WRMP was subject to public consultation and feedback was provided by Ofwat in June 2018. It was acknowledged that the draft WRMP demonstrated good practice through the focus on demand management to achieve the supply demand balance, including the setting of ambitious leakage reduction targets across the planning period, but that there were a number of areas where it did not provide convincing evidence that it would deliver in the best interest of customers. We have taken this feedback on board in framing our final WRMP.

We have liaised extensively with Defra, Ofwat and the Environment Agency, to find a suitable approach to the delivery of our obligations under the Water Industry National Environment Programme (WINEP). Although WINEP3 is more than double the size of our current programme and represents around 20% of the national quantum, we are committed to seeking solutions that allow for better environmental outcomes and better value of money, benefiting customers and stakeholders. Natural capital solutions are an alternative to traditional engineering and chemicals solutions and 'no build' options reduce carbon and costs. All the options we identified would create approaches that are better for customers, enhance the environment and bring benefits for society more broadly. In particular, where options add to the region's natural capital balance sheet, they would also enhance social capital, by developing schemes with environmental groups and local communities.

Alliancing has been key to our strategy for delivering large engineering solutions since 2004 when we established our first Alliance model, the @One Alliance. We moved away from traditional project-by-project client and supplier relationships to long term partnerships with collaboration at their heart, so that common goals, shared incentives, culture and leadership are aligned. Our Alliance model looks to transform efficiency among delivery partners, so everyone's incentives are aligned, which drives innovation and savings. Innovation is therefore key to ensuring proposed solutions are the best available to meet stakeholder needs, including those of customers. For example, we look to reduce carbon, use no-dig technology, construct off-site, re-purpose and re-use old assets where possible. Alliancing is held up as best practice and has become a model that others are also looking to adopt.

Risk and return

Assurance that the Board has identified the risks associated with delivering our Plan

We are exposed to a variety of uncertainties that could adversely affect or impact on our financial condition, operational performance, business resilience and reputation. We have a structured approach to risk assessment with the Board defining our risk appetite and monitoring principle risks in the context of its obligations to keep employees safe and provide an essential and efficient service to customers. Senior management determines mitigating activities required to control risk likelihood and the impact to acceptable levels.

The Board regularly reviews the internal controls and risk management processes to support its decision making. Delivery of our Plan has been included on our risk register and is subject to the regular reviews.

A separate risk log is managed by the PR19 Programme Board which has been reviewed on a regular basis to ensure all requirements have been addressed.

One of the main risks to delivering our Plan is ensuring we have an organisational structure which allows us to meet the stretching targets we have set, to ensure delivery of our performance commitments and outcome delivery incentives, while providing excellent customer service and meeting the challenges we face in the region we serve.

Understanding the challenges that we will face in AMP7, we have already begun to make changes to the organisational structure. There will be much more to do, with little or no extra resource and it is clear we will need to work more innovatively and efficiently than ever before. The business will be re-purposed into three core functions – Water, Water Recycling and Retail Services. Each of the core functions will be made up of people from across the Business, integrated into teams within the function. Supporting these core functions will be enabling functions whose job will be to set standards and consistency, develop good practice and facilitate the delivery of service to customers. This includes a Customer Experience Centre of Excellence, which will wrap around the core functions to make sure our customer experience is truly leading. We plan to have the new structure in place by April 2019. This will give us a year to embed different ways of working before AMP7 begins in April 2020.

Assurance that the risk mitigation and management plans the Board has in place are appropriate

Our risk management process identifies, assesses and manages our risks. These risks are broadly categorised as safety, operational, financial, regulatory, and compliance with current regulations and law. Risks are formally identified and mapped to ensure consistency and completeness. We analyse the potential causes and impacts of risk using a range of governance, compliance and audit activities. Business unit and top-tier risk registers remain key tools that help senior managers to monitor risks and evaluate the impact of individual risks, and also to evaluate risks in the aggregate across a broad spectrum of threats to overall business performance. The Board meets regularly during the year to assess the level of risk that it is willing to accept in respect of our strategic priorities for customers and the environment. For each strategic outcome we have identified the principal threats that might put the achievement of those outcomes at risk. Management also considers new, changing or emerging risks. Through a process of review and discussion we have developed a methodology for setting an appropriate target position for each principal risk. Where the existing level of risk is assessed as not meeting the target, additional controls or mitigating measures are identified in order to reduce the risk to the target level. This is formally recorded in the top tier risk register. In addition, we link the principal risks to our assurance plan to ensure assurance is properly focused on the most significant risks.

The Board requires assurance that the controls implemented are tested and, where required are externally tested. This assurance is delivered through business resilience planning and scenario testing, health and safety audits and compliance, internal and external audit activities, external certification, governance and compliance activities.

Covenants and financial discipline exists due to securitisation. Common Terms Agreements (CTAs) include financial and non-financial covenants and other provisions relating to information requirements. This provides a high degree of governance and control over the way the company is able to transact with suppliers and customers, and imposes a number of cash and debt performance tests that help ensure financial resilience. Most CTA compliance tests are measured annually. Failure to meet certain tests, principally interest cover ratios and gearing ceilings, would result in a dividend lock, or in the most severe circumstances control of the business is transferred to the principal bank in the CTA.

Members of the senior management team take responsibility for owning covenants and report compliance on a monthly basis. The reporting process is managed by Group Treasury who also hold annual reviews with each of the covenant owners to confirm understanding and sharing of covenant requirements. In addition group Internal Audit conducts annual reviews to assess the effectiveness of compliance monitoring using a risk based approach. Any potential issues are raised at monthly meetings. All business plans and forecasts are tested for CTA compliance.

Financeability

Assurance that our Plan is financeable on both the notional and actual capital structure and that our Plan protects customer interests in both the short and the long term

We confirm that our Plan is financeable on both a notional and actual basis, inclusive of the legacy adjustments from the previous AMP. There is however, minimal headroom. In order to ensure customer interests are protected we will not be seeking to buffer through bills. We will instead achieve financeability by reducing leverage and foregoing dividend income over the AMP7 period.

The Board reviews the viability of the Company for the purposes of the Price Review as an integral part of the overall business planning process. This includes financial forecasting, robust risk management assessment, regular budget reviews, scenario and stress test planning. We aim to ensure our operations are resilient and our finances sustainable and robust.

We have assessed our resilience against a series of potential shocks, following Ofwat's guidance and our Plan ensures that our operations are robust and our finances sustainable.

In conjunction with specialist consultants, Arup, we have developed a holistic resilience framework which incorporates Ofwat's key theme for PR19 of 'resilience in the round'. Arup undertook independent assessment of our overall resilience, including financial resilience. This provides a level of confidence because of:

- The protection provided to the finances of the regulated business by the securitised structure and additional reporting and control that this entails
- The financial flexibility provided by being a privately owned company with the ability to take a long term view and if necessary reduce dividends. or inject equity, as a buffer against financial shocks
- Annual reviews of, and reporting on, long term viability.

We have developed robust business forecasts for AMP7 and AMP8. These have been stress tested against a range of scenarios and have identified appropriate mitigations against the potential risks. If business risks were to materialise which resulted in an unacceptable level of deterioration in the company's financial metrics, our principal actions would include further reducing the level of shareholder distributions, potential shareholder equity injections, reviewing the financing structure and identifying further opportunities to reduce the Company's base or financing costs.

We are therefore confident that we are able to deliver our Plan and that our customers' interests are protected in both the short and long term.

APPENDIX 1 EXTERNAL ASSURANCE PROVIDERS AND SPECIALIST CONSULTANTS

The table below sets out details of our external assurance providers and a non-exhaustive list Specialist Consultants engaged as part of our PR19 planning process and the scope of their activity.

Assurance Providers	Scope of activity
Compass Lexecon KPMG Linklaters Oxera	Review our Plan from a strategic level to identify strengths and weaknesses, and to make recommendations for improvement
Customer Engagement Forum	Challenge current performance and check that we are delivering on the commitments made to customers in the 2015 to 2022 business plan Independently challenge us on the quality and breath of our customer engagement and provide assurance to Ofwat that the customer engagement is informing business plan decisions for PR19 is robust, reliable and proportionate
Deloitte	Perform a set of assurance support reviews on financial elements of our Plan
Jacobs	Provide assurance on technical elements of our Plan
PriceWaterhouseCoopers	Internal Audit function, review of PR19 governance and assurance arrangements
Specialist Consultants	Scope of activity
Accent	Acceptability research with household and non-household customers Ethnographic research
AECOM Ltd	Cost modelling support, validating cost models and updating cost model library
Alto Consulting	Customer behavioural segmentation research
A R Siddans	Provide expert opinion for cost modelling purposes
Arup	Develop resilience framework and maturity assessment / stress test
Atkins Consultants	Hydraulic modelling of growth impact Modelling for WINEP investigations Modelling of low pressure areas using hydraulic models Geospacial analysis of pipes and crossing with other infrastructure
Avon Polymer Products	Materials analysis to predict failure likelihood (asbestos water mains)
Barhale	Engineering support for root cause analysis and needs identification, water recycling non-infra
Business Modelling Associates	Bioresources operating model development
CAPCAN	Assessment of natural capital options for P removal in WINEP programme
Centre for Productivity and Performance, Loughborough University	Botex cost modelling for cost assessment purposes
Centre for Research into Environment and Health	Investigative studies relating to bathing waters
Copperleaf	Provision of IT platform for costing and optimisation of investment alternatives

Corporate Culture	Consultancy for customer behaviour programme (keep it clear)
Cranfield University	Support to develop flooding outcomes and performance commitments
Deloitte MCS	Develop collaborative working processes for developing and delivering our Plan
Deritend Group	Advise on maintenance strategy for raw water abstraction
Dunnella	Provide expert opinion for cost modelling purposes
Eftec	Main willingness to pay study, second stage water resources study and environmental study
Emcor	Condition assessment of core offices and operational buildings
First Economics	Input price forecasting for cost assessment purposes
Frontier Economics	Productivity forecasting for cost assessment purposes
Given London	Development of an economic model for setting performance commitment levels and incentive rates
ICS Consulting Ltd	Development of strategy for customer engagement carrying out focus groups
Incling	Create an approach to engaging customers on large investments
Intertek	Advice and societal valuations for outcomes and performance commitments
Isle Utilities	Recruitment of an online community
JCP Consultancy	Model development and scenarios to test proposed solutions
Jeremy Benn Associates	Pipe deterioration work
KPMG	Develop a collaborative planning process to enable effective engagement with delivery alliances
Mott MacDonald	Modelling for pluvial and fluvial flood risk
MWH	Development of a methodology for assessing suitability of projects for DPC
NERA	Resilience analysis for water non-infra water treatment
Oasis Utility Solutions	Engineering design and support for options development for the WRMP
Reckon LLP	Benchmarking / validating of enhancement expenditure costs have been against industry costs
RPS Group	WRC capacity assessments
Skanska	Asset deterioration modelling with likelihood and consequence of failure
Sutlow Dobbs	Developing a PR19 societal valuation strategy
Sweco	Pipeline inspections
The Behaviouralist	Accounting separation for bioresources price control and RCV
UEA	Flooding solution development using hydraulic models
WSP UK	Identification of upgrades to water distribution network for developer growth purposes
	Engineering support for root cause analysis and needs identification, water recycling non-infra
	Hydraulic modelling of growth impact
	Engineering support for root cause analysis and needs identification, water recycling non-infra
	Using behavioural science for managing bad debt
	Q-analysis environment study
	Hydraulic modelling of growth impact