



Our final plan

# Our Drainage and Wastewater Management Plan 2025-2050



Technical Appendices  
Appendix F – Stakeholder Engagement

May 2023



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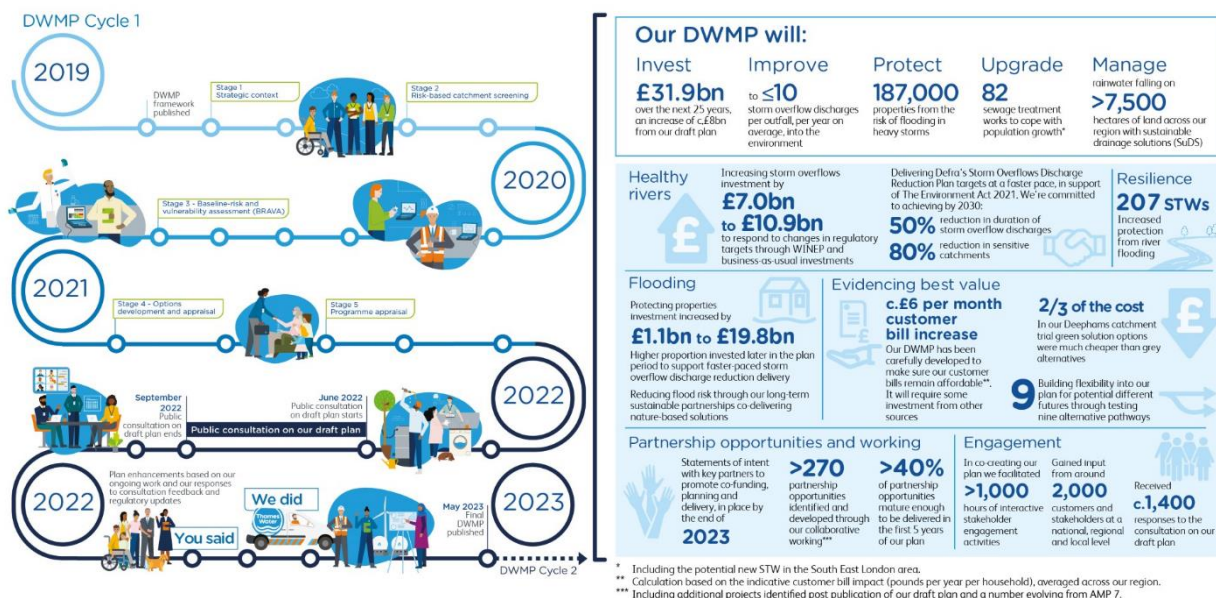
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## Preface

We're proud to present our first Drainage and Wastewater Management Plan (DWMP) and encouraged by the level of positive feedback we've received. Over the last four years, we've engaged and worked collaboratively with around 2,000 of our customers and stakeholders, to deepen our shared understanding and develop new ways to manage drainage and wastewater across our region. We illustrate our DWMP Cycle 1 and its headlines below.



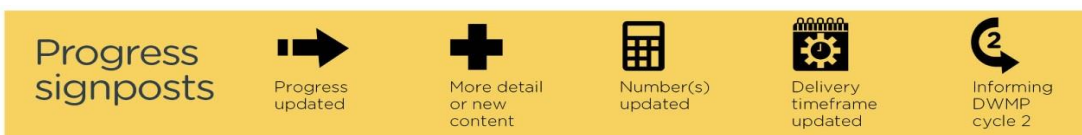
We've progressed and enhanced our DWMP since we published it for public consultation in June 2022. We were pleased to receive lots of positive comments and support on the quality and ambition of our draft plan as well as useful ideas for making our final DWMP even stronger.

We've updated our draft plan based on our ongoing DWMP work, regulatory updates and our responses to the consultation feedback wherever possible\*. Our updates include providing more detail where you felt it was needed and creating new appendices to answer technical queries. For more details on how we've progressed our final plan and responded to the consultation feedback, please see our [Non-technical summary](#) and [You said, We did Technical appendix](#).

\* Some public consultation feedback didn't require further action or wasn't relevant to the DWMP process. Other feedback was relevant to future DWMP planning cycles and will be used to inform this work.

### Progress signposts

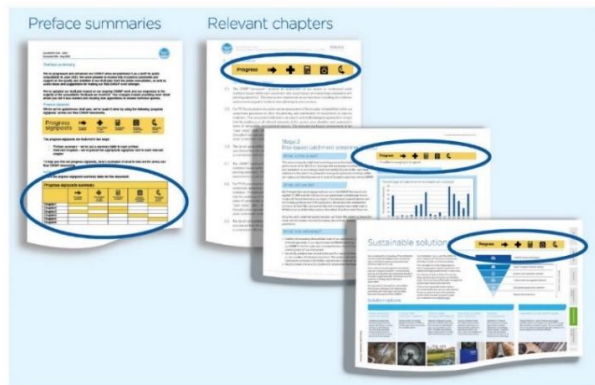
We want to make it easy for you to see what's changed. You can spot all the places we've updated our draft plan with our 'progress signposts' which we've used across our final DWMP documents.



Here's where they'll be:






- Preface summaries – we've put a summary table in each document's preface (excluding Summary documents and CSPs)
- Relevant chapters – we've placed the appropriate signposts next to each relevant chapter (including Summary document and CSPs)

To help you find our progress signposts, here are examples of what to look out for:



### Progress summary table

The progress signposts summary table for the chapters in this document is outlined below. We've used orange cells to indicate where our draft plan has been updated with progress.

Progress signposts summary: Appendix F – Stakeholder Engagement					
	 Progress updated	 More detail or new content	 Number(s) updated	 Delivery timeframe updated	 Informing DWMP cycle 2
1 Our DWMP					
2 Stakeholder engagement					
3 How we engaged with our stakeholders – draft DWMP					
4 How we engaged with our stakeholders – final DWMP					
5 Working through stakeholder engagement challenges					
6 Demonstrating the benefit of a collaborative approach					
7 Lessons learnt from Cycle 1 and informing DWMP Cycle 2 thinking					

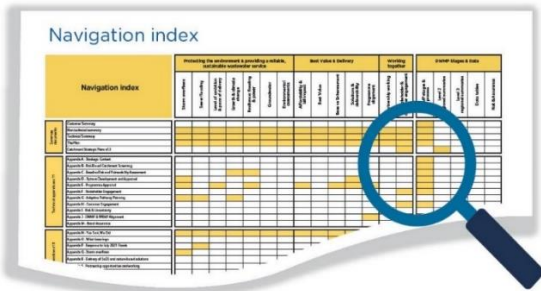
### Key DWMP content

This document specifically includes the following key DWMP content:

- Stakeholder & customer engagement
- DWMP stages and data:
  - DWMP stages & process

## Navigating our documents

To help you navigate around our final DWMP document suite and find where key DWMP content features, we've placed a Navigation index at the back of this document.



## Executive Summary

Stakeholder engagement has been at the heart of our journey to create our first Drainage and Wastewater Management Plan (DWMP), not as a Thames Water plan, but as a truly collaborative and partnership-led shared plan.

Due to the multitude of stakeholders who have a role in wastewater and drainage services within our region, stakeholder engagement is fundamental to the development of a successful DWMP. Everyone with an interest must be represented, which is a considerable challenge in an area as large as ours that spans London and the Thames Valley and includes over 15 million customers, 354 sewage treatment works and approximately 109,000km of sewer network. A challenge further compounded by the relatively short time frame for the development of this first DWMP and the Covid-19 pandemic. However, we have risen to this challenge and worked collaboratively with our stakeholders and customers by adopting proven, new and innovative ways of engaging. We collaborated throughout each of the plan's development stages, while ensuring our engagement activities didn't impose too much on our stakeholders' time and made it easy for them to contribute fully.

In co-creating this first DWMP we have facilitated over 900 hours of interactive stakeholder engagement activities with input from across 550 customer households, around 70 local authorities, 50 organisations and numerous environmental action groups at a national, regional and local level. We have used over 20 different collaborative channels, methods and tools; including a phased customer research programme that helped to inform and balance our plan, as well as create our very first baseline of our customers' 25-year wastewater priorities.

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*'By planning together, organisations are more likely to work together to deliver improvements that benefit the communities we live and work in.'*

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'Working Together' document Water UK<sup>1</sup>

We have aligned our planning approach to the DWMP Guiding Principles, 'Working Together' document and other national guidance. We worked closely with our national stakeholders, peers and regulators, including establishing our own regional strategic forum to ensure our stakeholder engagement approach consistently met with their expectations and approval. We also enriched our shared plan with wider industry integration and the valuable stakeholder engagement lessons we have gained over the years from developing other strategic plans, such as the Water Resources Management Plan which is currently in its sixth industry cycle.

Our stakeholders were very clear about what they want and don't want from the DWMP, and this, together with all their feedback, has fed directly into the plan's co-creation. We illustrate in Table 0 1 the top ten recurring stakeholder 'wants' for the DWMP that were shared throughout our engagement activities, and that we worked collaboratively to address in our final shared plan.

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<sup>1</sup> <https://www.water.org.uk/wp-content/uploads/2019/09/Working-together-to-improve-drainage-and-environmental-water-quality-an-overview-of-Drainage-and-Wastewater-Management-Plans.pdf>



**Use of nature-based solutions** - Stakeholders wanted and expected us to use ‘green’ nature-based solutions as a sustainable solution for DWMP, not just traditional ‘grey’ infrastructure solutions. They were keen our final shared plan achieved a strong balance between ‘grey’ and ‘green’ solutions.



**Agreeing maintenance and ownership of SuDS** - Stakeholders clearly told us that they wanted SuDS maintenance and ownership to be clarified and agreed in the long term, as an important sustainable solution within our shared plan.



**Go beyond standard industry metrics** – Stakeholders wanted our shared plan to incorporate wider metrics as measures of its effectiveness, such as community and well-being metrics, rather than simply conventional industry standards: *“Your industry metrics are ok, but what about wider metrics such as wellbeing”. “Go beyond industry business as usual of protecting to 1 in 50 year storms – what about protecting Londoners from the storms that we saw in July 2021?”*



**Focus on good asset health** – Our stakeholders told us they considered good asset health as fundamental to our shared DWMP’s success: *“Can you make sure that as well as taking care of the future you’re also repairing assets broken today”.*



**Clarifying surface water networks** – As part of our shared planning and to help further facilitate partnership working, our stakeholders told us they wanted our plan to map and enable the data sharing of surface water networks.



**Adopting ambitious DWMP objectives** – Our stakeholders were clear that they wanted and expected our shared plan to have stretching and aspirational long-term objectives and targets.



**Work with customers to reduce run off** – Stakeholders told us they wanted our shared plan to focus on doing more work with our customers to help reduce runoff volumes, particularly encouraging such measures as down pipes disconnection and installation of water butts.



**Funding of DWMP partnership projects** – Our stakeholders wanted clarity around how DWMP partnership project opportunities would be funded: *“What would the co-funding model look like?”*



**Affordable water bills for all customers** – It was fundamental to our stakeholders that our shared plan was developed to be affordable for all customers and that any cost implications were smoothed over the long term to avoid any customer bill volatility.



**Improving the environment** – Our stakeholders wanted our shared plan to focus both on protecting the environment across our region and also enhancing it for existing customers, and for generations to come.

**Table 0-1 Top 10 themes that stakeholders told us they want from the DWMP**

The objective of our stakeholder engagement strategy was to co-create a long-term plan that stakeholders could own with us. They had to trust it to address the flooding and environmental protection required in our region over the next 25 years, while also developing a strong baseline

for future DWMP cycles. To achieve this, we put in place six ambitious aims and measurable outcomes that created a clear line of sight between our stakeholder engagement work and the development of our final DWMP.

We took the same collaborative, far-reaching and inclusive approach to the public consultation on our dDWMP, as to its development. We facilitated as much customer and stakeholder consultation feedback as we could, through using our multi-channel communications approach. This included gaining feedback through online consultation form, interactive workshops, bespoke online sessions and meetings. We also encouraged feedback through our Thames Flood Advisors, Catchment Partnerships and across our digital channels and platforms, with information and updates across our social media feeds, website and both our DWMP Customer and Practitioner portals. In addition to this, and to ensure we gained as much customer consultation feedback as possible, we specifically commissioned third party specialists to develop and deliver a customer online survey, that was bespoke to our household and commercial customers.

We're encouraged by the positive outcomes of our stakeholder engagement work which include:

- Identification of over 500 priority stakeholder hotspots within our region that helped to deepen our understanding of the risks and issues in each catchment, and better enabled us to target co-funding opportunities where there are multiple benefits for stakeholders
- Generation of 78 potential partnership project opportunities which we're keen to explore further with our partners, particularly their co-benefits and potential for co-funding
- The development of our DWMP partnership opportunities database that has embedded itself into our day-to-day investment decision making processes. The database will contain information derived from current and future risk hotspots, as well as new or existing partnership projects and be managed as a live, regularly updated feature of the DWMP
- A clear understanding of what stakeholders and customers want from their DWMP
- Positive feedback from Risk Management Authorities in the independent national survey carried out by the Environment Agency on stakeholder engagement

Through the last few years of engagement on our first DWMP we have learned the significant value in travelling the DWMP journey with our stakeholders and utilising collective learning, knowledge and resources. By working together we have been able to co-create a plan that addresses the key risks and opportunities within our region and provide shared solutions that can be delivered more sustainably to achieve wider benefits for the environment and our customers.

In total we received 95 responses to the public consultation, 1,004 responses to our household customer survey and 300 responses to our non-household (commercial) customer survey. These came from a wide range of stakeholders including regional and local government, members of parliament, environmental organisations, local community organisations, catchment partnerships and individual members of the public.

In response to your feedback, we have made numerous changes to our fDWMP which are set out in detail within the You Said, We Did<sup>2</sup> technical appendix. They include updates to the suite of documents that make up our fDWMP, additions to the content we plan to include in our next

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<sup>2</sup><https://www.thameswater.co.uk/media-library/home/about-us/regulation/drainage-and-wastewater/appendix-n-you-said-we-did.pdf>

DWMP (Cycle 2) and refinements to the processes that will inform how we develop our next DWMP. The principal ways in which the consultation has enabled us to enhance our fDWMP are outlined below in Figure 0-1.



**Figure 0-1 How the consultation has enabled us to enhance our fDWMP**

This document summarises our delivery of the DWMP Stakeholder Engagement process in alignment with the nationally agreed industry framework.

## 1 Our Drainage and Wastewater Management Plan (DWMP)

### Progress



- 1.1 Stakeholders are at the heart of our DWMP. Due to the level of shared responsibilities for drainage in the UK and the challenges that population growth, climate change and urban creep represent for our drainage and wastewater systems, an effective strategic plan for wastewater and drainage can only be developed in partnership with others. We recognise the success of our DWMP relies on the continued input and support from stakeholders across our region. Therefore, we would like to thank all our stakeholders who engaged with us during this journey and in doing so have helped to co-develop our first DWMP for the London and Thames Valley region.

### Planning for our wastewater future

- 1.2 To ensure we can continue to deliver our company purpose and ambitions it's essential we develop a long-term strategy for drainage and wastewater which guides our investment and helps us to deliver the service that our customers need now, and into the future. Our vision is to develop, with a broad range of stakeholders, a collaborative DWMP which sets out the agreed risks and challenges that we collectively face in our region, plus how we plan to tackle them together over the long term. Our DWMP vision supports our corporate strategy and ambitions as outlined in Figure 1-1.

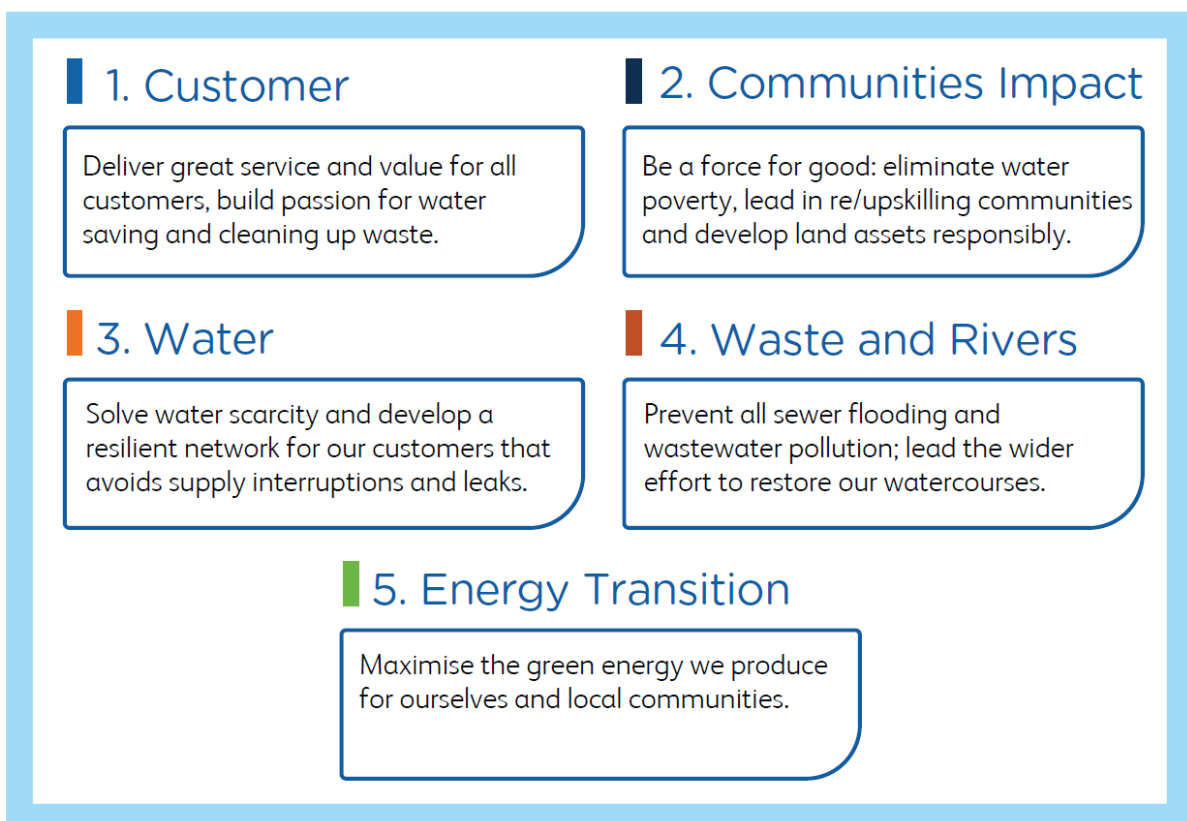


Figure 1-1 Company Vision 2050 themes

## What we're trying to achieve

- 1.3 There are many parts to our wastewater service that the DWMP will develop, protect and enhance. The Working Together<sup>3</sup> document defines the outcomes that can be achieved through collaborative work in partnership across our region to create and implement a DWMP as illustrated in Figure 1-2.

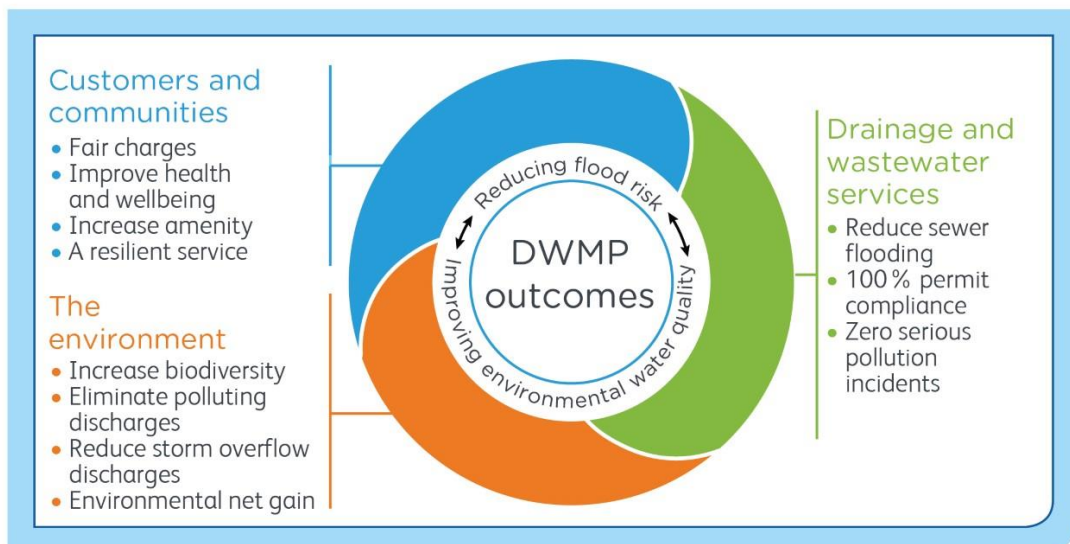


Figure 1-2 What we can achieve working together

- 1.4 We have based our main DWMP aims and outcomes on this guidance as follows:
- Customers and communities - Fair charges, improve health and wellbeing, increase amenity, a resilient service
  - Drainage and wastewater services - Reduce sewer flooding, 100% compliance, zero serious pollution incidents
  - The environment - Increase biodiversity, zero harm from storm overflow discharges, environmental net gain

<sup>3</sup> [https://www.water.org.uk/wp-content/uploads/2021/10/Working\\_Together\\_an\\_overview\\_of\\_Drainage\\_and\\_Wastewater\\_Management\\_Plans.pdf](https://www.water.org.uk/wp-content/uploads/2021/10/Working_Together_an_overview_of_Drainage_and_Wastewater_Management_Plans.pdf)

## 2 Stakeholder engagement

Progress



- 2.1 It's not possible for DWMPs to be developed and delivered by water companies alone. DWMP development is led by water companies but developed collaboratively with other stakeholders that have a shared responsibility and/or interest in drainage, flooding and protecting the environment. Figure 2-1 outlines the many stakeholder organisations and groups that own, utilise or impact drainage and wastewater assets and performance across our region.

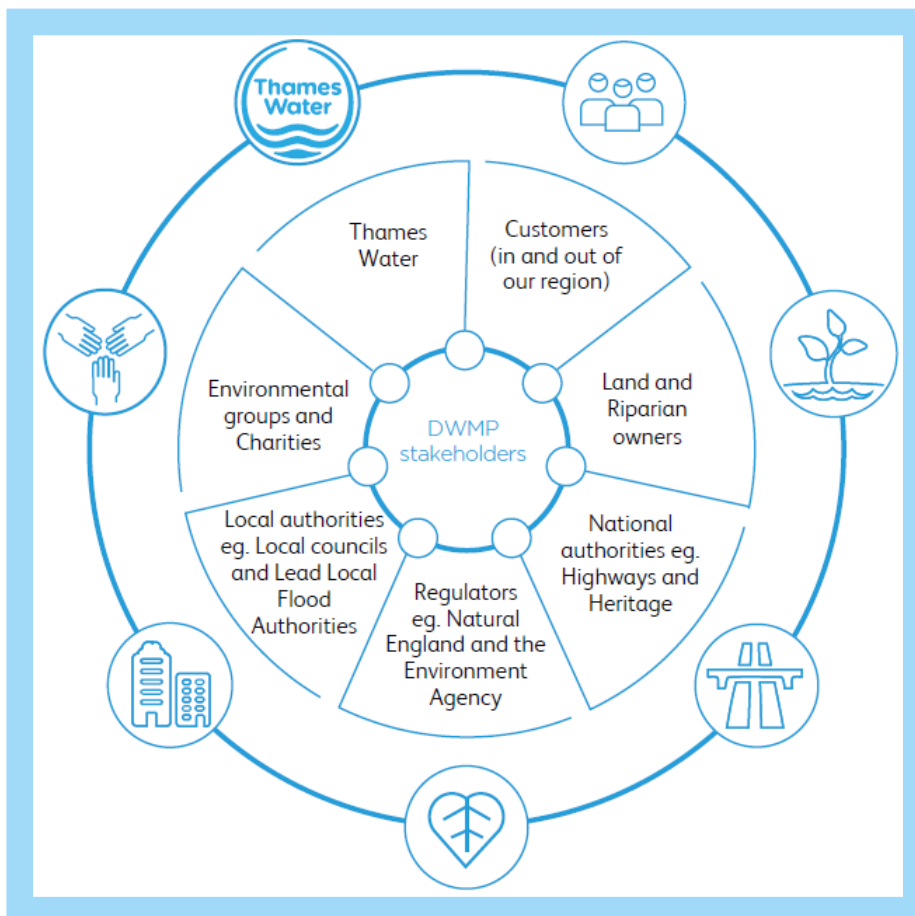
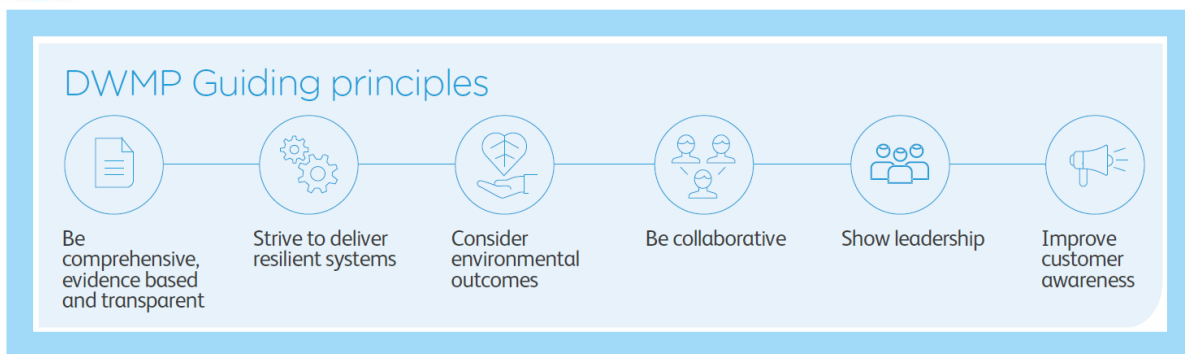


Figure 2-1 Stakeholders with responsibilities and/or interest in drainage, flooding and protecting the environment

### Following national guidelines

- 2.2 In 2022 the UK and Welsh Governments and the environmental / economic regulators (Natural Resources Wales, Environment Agency and Ofwat) outlined their priorities and expectations for Drainage and Wastewater Management Plans in the form of Guiding Principles, as illustrated in Figure 2-2 below. The Guiding Principles provide clarity on scope and a useful structure to develop, deliver and judge the quality of a DWMP in its first cycle.



**Figure 2-2 Guiding Principles for Drainage and Wastewater Management Plans. Produced by Defra, Welsh Government, Natural Resources Wales, Environment Agency and Ofwat. Final Version 2022**

2.3 The detail of the Guiding Principles is reproduced below:

- **Be comprehensive, evidence based and transparent** in assessing, as far as possible, current capacity and actions needed in 5, 10 and minimum 25-year periods considering risks and issues such as climate change. Plans should also align, as far as possible, with other strategic and policy planning tools.
- Strive to deliver **resilient** systems that will meet operational and other pressures and minimise system failures.
- Consider the impact of drainage systems on immediate and wider **environmental outcomes** including habitats and in developing options for mitigation to include consideration of environmental net gain and enhancement.
- **Be collaborative** by recognising the importance of sectors working together to consider current and future risks and needs and to deliver effective solutions – setting out how they will do this, how they have engaged with and responded to stakeholders.
- **Show leadership** in considering the big picture for an organisation’s operational capacity to develop and deliver the plan, and mindful of linkages with other strategic planning frameworks.
- **Improve customer outcomes and awareness** and demonstrate that solutions and actions provide both value for money and consider societal benefits.

2.4 We have aligned the development of our DWMP and stakeholder engagement approach to the Guiding Principles, the national framework and the subsequent Working Together document. The Working Together guide<sup>4</sup> describes DWMP as ‘.... much more than just a water company plan...It’s an opportunity to plan together, to generate efficiencies and maximise outcomes arising from co-creation and delivery of solutions...’ The fundamental ‘Working Together’ principle of DWMP has arisen from having shared responsibilities for drainage across every region, and also from the opportunity to generate efficiency in pooled resources.

## Learning from other strategic management plans and policies

### Applying learning from our WRMP

2.5 Although this is the first time UK water companies have produced a long-term plan for their wastewater businesses, we have planned in a similar way in other areas of our business for

<sup>4</sup> <https://www.water.org.uk/wp-content/uploads/2019/09/Working-together-to-improve-drainage-and-environmental-water-quality-an-overview-of-Drainage-and-Wastewater-Management-Plans.pdf>

many years. For example, our WRMP, that is produced every five years with stakeholders to forecast long-term water resource requirements, is currently in its sixth industry cycle.

- 2.6 We recognise there is transferrable learning that can be applied to the DWMP from the WRMP, as well as being acutely aware of the plans' important differences. For example, the DWMP focuses on the granularity of local planning detail, rather than large scale, regional solutions. The key learning points that we have received from the WRMP community and applied to the design of our DWMP stakeholder engagement approach are detailed in Figure 2-3.



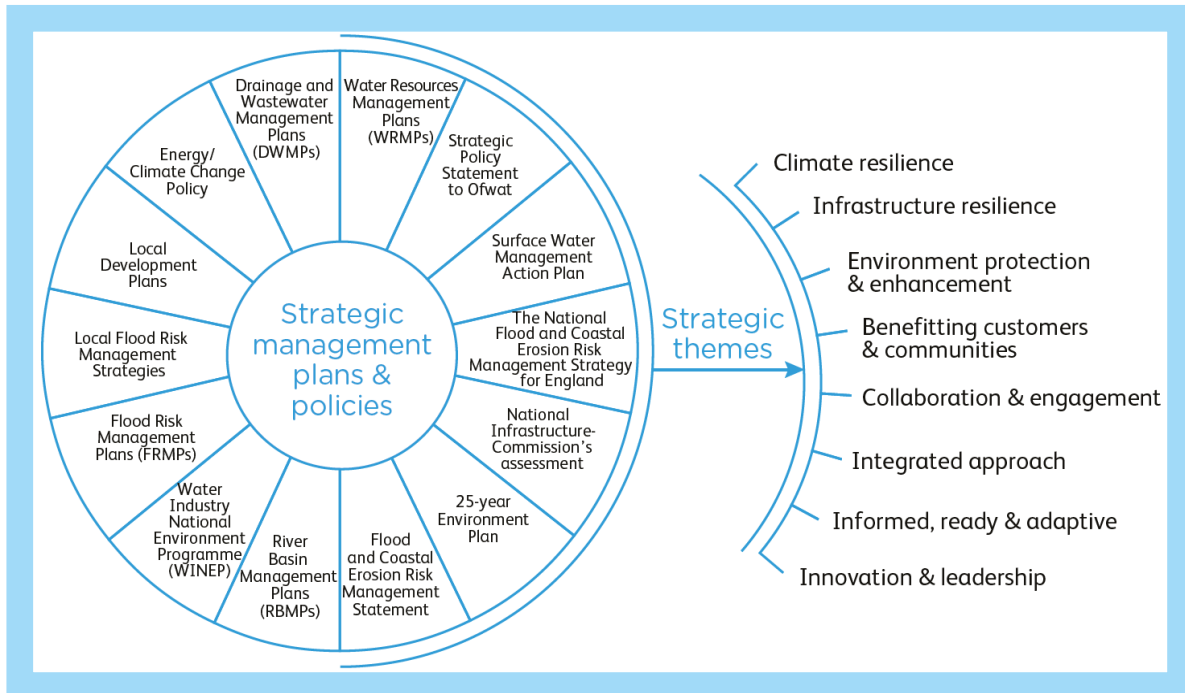
Figure 2-3 Key learning applied from our WRMP stakeholder engagement experience

- 2.7 We worked closely with the WRMP stakeholder engagement team to design our engagement approach, incorporating their existing reporting structures for efficiency and continuity. We also worked with them to set up our Strategic Forum in which we adopted the same internal executive to co-chair to ensure our approaches were fully integrated.

#### Applying learning from our peers and wider industries

- 2.8 We recognise that there are many organisations that have long-term strategic plans and significant stakeholder engagement experience through their development, from which the DWMP process can benefit as outlined in Figure 2-4. One example is the Environment

Agency’s adaptive pathway approach on the Thames Barrier<sup>5</sup> and Flood Risk Management Plans<sup>6</sup>. We have ensured that these organisations are part of our strategic forums so that we can tap into their learning and apply it where possible to support the development of the DWMP.



**Figure 2-4 Alignment of the DWMP with other strategic management plans and policies within the water industry and across other sectors**

2.9 Additionally, we regularly meet with our water company peers through Water UK’s Task and Finish Groups, which also facilitate the sharing of learning from our combined stakeholder engagement experience. For example, Figure 2-5 is part of a presentation national DWMP practitioners delivered to the Options Development Appraisal (ODA) Task and Finish Group in December 2021, where we shared different engagement tools across water companies.

<sup>5</sup>[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/322061/LIT7540\\_43858f.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/322061/LIT7540_43858f.pdf)

<sup>6</sup> <https://www.gov.uk/government/collections/flood-risk-management-plans-frmps>



Figure 2-5 Stakeholder engagement slide to share learning with our industry peers

### Importance of DWMP collaboration and co-creation

2.10 By working collaboratively with our stakeholders to identify shared challenges, priorities and integrated solutions our DWMP can address future challenges in a more joined-up and beneficial way. By taking this collaborative approach we have aligned our aims and co-created a DWMP that we can all support and work in partnership to deliver more sustainably. The aim is to achieve wider benefits and best value for our customers, communities and the natural environment across our region for the long term.

2.11 In developing our DWMP, stakeholder collaboration has been critical in helping us to:

- Innovate and create adaptive pathway approaches
- Identify co-funding opportunities
- Aim for outputs that will achieve wider benefits and meet multiple objectives
- Create a platform to share the ownership of this plan and its suggested solutions
- Reduce the financial impact on our customers' bills by pooling resources and maximising funding mechanisms
- Increase confidence in the robust nature of our DWMP for our customers, regulators and stakeholders

### Our stakeholder engagement strategy

2.12 The objective of our engagement strategy was to co-create a long-term plan that stakeholders could own with us, and trust to address the drainage and wastewater challenges in our region over the next 25 years.

2.13 We defined our main stakeholder engagement aims into the following set of outcomes and measures, as outlined in Figure 2-6. This focused our engagement activities and helped us to measure their effectiveness throughout the development of our shared plan. Section four of this document sets out how we have achieved these aims through collaborative working.

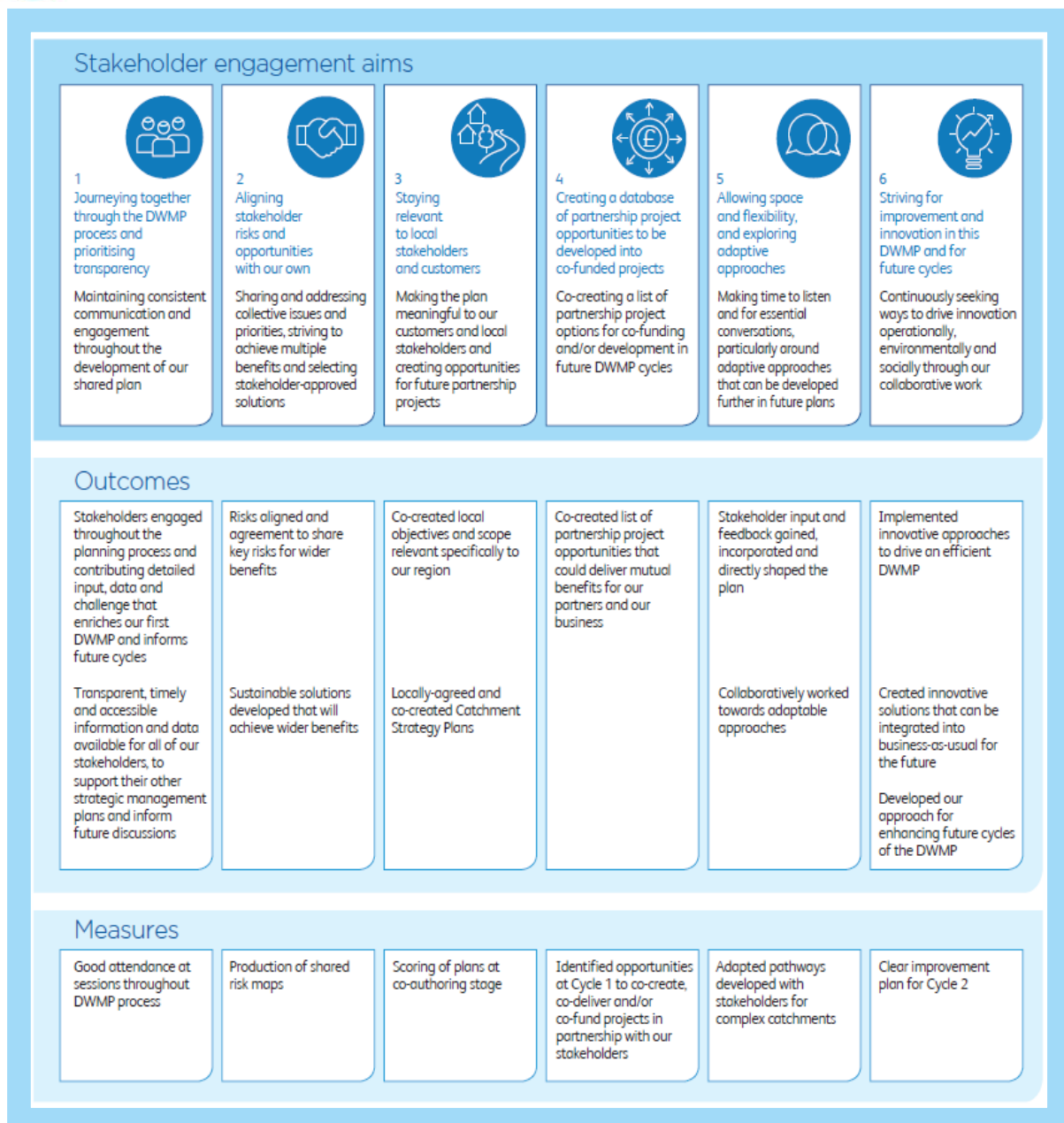


Figure 2-6 Our main stakeholder engagement aims and outcomes

## Our stakeholder engagement approach

- 2.14 We initiated our stakeholder engagement approach in autumn 2019 through a broad range of engagement channels to ensure our DWMP could benefit from our stakeholders' input and feedback. In response to the pandemic, we transitioned all our activities to interactive online platforms, which we combined with interactive software, so that we could continue our work collaboratively and safely throughout the Covid-19 restrictions.
- 2.15 We employed dedicated in-house stakeholder engagement staff, as well as co-funding roles in partner organisations to facilitate true partnership working, such as part funding the Thames Flood Advisors who are hosted by the Environment Agency.
- 2.16 Informed by the national framework and existing planning boundaries and groups within our region, we engaged our stakeholders across three levels. Figure 2-7 provides an overview

of the stakeholder levels we engaged with throughout the development of our shared plan, and the rationale for our engagement.

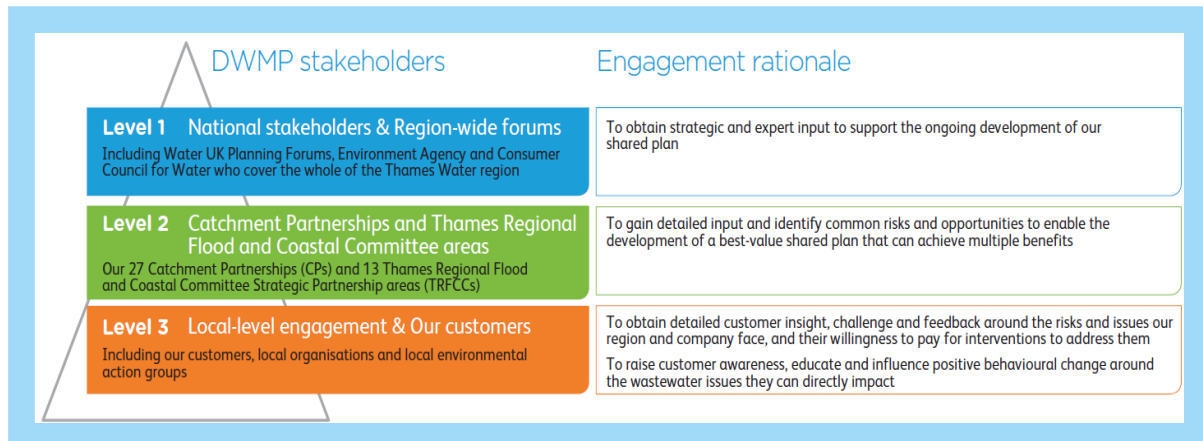


Figure 2-7 The DWMP stakeholder levels we engaged with and rationale for our engagement

2.17 We selected this engagement approach as it was comprehensive in reaching all relevant stakeholders and enabled us to discuss the plan at the level of detail that was important to each stakeholder audience. This was essential for us to build a ‘needs-led’ plan which was contributed to and approved by our stakeholders at every level. This approach was also shared with stakeholders as part of our Strategic Context<sup>7</sup> consultation to provide an opportunity for us to receive and incorporate their feedback.

### Stakeholder engagement throughout our shared plan's development

2.18 We engaged with our stakeholders throughout each of the stages within the nationally agreed DWMP development process. The three stakeholder levels we engaged with played a differing but vital role within each of the stages and helped us to co-create our shared plan, as outlined in Figure 2-8.

<sup>7</sup> <https://www.thameswater.co.uk/media-library/home/about-us/regulation/drainage-and-wastewater/strategic-context-document.pdf>

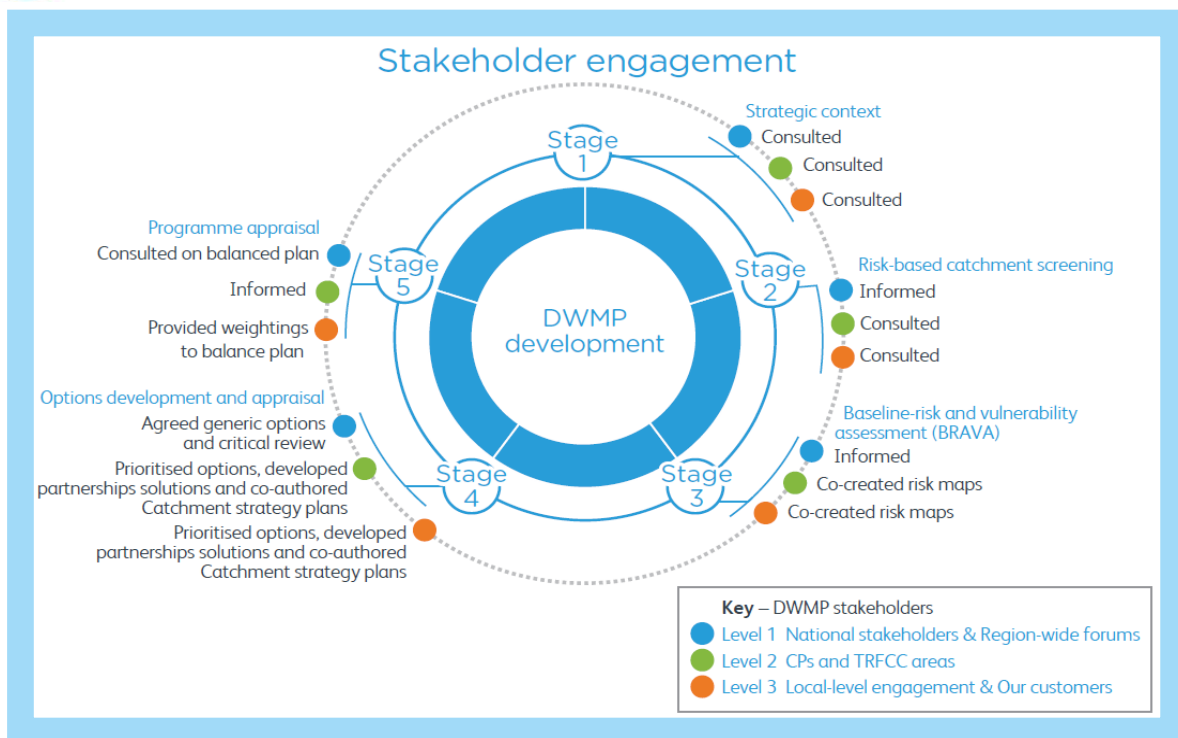


Figure 2-8 How we engaged with stakeholders throughout the DWMP development process

### Level 1 stakeholder engagement (National stakeholders & Region-wide forums)

2.19 We include here our national stakeholders. The development of DWMP nationally has been overseen by Water UK who have brought stakeholders together to develop the framework and steer its delivery in the first cycle. The main Water UK forum is the DWMP Steering Group which meets at least every six months. Its members include Defra, Welsh Government, Ofwat, Environment Agency, Natural Resources Wales, Consumer Council for Water, ADEPT and Blueprint for Water. In addition, various Task and Finish Groups have been set up to enable water company practitioners and stakeholders to work together on the technical aspects of DWMP.

2.20 We also set-up our own regional strategic forum with drainage experts from across our area. An example slide from one of our Level 1 forums can be found in Figure 2-9. We established this forum to gain regular input and feedback from our Level 1 stakeholders on our approach to plan development and stakeholder engagement. This regular guidance helped us develop and improve our shared plan in alignment with expectations. It also helped to ensure we were appropriately aligning to other strategic management plans across wider industry sectors. The terms of reference for this strategic forum were:


- **Support us to maximise stakeholder engagement** with our shared DWMP plan while it's in its non-statutory phase. On key topics, should attendees be unable to attend the session, we will seek comment at a later date electronically
- **Ensure as wide an inclusion of stakeholders as pragmatically possible within timeframe constraints.** Support making partnership working effective by spreading the word about the DWMP and drive through engagement at a regional/local level. Take ownership if parts of the region are hard to engage with. Work with us to devise an optimal engagement plan
- **Help to determine the best methodologies and data sets** which will inform the final content of the plan. Discuss alternative approaches with us to review whether they cover the scope

of the work and reach fair and consistent outcomes. We need your expertise to guide us in the best approaches/methodologies for building our plan, these can come from previous experience or be new ideas that we work on together


- **Balance aspirations with deadlines of the programme.** Help us manage expectations in our audiences to ensure we're all striving for the same goal. We won't be able to deliver everything in the first iteration of DWMP. Help us to balance and prioritise in an equitable manner across our region. Challenge our work to ensure we're remaining within the guidelines of the Water UK documentation and using the most direct approach to creating a long-term plan
- **Continuous improvement.** DWMP will be a plan that matures over several cycles. Work with us to ensure the learning from the first iteration is captured and acted on in preparation for the next cycle

Who's on the call today

Co-chairs




(left) Richard Aylard, Sustainability Director, Thames Water.




(right) Paul Jeffrey, Professor of Water Management, Cranfield University.


Atkins Team




Sian Padfield, DWMP Strategy Lead



Alex Nickson, Wastewater Systems Strategy Manager




Brian Arkell, Director Water Management




Alice Dinsdale-Young, Thames Flood Advisor leader


Thames Water team




Yvette DeGaris, Head of Environmental Engagement



Craig Boorman, DWMP Delivery Manager




Jack Johnson, Senior Analyst



Ciaran Roe, Thames Flood Advisor leader

TFAs



Anna Parr, Thames Flood Advisor

Accepted:

1. TRFCC
2. CIRIA
3. Environment Agency
4. Defra
5. GLA
6. Catchment partnerships
7. PLA
8. Customer Groups
9. Thames21
10. LoDEG
11. Ofwat
12. Cranfield Uni
13. TFL
14. South East Rivers Trust
15. Natural England
16. Customer challenge group
17. Bucks council

L1 forum members

Figure 2-9 Slide from a Level 1 stakeholder regional strategic forum

## Level 2 stakeholder engagement (CPs and TRFCC Strategic Partnership areas)

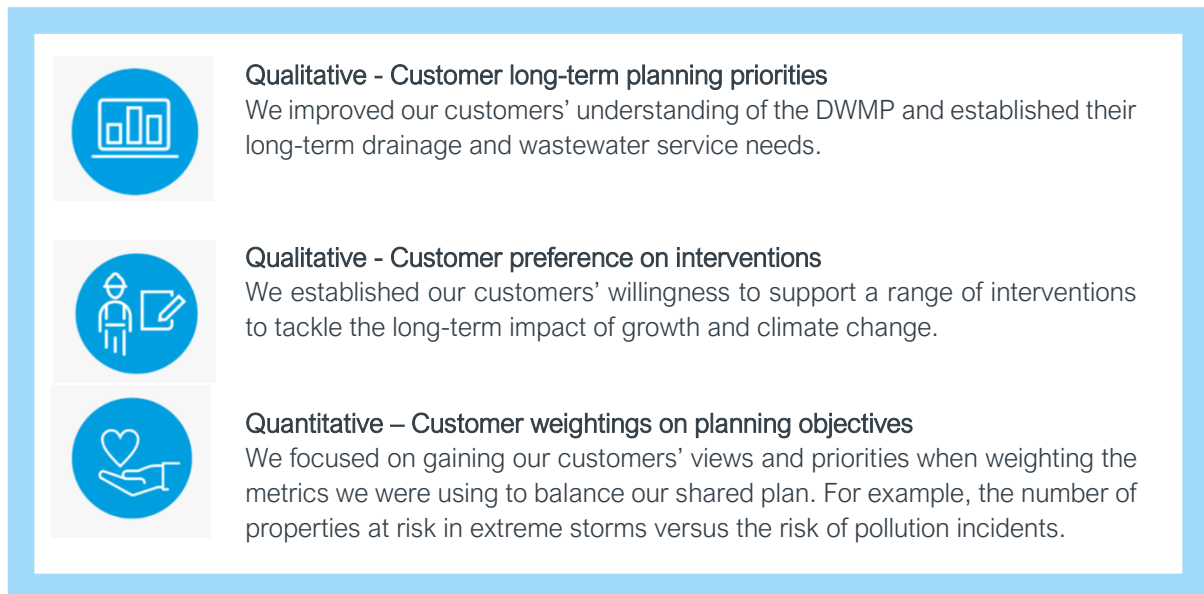
2.21 We recognised engaging with our Catchment Partnership (CP) networks and Thames Regional Flood and Coastal Committee (TRFCC) Strategic Partnership areas would be fundamental to us creating a shared plan based on detailed, local-level knowledge and experience. We engaged with both groups as their different but essential remits, boundaries and perspectives would help us to create a rounded plan: CPs are primarily concerned with environmental protection and river quality and the TRFCCs are focused on local flooding and resilience for their residents.

## Level 3 stakeholder engagement (Local level and Customers)

2.22 We engaged with Level 3 stakeholders throughout the development of our shared plan to ensure we were fully aligned with the views, priorities and challenges of our customers and local organisations. Existing information from our systems on areas of risk and priority was used to inform our decision making and stakeholders from these groups, including Burpham

Flood Forum and Thames21, were also invited to relevant forums throughout the development of our shared plan.

2.23 To engage and work closely with our customers we delivered both qualitative and quantitative customer engagement sessions throughout 2021 and 2022 as outlined in Figure 2-10.



**Figure 2-10 Customer engagement and research that shaped our shared plan**

2.24 We regularly updated and took advice from our Customer Challenge Group (CCG) and the Consumer Council for Water (CCW) when creating the content and questions for our customer research activities. Representatives from these groups were also members of our Level 1 stakeholder group and attended our Strategic Forums to offer the social perspective on our draft plans and to provide challenge around the potential bill impact of our shared DWMP.

### Our stakeholders

2.25 Our DWMP stakeholder community is substantial with 54 Lead Local Flood Authorities (LLFA), 27 Catchment Partnerships, 13 Thames Regional Flood and Coastal Committee Strategic Partnership areas, together with over 15 million customers. The broad range of stakeholder organisations and groups that we have engaged and collaborated with throughout the development of our shared plan are detailed in Table 2-1.

Level 1 National stakeholders & Region-wide forums	Level 2 CPs and TRFCC Strategic Partnership areas	Level 3 Local level engagement and Our customers
Buckinghamshire County Council (representing all outer London LLFAs) Construction Industry Research and Information Association Consumer Council for Water Cranfield University	13 TRFCC Strategic Partnership areas - including 54 LLFAs: - North West London - South West London - South East London - North East London - Central North London	Angling Trust Flood action groups Our customers: - Domestic and non-domestic - Future customers - Older age groups

Level 1 National stakeholders & Region-wide forums	Level 2 CPs and TRFCC Strategic Partnership areas	Level 3 Local level engagement and Our customers
<p>Customer Challenge Group</p> <p>Department for Environment, Food &amp; Rural Affairs (Defra)</p> <p>Environment Agency</p> <p>Greater London Authority</p> <p>Imperial College London</p> <p>London Councils (representing inner London LLFAs)</p> <p>London Drainage Engineers Group (LoDEG)</p> <p>Natural England</p> <p>National Highways</p> <p>National Infrastructure Commission</p> <p>Ofwat</p> <p>Port of London Authority</p> <p>Reading University</p> <p>South East Rivers Trust</p> <p>Southern Water</p> <p>Thames Rivers Trust</p> <p>The Rivers Trust</p> <p>Transport for London</p> <p>Thames21</p> <p>Thames Regional Flood and Coastal Committee</p> <p>Water UK</p>	<ul style="list-style-type: none"> <li>- Central South London</li> <li>- Lee Valley</li> <li>- Hertfordshire</li> <li>- Berkshire 5, Hampshire and West Sussex</li> <li>- Surrey</li> <li>- Oxfordshire, Swindon &amp; 4 Shires</li> <li>- Essex and Thurrock</li> <li>- Buckinghamshire, Luton, Slough &amp; Central Bedfordshire</li> </ul> <p>27 Catchment Partnerships:</p> <ul style="list-style-type: none"> <li>- Beverley Brook</li> <li>- Brent</li> <li>- Cherwell and Ray</li> <li>- Colne</li> <li>- Crane Valley</li> <li>- Darent and Cray</li> <li>- Evenlode</li> <li>- Hogsmill</li> <li>- Kennet</li> <li>- Loddon</li> <li>- London Lea</li> <li>- Lower Lea</li> <li>- Luton Lea</li> <li>- Maidenhead to Teddington</li> <li>- Marsh Dykes and Thamesmead</li> <li>- Mole</li> <li>- Ock</li> <li>- Ravensbourne</li> <li>- Roding, Beam and Ingrebourne</li> <li>- South Chilterns</li> <li>- Thame</li> <li>- Tidal Thames</li> <li>- Upper and Middle Lea</li> <li>- Upper Thames</li> <li>- Wandle</li> <li>- Wey</li> <li>- Windrush</li> </ul> <p>Local Environment Agency teams (including flood risk, water quality and quantity)</p>	<ul style="list-style-type: none"> <li>- Vulnerable customers</li> </ul> <p>Local organisations</p> <p>Local and National interest groups</p> <p>Mogden Technical Working Group</p> <p>Residents' groups</p> <p>RSPB</p> <p>Wildlife Trusts</p> <p>WWF</p> <p>WWT</p>

Table 2-1 Stakeholders we engaged and worked closely with to develop our shared plan

### 3 How we engaged with our stakeholders – draft DWMP

#### Progress



3.1 We engaged and collaborated with our DWMP stakeholders through over 20 different engagement channels, methods and tools to co-create our shared plan. We used a combination of face-to-face, online and digitally interactive channels to ensure we could continue to collaborate transparently, enable two-way feedback and prioritise safety throughout the pandemic's restrictions. Table 3-1 provides an overview of our stakeholder engagement activity across the three stakeholder levels.

DWMP Stakeholders	Engagement channel & Volume	Frequency				
		Annually	Bi-annually	Quarterly	Monthly	Bespoke
<b>Level 1</b> National Stakeholders & Region-wide forums	Annual Stakeholder review x 2	•				
	DWMP L1 Strategic forum x 6		•			
	Industry Practitioners Groups incl. Task and Finish Groups x 80+					•
	Ofwat updates via L1 forum x 4					•
	Environment Agency updates x 24				•	
	Natural England updates x 12			•		
	National Steering Group x 5		•			
	CCG updates x 6			•		
	CCW updates x 6			•		
	L1 Stakeholder feedback forms - 1 per Strategy forum + 2 additional			•		•
	Additional presentations at L1 meetings and 1-2-1 sessions					•
<b>Level 2</b> Catchment Partnerships & TRFCC Strategic Partnership areas	L2 bespoke workshops x 100					•
	CP & TRFCC presentations x 4			•		•
	Newsletters x 8			•		
	DWMP Practitioner portal updates x 6 - Access for >200 stakeholders					•
	L2 Stakeholder feedback forms – 1 per workshop + bespoke x 6					•
	TFA-led webinars x 8					•
	Additional presentations at L2 meetings and 1-2-1 sessions					•
<b>Level 3</b> Local-level engagement & Our customers	Corporate website updates x 4					•
	DWMP Customer portal updates x 4 - Access for over 15 million customers			•		
	Customer research 3 phases including surveys to >500 customers and 15 focus groups					•
	Additional presentations at L3 meetings and 1-2-1 sessions					•

Table 3-1 Overview of our stakeholder engagement activity across the three stakeholder levels

Examples of our stakeholder engagement activity

3.2 We provide some snapshot examples of our engagement activities for each stakeholder level in Figure 3-1 below. In section six of this document, we also provide three case studies that are focused at a high-level on the stakeholder engagement approaches that we're most proud of for their effectiveness and the outcomes they enabled us to achieve.



Figure 3-1 High-level examples of our stakeholder engagement activities

### Stakeholder engagement throughout the draft DWMP development process

3.3 Throughout our DWMP stakeholder engagement journey we worked with three stakeholder levels in each of the five stages within the DWMP development process. Figure 3-2 below illustrates our main stakeholder engagement activities and deliverables in each framework stage.

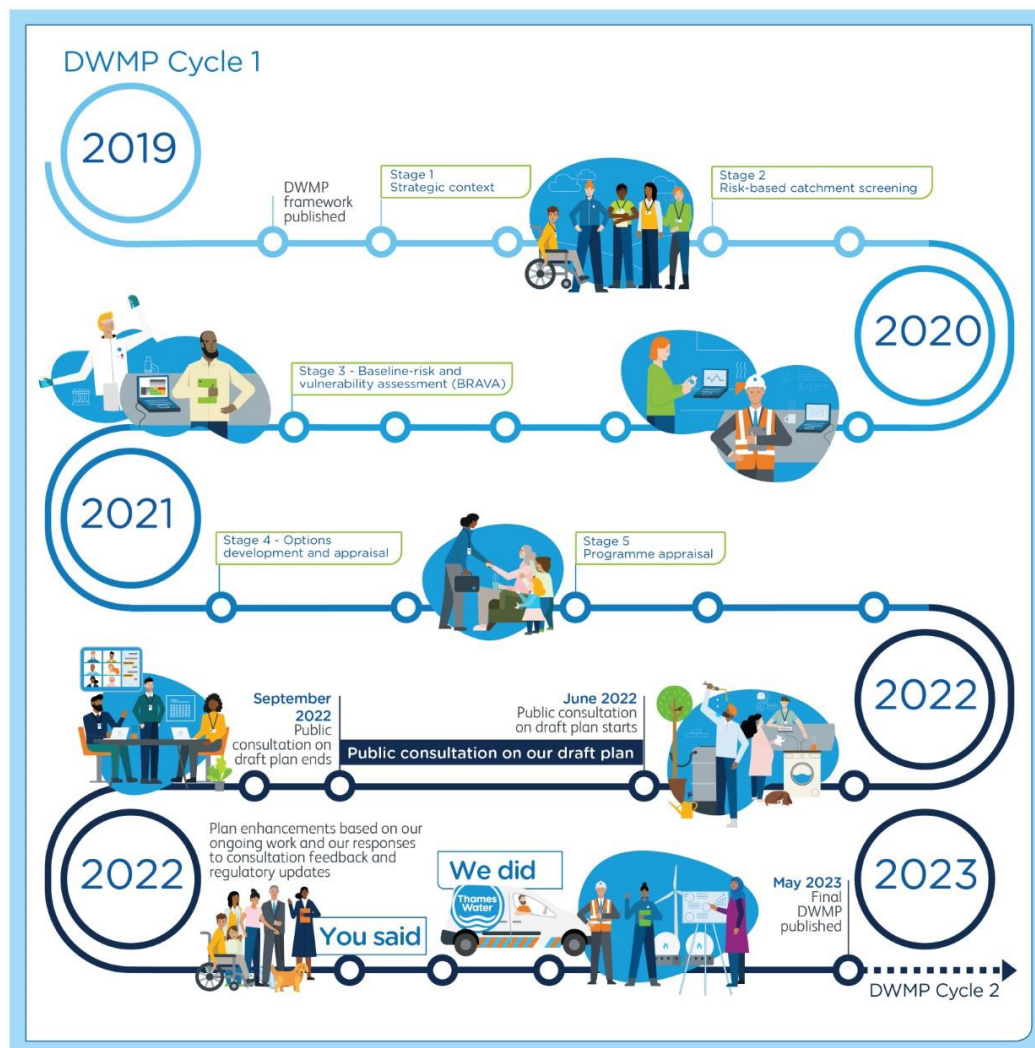


Figure 3-2 Our DWMP stakeholder engagement journey

### Stage 1 – Strategic context

- 3.4 In this first stage we worked with our stakeholders at national, regional and sub-regional levels. At a national level multiple Task and Finish Group sessions were held with industry practitioners to develop and agree six national planning objectives that are common to this first cycle of DWMPs.<sup>8</sup> These were endorsed by the Water UK DWMP steering group in September 2020.
- 3.5 To ensure the planning objectives were broad enough to reflect local needs, as well as national needs, we carried out a consultation with our Level 1 and Level 2 stakeholders. In autumn 2019, we sent them a draft Strategic Context document, draft regional planning objectives and five consultation questions. The purpose was to gain stakeholder input, challenge and establish the DWMP ‘Working Together’ principle. We did this by sharing the engagement schedules and deliverables we hoped to work collaboratively on over the coming years to co-create the shared DWMP.

<sup>8</sup> <https://www.water.org.uk/wp-content/uploads/2020/07/BRAVA-planning-objectives-for-the-first-cycle-of-DWMPs.pdf>

- 3.6 We received around 50 responses from stakeholder organisations which we categorised into seven main response themes and incorporated, with the consultation findings, into our 'Strategic Context – Response to Consultation' document'. This was shared with all our stakeholders in July 2020 and their feedback requested. Based on our stakeholders' consultation input we defined and agreed six additional bespoke objectives for our region. We combined our bespoke regional objectives with the nationally agreed common objectives to give us 12 objectives and measures for our first DWMP.
- 3.7 For more detail see our Strategic Context Technical Appendix.<sup>9</sup>

### Stage 2 – Risk based catchment screening (RBCS)

- 3.8 Between mid to late 2019 each of our 382 STW catchments were screened against a set of 17 nationally agreed criteria and metrics to identify and prioritise their vulnerability to future challenges.
- 3.9 We distributed a spreadsheet of our RBCS screening findings to our Level 2 and Level 1 stakeholders requesting their comments and feedback. We also shared these findings at local update meetings to gain our stakeholders' comments and feedback directly.
- 3.10 Due to the scale and population density of the STW catchments within our region the majority went through the RBCS process. Only a small number of catchments/systems were excluded due to their low population level and lack of forecast risk. Most stakeholders were content with our screening approach and the list of systems progressing through the DWMP framework. Wiltshire Council questioned the exclusion of a couple of their catchments and at their request we re-introduced these catchments. This demonstrates that our stakeholder engagement was successful in expanding our scope of works and in co-creating our plan based on stakeholder interests and priorities.
- 3.11 In early 2020, we shared our RBCS screening results for all our STW catchments on both our dedicated DWMP customer portal and Practitioner portal for our Level 2 and Level 3 stakeholders to access for information and transparency. For more information on our RBCS results please use this link<sup>10</sup>.
- 3.12 For more detail see our [RBCS Technical Appendix](#).

### Stage 3 – Baseline-risk and vulnerability assessment (BRAVA)

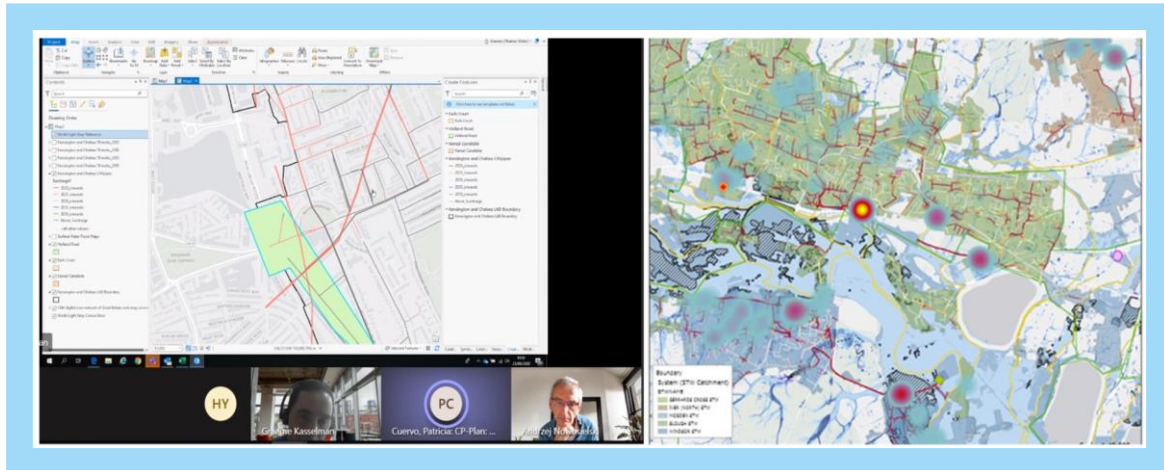
- 3.13 The BRAVA stage is the main risk assessment stage of the DWMP process. We used forecast data on climate change and population growth to work out the size of the potential gap that lies ahead if we do not mitigate future challenges.
- 3.14 Sharing and discussing the BRAVA assessments with our stakeholders was a fundamental step in our plan's development. Between September and December 2020, we facilitated over 70 online BRAVA workshops with our Level 2 stakeholders using Microsoft Teams. Figure 3-3 below provides an example of our collaborative work within these workshops.

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<sup>9</sup> <https://www.thameswater.co.uk/media-library/home/about-us/regulation/drainage-and-wastewater/strategic-context-document.pdf>

<sup>10</sup> [Drainage and Wastewater Management Plan \(arcgis.com\)](#)

The purpose of these sessions was to gain feedback and input around our draft BRAVA findings and collaboratively agree the priority areas of risk, vulnerability and improvement opportunities within our region. The workshops were based around LLFA areas or London Boroughs, outside of London and inside of London respectively, to ensure we had the most informed and locally detailed conversations possible. We also invited our Catchment Partnerships to these sessions and held additional bespoke workshops, where possible, to allow for time-constrained stakeholders.



**Figure 3-3 Collaborating with stakeholders in our BRAVA workshops**

- 3.15 In advance of the BRAVA workshops, we shared interactive maps of our region for Level 2 stakeholders to review and challenge. Over 120 Level 2 stakeholders attended our BRAVA workshops and discussed in detail risk hotspots to ensure alignment in our views and priorities. Over 500 stakeholder risk hotspots were collaboratively added to the interactive catchment maps for our region as ‘polygons’ on our internal GIS system.
- 3.16 In early 2021, we uploaded all the BRAVA information and data we gathered from our Level 2 and Level 3 stakeholders to our dedicated DWMP customer and practitioner portals for information and transparency. For more information on our BRAVA findings please use this link.<sup>11</sup>
- 3.17 For more detail see our BRAVA Technical Appendix.<sup>12</sup>

#### Stage 4 – Options development and appraisal (ODA)

- 3.18 At this stage of the plan our aim was to shortlist options or solutions to the problems we outlined in the BRAVA stage. We worked closely with our Level 1, Level 2 and Level 3 stakeholders in this stage to co-create a set of preferred solution options that could address the STW catchment risks and vulnerabilities we identified together.
- 3.19 In February 2021, we delivered pre-recorded webinars to around 70 Level 1 and Level 2 stakeholders via Microsoft Teams and hosted five 1-2-1 sessions requested by stakeholders. The purpose was to explain the ODA process and our proposed approach to

<sup>11</sup> <https://storymaps.arcgis.com/stories/201050209c7a4658a1c2265aa4411375#ref-n-7bdCYA>

<sup>12</sup> <https://www.thameswater.co.uk/media-library/home/about-us/regulation/drainage-and-wastewater/appendix-b-risk-based-catchment-screening>

collaboratively deliver this stage. For more information on our use of pre-recorded webinars within our stakeholder engagement work please see the Webinars case study in section six of this document.

- 3.20 In May 2021, we held four online workshops with Level 1 and Level 2 stakeholders to review the proposed solution options for: Thames Valley, Outer London, North London and South London. In the workshops, and additional breakout sessions (which were used to facilitate detailed local option discussions), we appraised the options against several factors including feasibility, effectiveness and investment requirements. We used the interactive tool, Sli.do, throughout the sessions, to encourage and capture stakeholder input and Q&A content. The workshop outputs were used to progress the detailed solution optioneering we undertook between May and September 2021.
- 3.21 Throughout November 2021 we carried out 13 interactive workshops attended by over 100 Level 2 stakeholders. The purpose was to gain input specifically to our draft Catchment Strategic Plans. These were drafted based on our solution optioneering work to provide an early view of the local plans that are an integral part of our shared DWMP. To capture and share the stakeholder input within these workshops we used the online interactive whiteboard tool, Mural. Figure 3-4 provides an example of a completed Mural board used in our Surrey Level 2 stakeholder workshop. For more information on our use of Mural within our stakeholder engagement work please see the Mural case study in section six of this document.

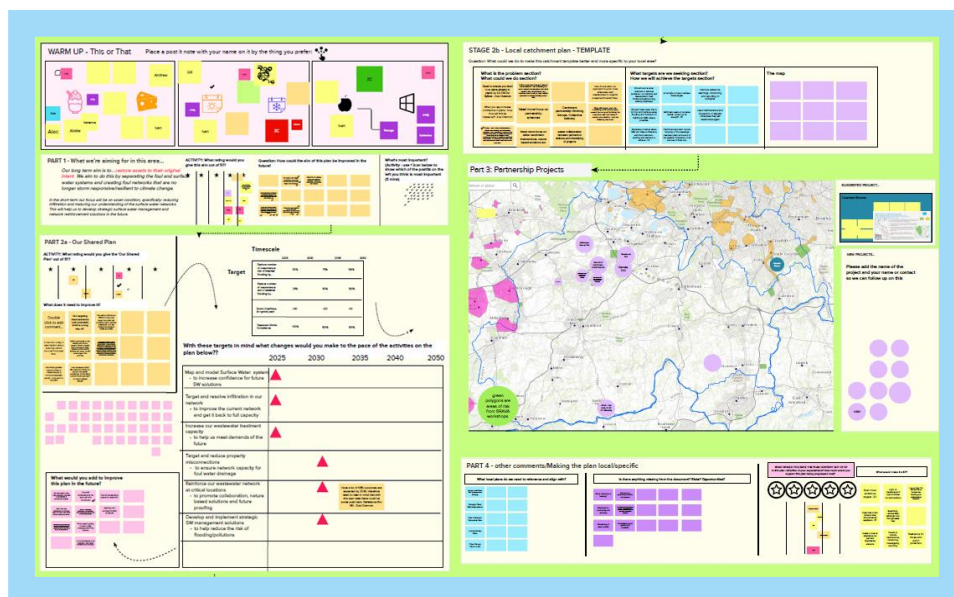


Figure 3-4 Mural board completed at a Level 2 stakeholder workshop

- 3.22 Our customer research was a vital part of the ODA stage. The purpose of the research was to gain an understanding of our customers' level of acceptance for the generic solution options we were proposing within the DWMP, such as rainwater harvesting and flood barrier installation at property level, and to understand their priorities. Figure 3-5 is taken from one of the customer focus groups we carried out as part of this research.

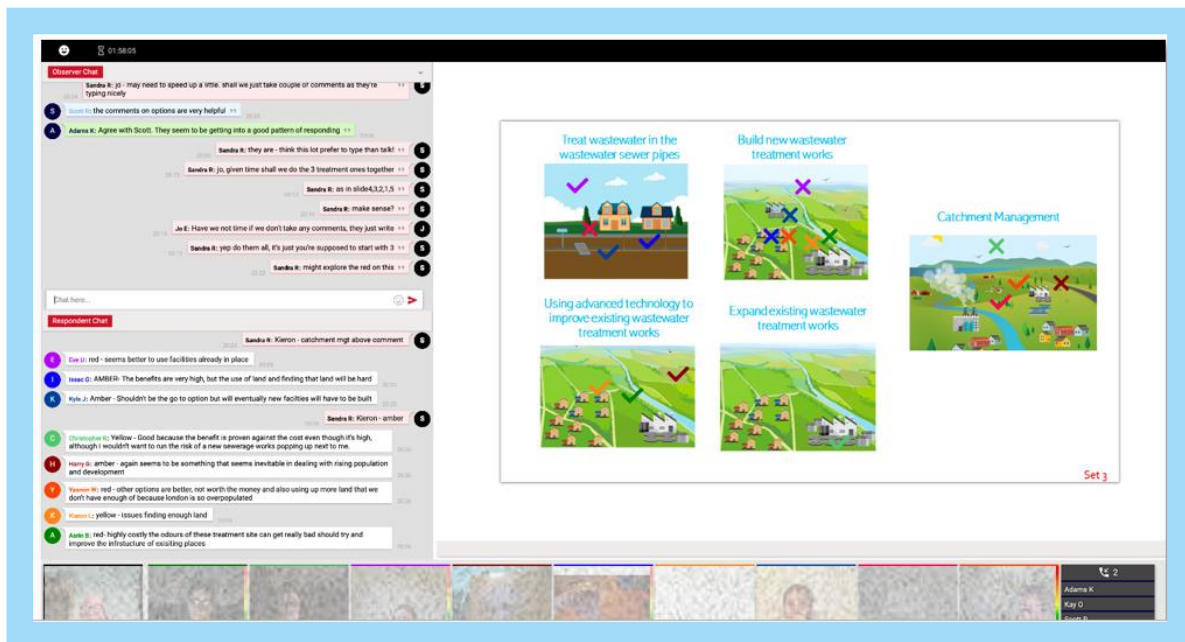


Figure 3-5 Level 3 stakeholder engagement – an interactive customer focus group

3.23 For more detail see our ODA Technical Appendix.<sup>13</sup>

## Stage 5 – Programme appraisal (PA)

3.24 Appraisal of the programme with our stakeholders has proven to be one of the most challenging stages of the DWMP process, particularly in relation to balancing the plan, as the material is complex, and the trade-off concept can be difficult for many stakeholders to work with. To address these challenges as effectively as we could we adopted an engagement approach that we'd adapted from our WRMP experiences.

3.25 In August 2021, we initiated the stage with a pre-recorded webinar delivered to our Level 1 and Level 2 stakeholders, using Microsoft Teams and Prezi. The purpose was to introduce the PA process and share how we could deliver it collaboratively. The webinar was delivered three times to over 60 Level 1 and Level 2 stakeholders. This was followed up in September 2021 with a briefing note which included an outline of our approach to benefits assessment and best-value planning, it also clarified how the DWMP fits with the delivery of other Strategic Management Plans.

3.26 Our WRMP experience indicated that appraisal exercises were far more effective and time efficient carried out in small groups, rather than larger audiences. Based on this experience and additional stakeholder feedback, we completed detailed programme appraisal work through the following series of interim Level 1 Strategic forums between October 2021 and March 2022:

- Forum 1 (October 2021) - To focus and gain agreement on the scenarios we were to progress with Atkins between October and December 2021
- Forum 2 (December 2021) – To provide an update on our work with Atkins and to gain stakeholder feedback on Thames Valley and Non-Tideway scenario outputs

<sup>13</sup> <https://www.thameswater.co.uk/media-library/home/about-us/regulation/drainage-and-wastewater/appendix-d-options-development-and-appraisal>

- Forum 3 (March 2022) - To discuss and gain agreement on our London catchments

3.27 Additionally, as a part of our Level 3 stakeholder engagement plan, we gained plan-balancing input and feedback through two phases of customer research. Firstly, we carried out an online customer survey with around 550 of our customers to get a weighting on their preferences for the planning objectives of the DWMP. The objectives were given values to create 'value criteria' and then the customers were asked to choose their favourites out of three options in several different orders. This approach resulted in a customer preference weighting for each of the criteria which could be used to help balance our final plan. For example, our customer research group awarded a higher preference weighting to the planning objective around 'avoiding pollution incidents' than they gave to 'managing surface water flooding'. Therefore, these findings helped to inform the preferences and priorities within our final shared plan.

3.28 For more detail see our Programme Appraisal Technical Appendix.<sup>14</sup>

### Pre-publication of draft DWMP

3.29 Ahead of publishing our draft DWMP, we produced a pre-recorded webinar and shared with all L1 and L2 stakeholders on 7 June 2022. The purpose of the webinar was to explain the upcoming consultation process and the structure of the documentation suite. A pre-recorded, narrated presentation walked the viewers through each stage of the consultation process and finished with a live Q&A session using Sli.do, an example screenshot is provided in Figure 3-6.

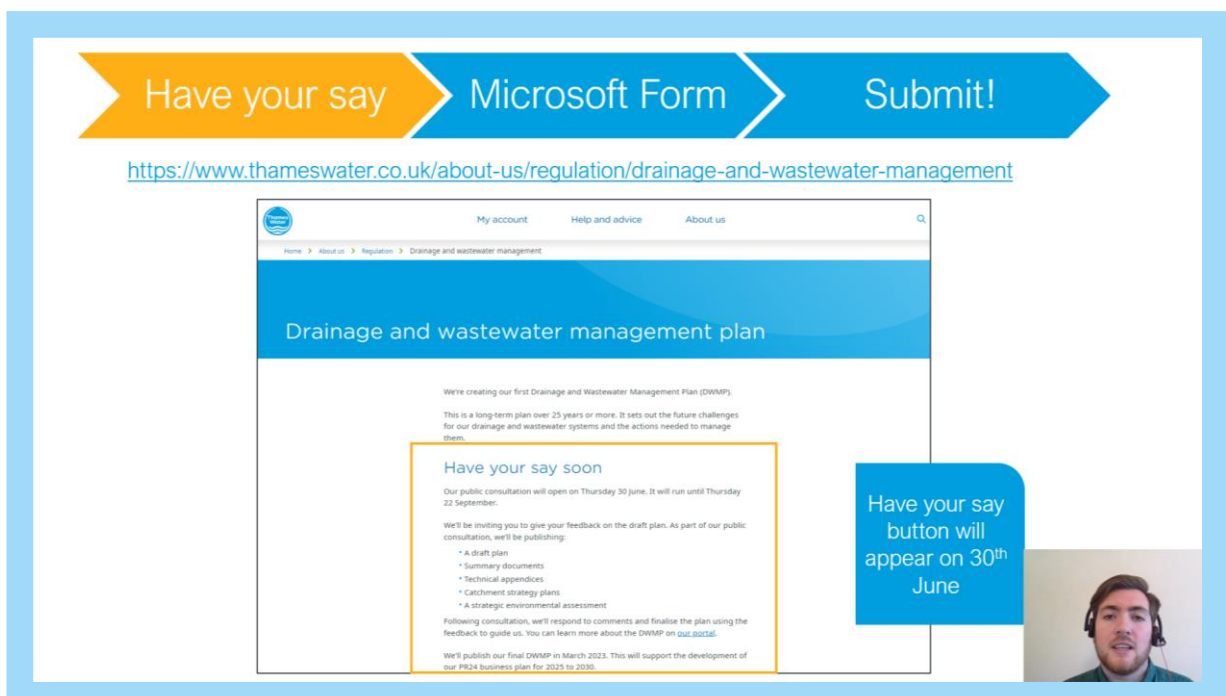


Figure 3-6 Example of a narrated slide from the pre-publication webinar

<sup>14</sup> <https://www.thameswater.co.uk/media-library/home/about-us/regulation/drainage-and-wastewater/appendix-e-programme-appraisal.pdf>

## 4 How we engaged with our stakeholders – final DWMP

### Progress



- 4.1 The official DWMP consultation period was scheduled to run from Thursday 30th June to Thursday 22nd September 2022. Following stakeholder requests the closing date was extended to Monday 26th September 2022. The consultation was publicised via our website, a dedicated mailout via email, our newsletters and via our regular communications with the stakeholder community. The consultation was available online, and responses could be completed either online, via email or by post - the consultation document can be seen below at Figure 4-1. The consultation was based around 17 questions related to key themes including solutions, planning objectives, trade-offs and stakeholder engagement. Full details of the consultation approach, results and our response can be found in the consultation report and the You said, We did report. This details what changes have been made to the final DWMP in response to the consultation feedback.

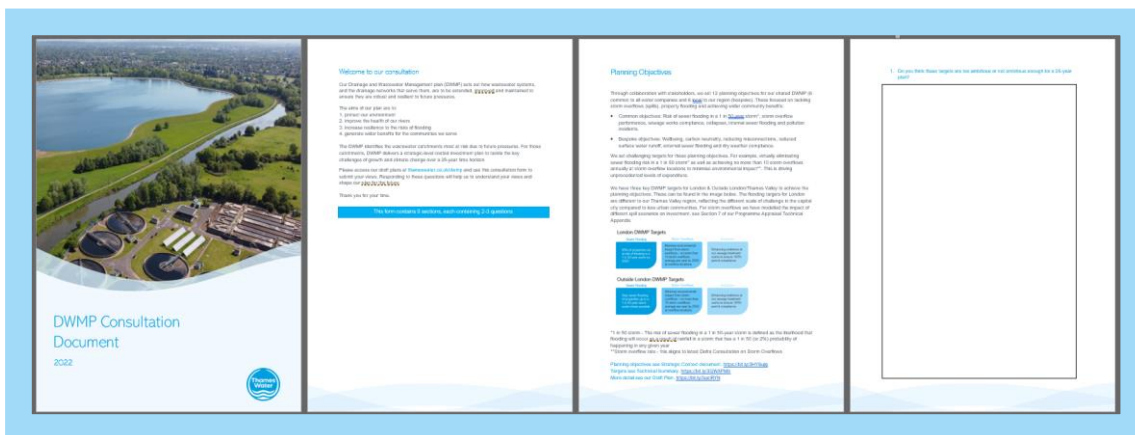


Figure 4-1 The first pages of the DWMP consultation document

- 4.2 We continued to engage with our DWMP stakeholders using a combination of face-to-face, online and digitally interactive channels to ensure we could continue to collaborate transparently and enable two-way feedback. Table 4-1 provides an overview of our stakeholder engagement activity across the three stakeholder levels.

DWMP Stakeholders	June to September 2022	December to June 2023
Level 1 National Stakeholders & Region-wide forums	Stakeholder workshops x 2	Forum x 1
	Briefing x 1	
	Meetings x 2	
	CCG updates (22/07)	
	Industry Practitioners Groups x 1	
	TRFCC consultation workshop x 1 (06/09)	
	Natural England update x 1	
	Workshop with EA x 2	
Level 2	Newsletter x 1	Newsletter x 3

DWMP Stakeholders	June to September 2022	December to June 2023
Catchment Partnerships & TRFCC Strategic Partnership areas	Support for CP meetings x 4	Partnership working meetings x 14
	TRFCC workshops x 2	TRFCC briefing x 1
	Consultation workshops x 2	
Level 3 Local-level engagement & Our customers	Customer research including survey x 1 to 1004 customers and 300 businesses	DWMP Customer portal updates x 1 - Access for over 15 million customers

**Table 4-1 Overview of our stakeholder engagement activity across the three stakeholder levels**

- 4.3 Throughout the consultation period we worked to encourage responses to the consultation and assist stakeholders with any queries they had on the draft DWMP, and to assist in navigating around the content of the draft DWMP documents. Activities included:
- Briefings on the consultation for the Thames Regional Flood and Coastal Committee on 13 July (in-person) and on 6 September (virtual) 2022.
  - Two interactive stakeholder workshops on 25 August 2022 (71 attendees) and 7 September 2022 (48 attendees) with representatives from local authorities, catchment partnerships, environmental groups and our regulators. We summarised our plan, signposted to the relevant sections and outlined the ways to complete our consultation.
- 4.4 During formation of the draft plan, we received strong feedback from environmental groups and catchment partnerships that they wanted to respond to the public consultation but often found this a challenge with limited resource and funding to respond comprehensively. It is important to note responses from catchment partnerships require multi-stakeholder input rather than directly from one organisation.
- 4.5 In June 2022 we launched our Catchment Partnerships Support (CaPS) fund, open to all catchment partnerships in our region with the aim to increase the time available to catchment hosts to co-ordinate the partnerships, response to consultations, build capability and capacity and fund environmental and community-based projects that support catchment plans.
- 4.6 The CaPS fund helped enable in-person and virtual meetings on 2 August, 5 September, 12 September and 13 September 2022, which served as opportunities to feedback into the relevant catchment partnership's joint response to the consultation. We provided catchment specific resources to support understanding of our aims for the DWMP.

## Customer research

- 4.7 To complement the consultation, we commissioned further customer research based around the content of the consultation as an online survey in August-September 2022. This focused on the same questions and themes as the consultation but was focused more on household and non-household customers, i.e. residents and businesses, as opposed to the stakeholder community. Figure 4-2 is an example of the customer research survey that was used.

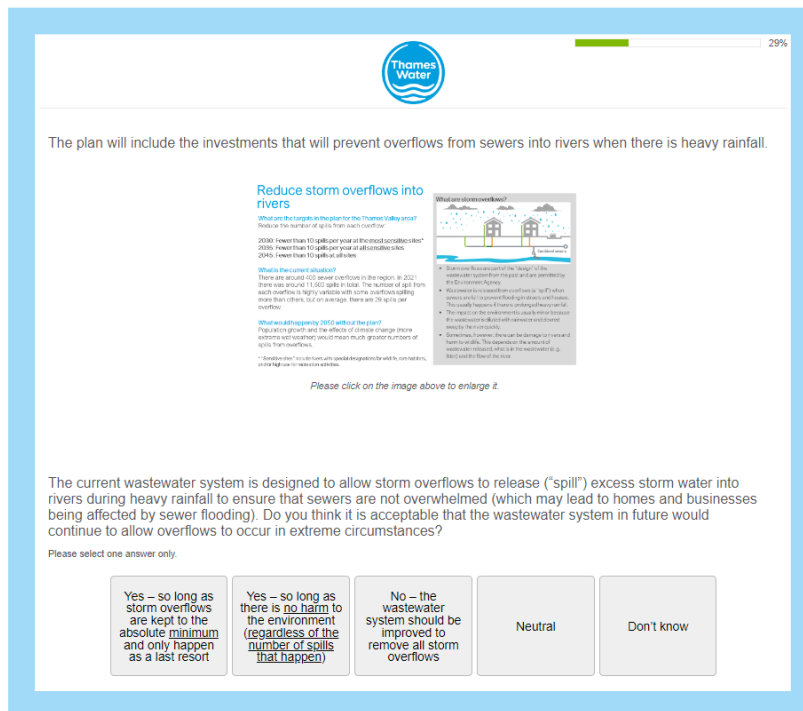


Figure 4-2 Example of customer research survey

4.8 The survey included a sample of 1,004 households (502 London, 502 Thames Valley) and 300 businesses (150 London, 150 Thames Valley). The surveys were adapted depending on the location of the respondents in order to provide the most relevant content and weighted to account for age, gender and also sector for the business respondents. The survey provided a useful comparison of views from customers as opposed to stakeholders with day-to-day professional involvement in the industry. Full details of the research can be found in our Customer Engagement<sup>15</sup> technical appendix.

## Post-consultation to finalise the Plan

4.9 Following the closure of the consultation on 26 September 2022, we engaged with stakeholders and regulators who responded to the consultation by hosting follow up meetings and forums to discuss their consultation responses. The activities we undertook included:

- We met with our regulators on 13 October 2022 (EA, Ofwat, Defra and CCW) and 9 December (Ofwat) 2022 seeking clarification and deeper understanding, where necessary, on their individual consultation responses to help us further refine and develop our final DWMP
- A virtual briefing was held on 10 November 2022 with our Level 1 stakeholders to provide insight into the consultation responses and set out the engagement programme in the run-up to publication. See Figure 4-3 below for the presentation material
- Two virtual briefings were held for Level 2 stakeholders – 22 November 2022 was for those in the London area and 24 November 2022 for those in the Thames Valley area. We provided a summary of the responses and engagement programme

<sup>15</sup> <https://www.thameswater.co.uk/media-library/home/about-us/regulation/drainage-and-wastewater/appendix-h-customer-engagement.pdf>

- We presented the consultation feedback at a virtual briefing on 13 December 2022 to the Thames Regional Flood and Coastal Committee

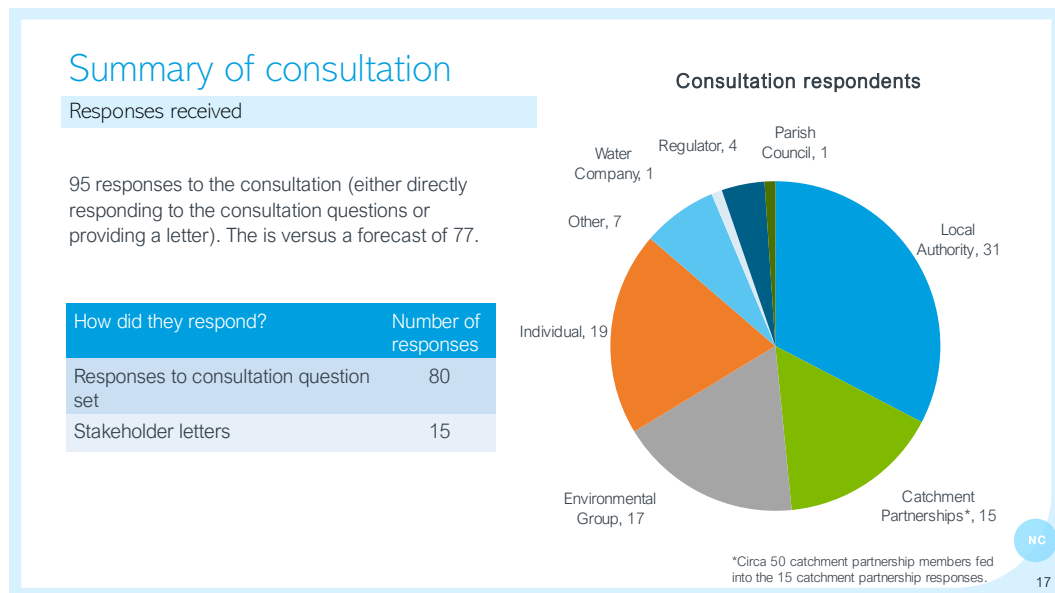


Figure 4-3 Content from post-consultation update presentations to stakeholders.

4.10 We held specific workshops to follow up with stakeholders and regulators on specific subjects of interest that were raised through consultation which we felt warranted a detailed discussion. These included:

- A workshop on 28 November 2022 with the Environment Agency who had raised that groundwater quality should be a risk/planning objective – we discussed the impact of the DWMP on groundwater quality and summarised this in Technical Appendix T – Groundwater Quality<sup>16</sup>
- A workshop on 9 February 2023 with the Environment Agency DWMP team to progress partnership projects with both the EA and our stakeholder community
- A meeting on 10 February 2023 with Transport for London to further strategic partnership working and to build up a long-term plan for TFL and its network
- A meeting on 20 March 2023 with the Environment Agency, Kent County Council and South East Rivers Trust in which we discussed the potential for a new sewage treatment works in the Sevenoaks area to serve part of the current Long Reach STW catchment

4.11 The website and practitioner portal were updated following the close of the consultation and following the publication of the You said, We did<sup>17</sup> report in April 2023.

4.12 Newsletters and email updates were released following the consultation and up to the publication of the fDWMP (September 2022, December 2022, April 2023 and another on publication in May 2023) to keep stakeholders informed on the continued progress of the

<sup>16</sup> <https://www.thameswater.co.uk/media-library/home/about-us/regulation/drainage-and-wastewater/appendix-t-groundwater-quality.pdf>

<sup>17</sup> <https://www.thameswater.co.uk/media-library/home/about-us/regulation/drainage-and-wastewater/appendix-n-you-said-we-did.pdf>

DWMP and how consultation feedback was considered. An example of one of the newsletters is included below at Figure 4-4.



Figure 4-4 December 2022 newsletter which updated stakeholders on the consultation.

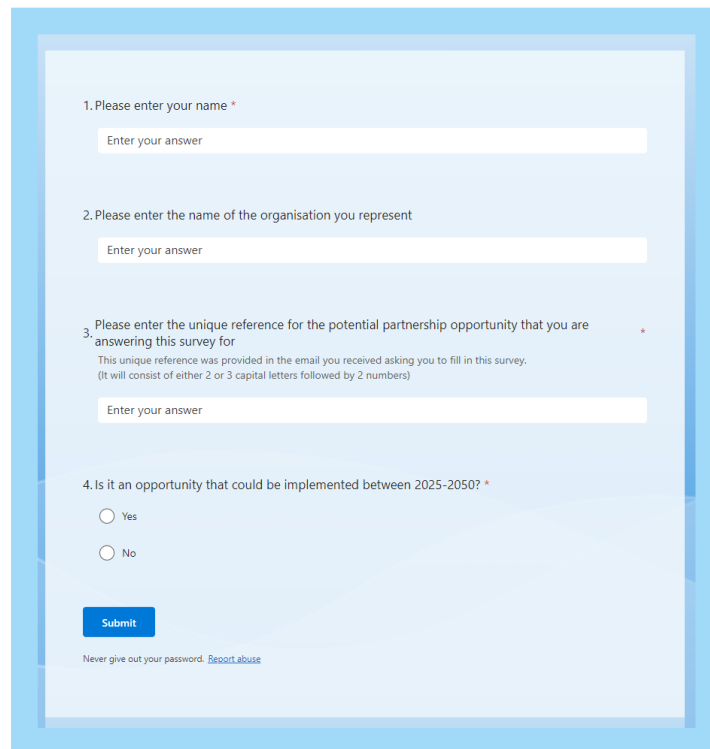
4.13 Following publication of the fDWMP, we will host a forum for our Level 1 stakeholders in June 2023 to present the contents of the final DWMP, how the consultation and engagement influenced the plan, and next steps.

### Engagement on Partnership Opportunities

4.14 The development of partnership working was a crucial element of our post-consultation engagement to identify potential partnership opportunities which provide the best potential for delivering DWMP outcomes in terms of solutions to wastewater and drainage risks, costs, and benefits to society and environment. Respondents to the public consultation

agreed with us that partnership working will have a significant impact on our capability to meet the DWMP objectives. They made suggestions for how opportunities for partnership working could be identified with greater ease, supporting stakeholders in the process of developing and submitting applications, how we can take a partnership lead in facilitating the funding process and managing the opportunity database as a live, regularly updated feature of the DWMP. They asked to see more partnership opportunities in the continued development of the DWMP and subsequently into PR24 plan development.

- 4.15 At the time of publishing our draft DWMP on 30 June 2022 we presented 105 opportunities as strong examples of the benefits that partnership working could help to deliver. Through the consultation process and engagement activities with stakeholders post consultation, at the time of writing (May 2023), a further 47 opportunities were identified from suggestions made in the consultation (consultation question 6 asked respondents to tell us about opportunities we may have missed). These were sent to us directly via our DWMP mailbox, discussions with local authorities, our local planners and the Thames Flood Advisers (TFAs). We also had an additional 119 opportunities that had been put forward from our AMP7 surface water management programme which were not selected for funding in this AMP.
- 4.16 A total of 271 potential partnership opportunities was listed and documented in a Partnership Opportunity Database. The information recorded for each opportunity varied significantly in scope, scale, level of development and anticipated benefit. Some opportunities were a proposed “next phase” of an already established partnership, whereas others were ideas that developed within conversations of how working in partnership could overcome existing problems.
- 4.17 A two-stage screening prioritisation process was developed. To enable primary screening we sent each partnership stakeholder a link to a short online survey asking questions about the opportunity. After two weeks TFAs carried out a follow up reminder to those who had not replied to the survey. The first page of the online survey is shown below at Figure 4-5.



The screenshot shows a web-based survey form with a light blue background and a darker blue border. It contains four numbered questions:

1. Please enter your name \*  
Input field: Enter your answer
2. Please enter the name of the organisation you represent  
Input field: Enter your answer
3. Please enter the unique reference for the potential partnership opportunity that you are answering this survey for \*  
Text: This unique reference was provided in the email you received asking you to fill in this survey. (It will consist of either 2 or 3 capital letters followed by 2 numbers)  
Input field: Enter your answer
4. Is it an opportunity that could be implemented between 2025-2050? \*  
Radio buttons: Yes, No

At the bottom, there is a blue 'Submit' button and a small text link: 'Never give out your password. [Report abuse](#)'.

**Figure 4-5 Partnership working opportunity online screening survey.**

- 4.18 A second phase of screening took place to prioritise the partnership opportunities which have the best potential for delivering DWMP outcomes in terms of solutions to wastewater and drainage risk, costs, and benefit to society and the environment. A total of 80 partnership working opportunities was considered in greater detail at the secondary screening phase. To show the range of projects we selected examples of these prioritised opportunities for inclusion in each of the 13 Catchment Strategic plans.
- 4.19 We held 14 meetings throughout February and March 2023 with partnership stakeholders identified in the Partnership Opportunity Database to gather further information on the prioritised opportunities. We continued our engagement with partnership stakeholders by providing information and answering queries. This engagement will continue in Cycle 2 to deliver DWMP outcomes. A new technical appendix on Partnership Opportunities & Working<sup>18</sup> has been created for the final DWMP.

<sup>18</sup> <https://www.thameswater.co.uk/media-library/home/about-us/regulation/drainage-and-wastewater/appendix-s-partnership-working-and-opportunities.pdf>

## 5 Working through stakeholder engagement challenges

### Progress



- 5.1 We faced several challenges in delivering our stakeholder engagement work which we worked hard to overcome to co-create our shared plan.

#### The scale of DWMP stakeholders and arrangement of regional boundaries

- 5.2 We had a significant number of DWMP stakeholders to collaborate with over a long period of time. Additionally, the boundaries in our region didn't align from one organisation or group to the next. For example, the Environment Agency's operational areas do not align with the boundaries of district, borough, or country councils, catchment partnerships or any other organization in our region. Therefore, maintaining stakeholder engagement and interest was a challenge, particularly in workshops where overlapping boundaries may have required stakeholders to attend similar sessions multiple times.

- 5.3 **We addressed this challenge by:** Consistently applying a range of engagement channels and interactive tools to reach and collaborate with our stakeholders at the right levels of detail. We gained feedback on engagement effectiveness and preferences and in response initiated bespoke sessions and dedicated workshop breakout groups. We also rotated the boundaries in our engagement work to maintain ongoing relevance as far as possible and minimise the need for stakeholders to attend the same event multiple times.

#### Uncertainty on the final product

- 5.4 This is the first time we have produced a DWMP as an industry and an organisation, and many stakeholders were uncertain what the final product would look like, and the level of granularity it would address across our region.
- 5.5 **We addressed this challenge by:** Producing in 2021, and six months ahead of the consultation phase, 13 draft sub-regional Catchment Strategic Plans for all of our Level 2 areas. Sharing these draft plans with our stakeholders at this early stage enabled them to “live and breathe” the DWMP for their relevant areas. Not only did this allow our stakeholders to discover and understand today's problems first-hand, but it also made them aware of the possible situations if the DWMP was not put into place. This process will hopefully start to shift the mindset from focusing on today's immediate issues into looking to the future, and this plan will be a part of that shift. This approach also led to more informed and enhanced engagement at our subsequent Level 2 stakeholder workshops.

#### Covid-19 restrictions

- 5.6 Our original DWMP stakeholder engagement plan, produced in late 2018, focused on maximising existing face-to-face stakeholder forums and meetings. However, due to the Covid-19 restrictions we were challenged with quickly changing and adapting our stakeholder engagement approach.

- 5.7 **We addressed this challenge by:** Transitioning our face-to-face sessions to an online environment. We used Microsoft Teams and gained stakeholder input and feedback through online breakout sessions and interactive tools. We also attended and presented virtually at existing stakeholder forums including Natural England quarterly meetings and TRFCC Strategic Partnership meetings.
- 5.8 To ensure we fulfilled our aim of journeying together through the DWMP process, particularly during the early stages of the pandemic, we also accelerated the creation of two dedicated DWMP stakeholder portals: the Customer portal for our customers and other Level 3 stakeholders, and the Practitioner portal for our Level 1 and Level 2 stakeholders. To see our high-level Practitioner portal case study please see section six of this document.

#### Online environment limiting interactivity

- 5.9 The transition to online working with large groups and facilitating interaction was challenging. A number of our stakeholders were unable to access Microsoft Teams, or the interactive software we were also using in our meetings, for long periods. Technical difficulties, such as visual or audio delays further disrupted the flow of some discussions.
- 5.10 **We addressed this challenge by:** Using a combination of engagement channels and also interactive software in every online session to gain the stakeholder input and feedback. For example, within our online forums and workshops we consistently used Sli.do and the Microsoft Teams chat function to ask additional questions and to keep the conversation flowing and fully interactive. We also used Mural to capture and share live stakeholder comments to questions in the workshops and to gain stakeholder views on draft plans. These techniques and tools were integral to the development and enrichment of our Catchment Strategic Plans. Additionally, we drew attention to the Microsoft Teams feedback form at every online stakeholder session and consistently, and demonstrably, integrated stakeholder feedback and improvement ideas into our engagement approach.

## 6 Demonstrating the benefit of a collaborative approach

### Progress



- 6.1 In this section we outline at a high-level what our stakeholders told us that they want and expect from our shared plan over the next 25 years, through our collaborative work. We've invested over 900 hours in interactive DWMP engagement activities since the framework was published. The stakeholder feedback we have received at each stage has directly informed our plan. We have focused on creating a clear line of sight between each stage of our stakeholder engagement and the development of the final shared plan. This has made sure our DWMP has been truly collaborative, partnership-led and co-created by all participants; not a Thames Water plan, but a region-wide shared plan.
- 6.2 We also revisit the stakeholder engagement aims and outcomes that we set ourselves, as outlined in section two of this document. We highlight examples of how achieving these aims have helped us to deliver a better plan and so demonstrate the value of stakeholder engagement and consultation in this first DWMP cycle.
- 6.3 Additionally, we provide insight into the findings of the independent survey that was carried out by the Environment Agency in August 2021 specifically to assess the effectiveness of stakeholder engagement within this cycle of the DWMP development process.
- 6.4 We end this section with three case studies that focus on the stakeholder engagement approaches that we have been most proud of during this DWMP cycle, for their effectiveness and the outcomes they have enabled us to achieve.

### What our stakeholders told us they want from DWMP

- 6.5 As we co-created our first plan together, we consulted with our stakeholders, shared insights, experiences and information with them as well as working closely and listening to what they wanted and expected from our shared plan. Figure 6-1Figure 8-1 illustrates some of the overriding messages that we received from our stakeholders, and we detail below the main reoccurring themes around what our stakeholders told us they wanted and expected. Most of these insights were gained from Strategic Context and Programme Appraisal stages and also from bespoke customer research. Please note that our customer research findings are fully documented in a separate Customer Engagement Technical Appendix.<sup>19</sup>

<sup>19</sup> <https://www.thameswater.co.uk/media-library/home/about-us/regulation/drainage-and-wastewater/appendix-h-customer-engagement.pdf>

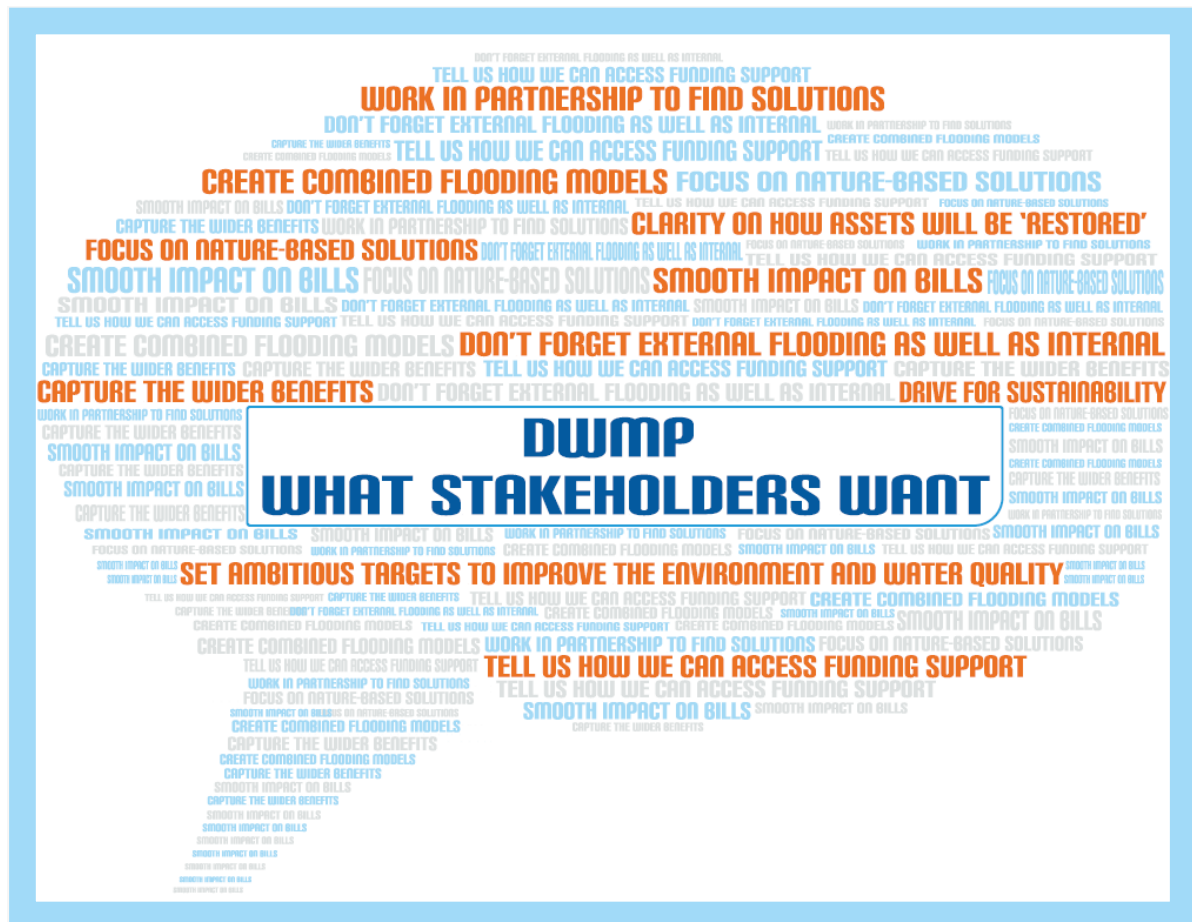


Figure 6-1 High-level illustration of what stakeholders told us they want from DWMP

6.6 We summarise in Table 6-1 the main themes our stakeholders consistently told us they wanted and expected from our shared plan, and which directly shaped the development of our final DWMP:

	<b>Use of nature-based solutions</b> - Stakeholders wanted and expected us to use ‘green’ nature-based solutions as a sustainable solution for DWMP, not just traditional ‘grey’ infrastructure solutions. They were keen our final shared plan achieved a strong balance between ‘grey’ and ‘green’ solutions.
	<b>Agreeing maintenance and ownership of SuDS</b> - Stakeholders clearly told us that they wanted SuDS maintenance and ownership to be clarified and agreed in the long term, as an important sustainable solution within our shared plan.
	<b>Go beyond standard industry metrics</b> – Stakeholders wanted our shared plan to incorporate wider metrics as measures of its effectiveness, such as community and well-being metrics, rather than simply conventional industry standards: <i>“Your industry metrics are ok, but what about wider metrics such as wellbeing”. “Go beyond industry business as usual of protecting to 1 in 50 year storms – what about protecting Londoners from the storms that we saw in July 2021?”</i>
	<b>Focus on good asset health</b> – Our stakeholders told us they considered good asset health as fundamental to our shared DWMP’s success: <i>“Can you make sure that as well as taking care of the future you’re also repairing assets broken today”.</i>
	<b>Clarifying surface water networks</b> – As part of our shared planning and to help further facilitate partnership working, our stakeholders told us they wanted our plan to map and enable the data sharing of surface water networks.
	<b>Adopting ambitious DWMP objectives</b> – Our stakeholders were clear that they wanted and expected our shared plan to have stretching and aspirational long-term objectives and targets.
	<b>Work with customers to reduce runoff</b> – Stakeholders told us they wanted our shared plan to focus on doing more work with our customers to help reduce runoff volumes, particularly encouraging such measures as down pipes disconnection and installation of water butts.
	<b>Funding of DWMP partnership projects</b> – Our stakeholders wanted clarity around how DWMP partnership project opportunities would be funded: <i>“What would the co-funding model look like?”</i>
	<b>Affordable water bills for all customers</b> – It was fundamental to our stakeholders that our shared plan was developed to be affordable for all customers and that any cost implications were smoothed over the long term to avoid any customer bill volatility.
	<b>Improving the environment</b> – Our stakeholders wanted our shared plan to focus both on protecting the environment across our region and also enhancing it for existing customers, and for generations to come.

Table 6-1 What stakeholders told us they want from DWMP – key themes

## Demonstrating how stakeholder engagement has led to a better shared plan - summary

6.7 We revisit our stakeholder engagement aims and outcomes and highlight examples of how achieving these aims have helped us to deliver a better plan and so demonstrate the value of stakeholder engagement in this first DWMP cycle; as detailed in Figure 6-2 below.

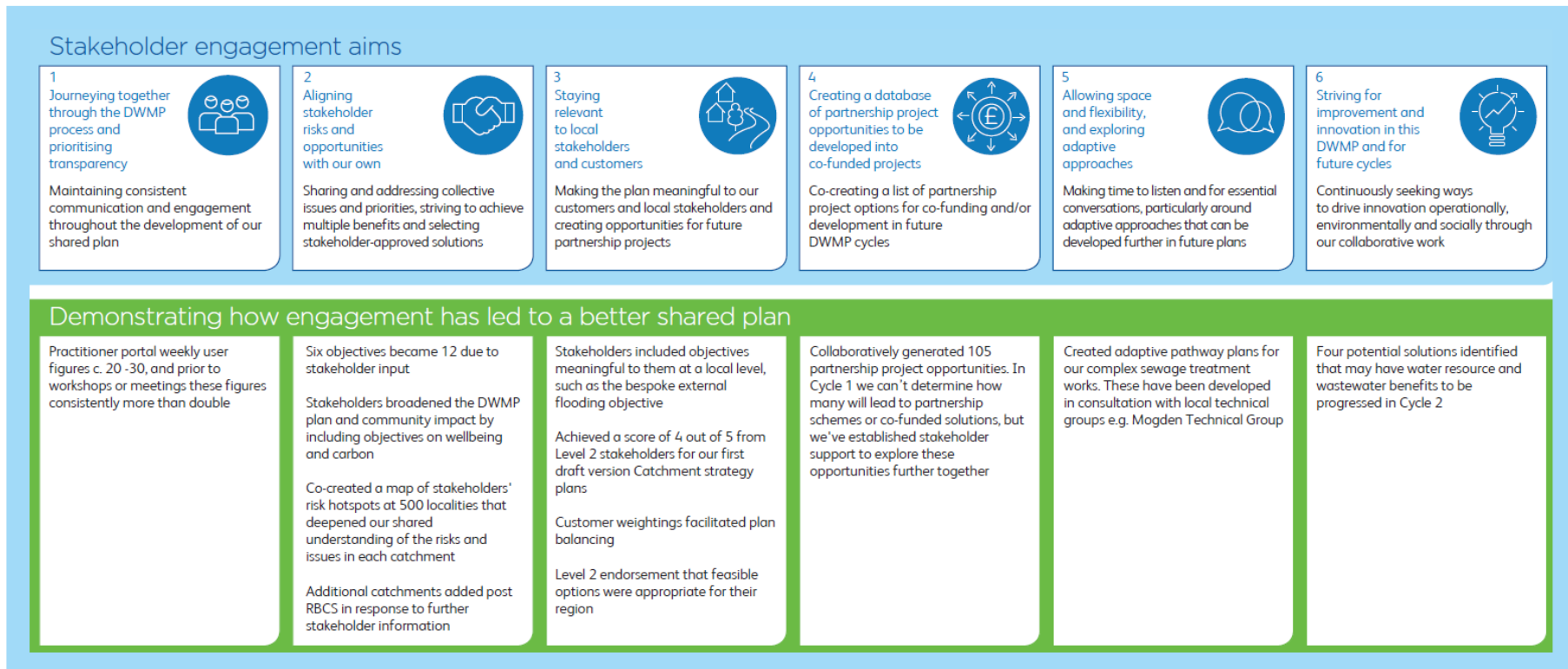


Figure 6-2 Demonstrating achievement of our stakeholder engagement aims and outcomes

6.8 We listened to, and carefully analysed, the consultation feedback we received. We were able to split it into six main themes, shown in Figure 6-3. The figure also outlines, at a high level, what, through the consultation, our customers and stakeholders told us about the dDWMP that they supported, would challenge, had ideas about and wanted more details on.



Figure 6-3 Consultation feedback key themes

6.9 We were able to action the majority of consultation feedback received and it was used to enhance our final plan in a number of ways, summarised on Figure 6-4.

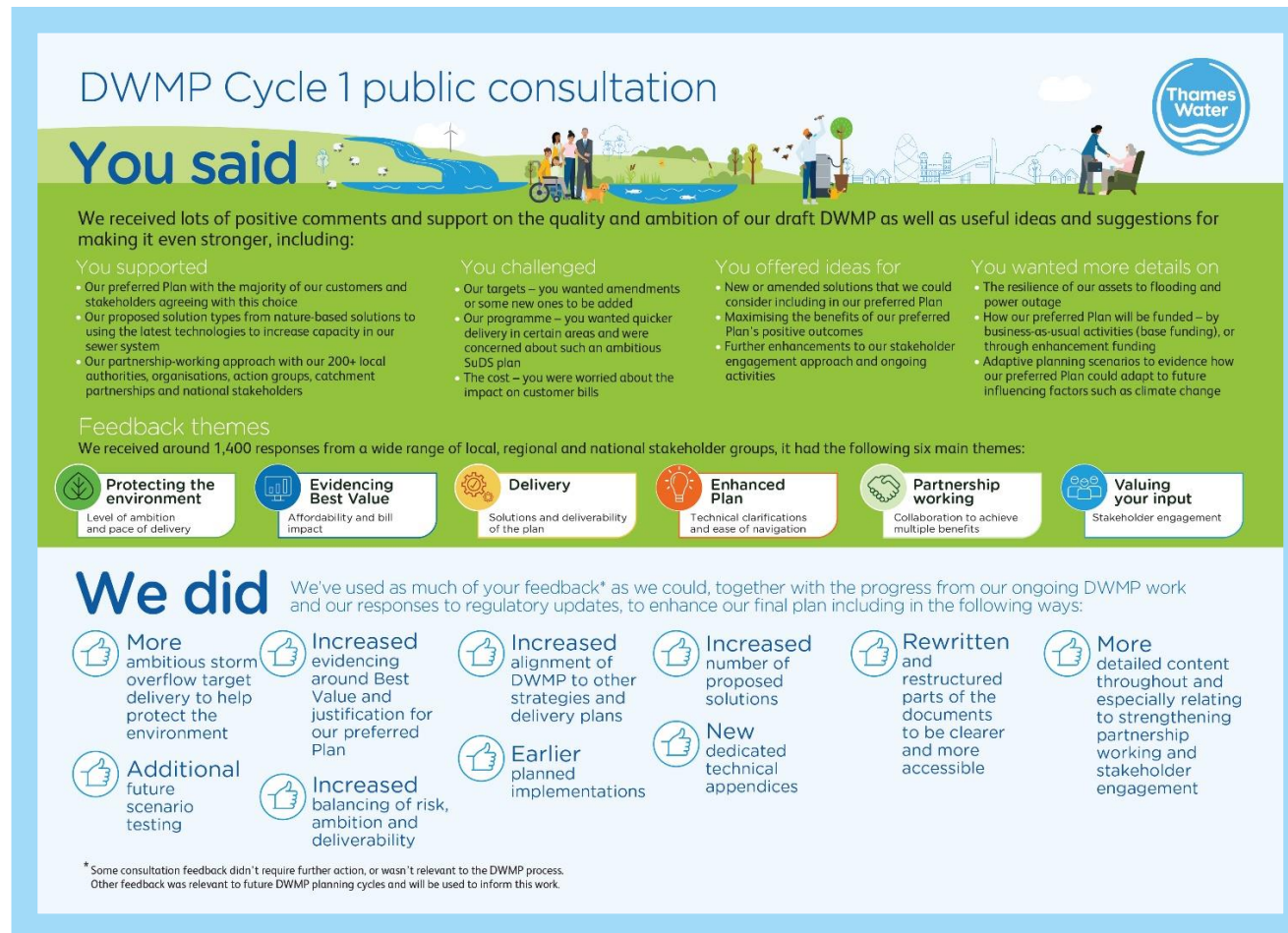


Figure 6-4 How consultation has influenced the final plan

- 6.10 We were committed to delivering an extensive and inclusive consultation approach for our DWMP. We are extremely grateful for the ~1,400 pieces of feedback that we received as part of the consultation. We have learnt a lot about our customers, stakeholders and our region from this feedback and throughout the first DWMP cycle. It has broadened and deepened our knowledge and understanding around the risks and opportunities across our region, and it has also given us invaluable customer and stakeholder engagement insights, that will further support successful DWMP collaboration going forward and into the next DWMP cycle.
- 6.11 We believe our response to the consultation feedback has further enhanced our shared DWMP and its ability to help our customers, communities and the natural environment in our region to thrive now and in the future.

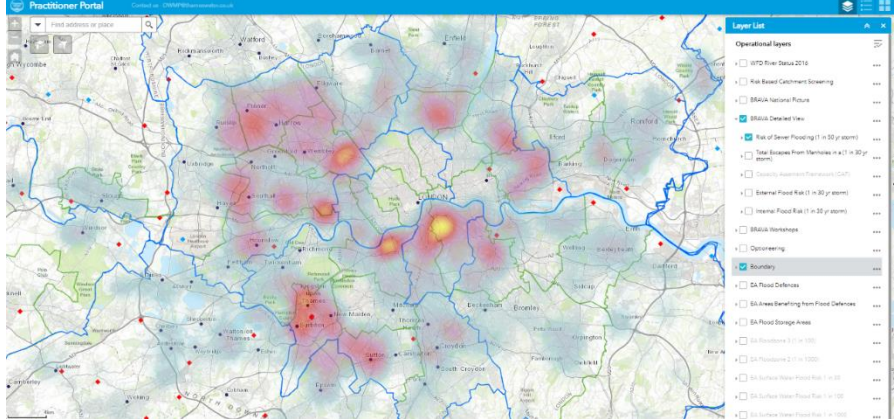
### Independent survey of stakeholder engagement

- 6.12 In addition to our own stakeholder surveys, the Environment Agency carried out a national survey on stakeholder engagement during this first DWMP development cycle. Separate surveys were produced and delivered for water and sewerage companies (WaSCs) and Risk Management Authorities (RMAs) in England. The surveys aimed to understand RMAs engagement in the DWMP development process, to evaluate the quality of the stakeholder engagement being delivered and how any barriers to its effectiveness could be overcome.
- 6.13 We were delighted to see from the survey results that when RMAs were asked for examples of engagement that 'worked particularly well' Thames Water's approach was referenced in relation to the following:
- WaSC reaching the correct audiences and reaching out to involve those via workshops
  - Online meetings
  - Group workshop and breakout rooms for the Optioneering stage
  - One-to-one workshops with maps of the Borough, on how the combined system works, its current and future issues and locations at risk of flooding
  - One-to-one sessions or smaller engagement meetings with subject matter experts
- 6.14 Overall, the positive results from the Environment Agency's independent survey provided us with re-assurance that our DWMP stakeholder engagement activities were effective and proving successful with our stakeholders.

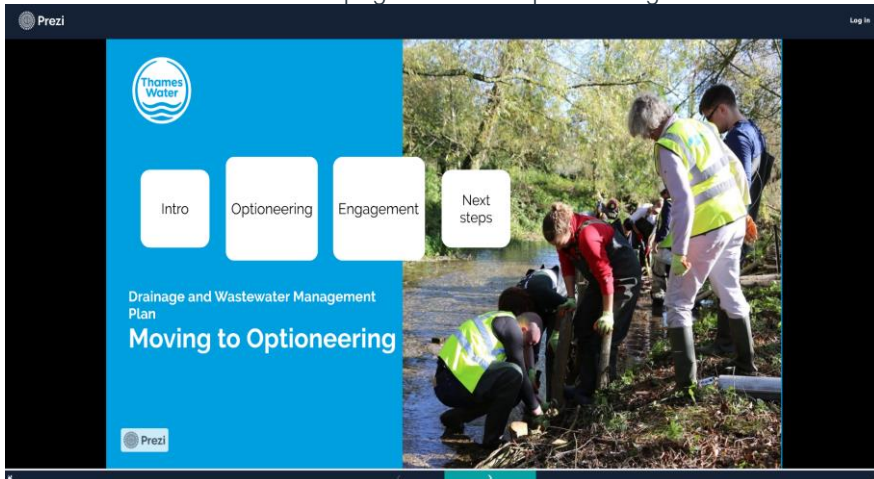
### Stakeholder engagement high-level case studies

- 6.15 In Table 6-2 below, we provide three high-level stakeholder engagement case studies that highlight the stakeholder engagement approaches that we're most proud of for their effectiveness in helping us to develop our shared plan in this first DWMP cycle.

Case study: Our DWMP Practitioner portal	
Our challenge	To help bring over 200 Level 1 and Level 2 stakeholders on the journey with us as we developed our first DWMP, through the support of an easy-access, user-friendly, and interactive channel. This needed to provide a seamless means of sharing DWMP progress, data and outputs with our stakeholders throughout the framework stages.
Our success factors for the	<ul style="list-style-type: none"> <li>• Enabling stakeholders to view and interrogate DWMP data in their own time, rather than restricted time periods in sessions or workshops</li> </ul>

Case study: Our DWMP Practitioner portal	
Practitioner portal	<ul style="list-style-type: none"> <li>Offering stakeholder-relevant and detailed data down to Level 3 granularity, with full and clear view of a catchment's progression through the DWMP</li> <li>Allowing users to view and compare DWMP data against their own and other environmental data such as risk of flooding from surface water extents, as well as boundary data including river basins, catchment partnerships, LLFA areas and more</li> </ul>
Our solution	An ArcGIS Online Web Application exclusively for over Level 1 and Level 2 stakeholders to access and view all DWMP data outputs including RBCS, BRAVA (National and Detailed), BRAVA workshop outputs and Optioneering. A user-friendly web-based app designed to be accessible to all without the need for specialist software installation.
How it was received by stakeholders	We received positive stakeholder feedback on the accessibility and quality of the information available on our Practitioner portal and increasing portal hits and usage figures. The weekly user figures for our Practitioner portal averaged between 20-30 users, and prior to our interactive workshops and meetings, the user figures consistently more than doubled.
Images	<p>A screenshot from our Practitioner portal</p> 

Case study: Recorded webinars	
Our challenge	<p>All of our stakeholders, including our Level 2 community, had limited or very limited availability and time to attend our DWMP session and workshops. However, some of the framework's stages and processes were complex and required appropriate time for detailed explanation and discussion to achieve clarity and consequently valuable stakeholder input.</p> <p>As there are huge resource pressures with our Level 2 stakeholder community, we recognised our engagement needed to be interesting as well as efficient with aims and benefits clearly communicated in advance, to ensure our stakeholders prioritised the DWMP sessions and could arrive at them already informed.</p>
Our success factors for the recorded webinars	<ul style="list-style-type: none"> <li>Provide an engaging, inclusive, interactive and time-efficient format that can be watched by stakeholders at their own pace, re-watched multiple times and at a location and time convenient to them</li> <li>More workshop time spent acquiring valuable stakeholder input rather than explaining or answering question on the process, particularly for the more complex stages of Optioneering and Programme appraisal</li> <li>Informed Level 2 stakeholders and workshop attendees and up to speed with DWMP progress in advance of workshops, due to having access to our pre-recorded webinars shared with them through multiple channels</li> </ul>
Our solution	Pre-recorded webinars aimed at Level 2 stakeholder audience were created for each stage of the DWMP process. Each webinar had a total watch-time of no more than 10 minutes for simplicity and time efficiency and could be easily shared with our stakeholders via email, newsletter links and the Practitioner portal.

Case study: Recorded webinars	
	<p>The webinars were specifically designed to be engaging and to use non-technical language to explain the different stages of DWMP framework, to answer frequently asked questions, update on our shared plan's development progress at each stage and provide insight into its next steps. The pre-recorded webinars were hosted on Prezi with audio clips available for each slide to ensure audience inclusivity.</p> <p>Pre-recorded webinars were initially sent to stakeholders to watch in their own time. However, our viewing analytics analysis indicated that the webinars were more successful when we arranged “live showings”, so stakeholders could dial-in and view the recorded webinar together. This also provided an additional forum for stakeholders to ask questions. This approach increased the number of stakeholders viewing the webinar information considerably.</p> <p>Overall, this approach helped us to maximise the stakeholder time we had available to us, it avoided the need for lengthy introductions during workshops and enabled us to place the priority in our sessions on engaging in meaningful discussion and gaining valuable stakeholder input and feedback.</p>
How it was received by stakeholders	<p>We received positive feedback from stakeholders on the efficiency, accessibility and quality of the pre-recorded Webinars. We also experienced a &gt;65% increase in the numbers of Level 2 stakeholders accepting invitations to the webinars. Acceptance rose from 46 accepted appointments for the first webinar to 76 accepted appointments for the second webinar. Additionally, as we experienced increasing attendance at each webinar, we received less queries from stakeholders during workshops relating to the DWMP processes.</p>
Images	<p>A screenshot of the welcome page from our Optioneering webinar.</p> 

Case study: Using Mural, the online interactive whiteboard tool	
Our challenge	<p>To use a remote and highly interactive engagement approach and tool that would encourage, facilitate and capture detailed Level 2 stakeholder discussions to help co-author draft Catchment Strategic plans for their local area. These plans required granular discussions and debate more conducive to face to face forums than some of our other engagement work that was more applicable to an online environment.</p>
Our success factors for the use of Mural	<ul style="list-style-type: none"> <li>• User-friendly interactive tool that stimulates and facilitates detailed input and provides stakeholders with a platform to openly comment and highlight where bespoke detail could be added to improve the plan for their area</li> <li>• Captures complex stakeholder content from multiple bespoke ‘breakout sessions’ in conjunction with Microsoft Teams ‘Break out’ facility to facilitate contribution from all attendees and emphasis on specific details for particular catchments</li> <li>• Aids better alignment with, and agreement on, different stakeholder priorities and preferred timelines for activities specified in the plan</li> <li>• Supports the identification and capture of partnership project opportunities</li> </ul>

Case study: Using Mural, the online interactive whiteboard tool	
Our solution	<p>We adopted the use of Mural, the interactive whiteboard tool, and also used this in conjunction with Microsoft Teams and their 'Breakout rooms' function, to provide our stakeholders with the closest thing to a face-to-face workshop experience that we felt we could achieve remotely.</p> <p>We designed a Mural whiteboard to use with our Level 2 stakeholders at our regional workshops to develop the draft Catchment Strategic plans. Within the design we allocated break-out groups of up to 6 stakeholders to stimulate and facilitate detailed and catchment-specific discussions.</p> <p>Our interactive Mural whiteboard provided each participating stakeholder with access to the same whiteboard to add their input, feedback and discussion comments. As stakeholders could see the same comments this stimulated positive discussions and debate, it also enabled everyone to contribute in an easy to use and structured way. There were a small number of stakeholders who could not access the technology during the workshops, but this was addressed by using the screen sharing and group chat functions in Microsoft Team's Breakout rooms.</p> <p>The stakeholder feedback we received from the Mural whiteboards directly helped to co-create the first iteration of the Catchment Strategic Plans. All stakeholder feedback was gathered in these sessions, reviewed and incorporated into each regional plan as far as possible and where relevant.</p>
How it was received by stakeholders	<p>Positive verbal feedback was gathered from stakeholders on our use of Mural, throughout our interactive sessions. Stakeholders consistently told us the Mural board approach was easy to use, visually stimulating and highly engaging. We received over 1000 individual comments and points of feedback from stakeholders during these sessions, and through the use of Mural, that directly helped to shape and co-create the final shared Catchment Strategic Plan documents.</p>
Images	<p>An example of a completed Mural board from one of our interactive workshops and a view of a discreet completed section.</p>

Table 6-2 High-level stakeholder engagement case studies

## 7 Lessons learnt from Cycle 1 and informing DWMP Cycle 2 thinking

### Progress



- 7.1 We faced many challenges in this first DWMP cycle that we have outlined in this document and overcome as far as possible, to deliver a truly collaborative and successful DWMP. Our stakeholder engagement approach developed and evolved over time as we became more aware of our stakeholders' DWMP needs and wants, the situations affecting them and their local areas and how to address the challenges we all faced in this first cycle, including time and resource limitations and the Covid-19 pandemic.
- 7.2 We have learnt many valuable stakeholder engagement lessons throughout the development of our first shared plan and have gained significant and detailed insights into the effectiveness, efficiency and acceptability of our approach, activities and tools. Now our first DWMP is in place, and we have established the collaborative processes, relationships and data and that helped us to develop it, (including a strong a baseline of our customers' 25-year wastewater priorities for the very first time), we will build on this learning in the future.
- 7.3 We outline below the key lessons we have learnt throughout this first DWMP cycle and how they will directly inform and enrich Cycle 2 and future cycles.

### Our key lessons learnt from Cycle 1

#### *Early engagement is fundamental*

- 7.4 We have learnt that starting stakeholder engagement early is key to the successful development of the DWMP. We were starting something new with the DWMP this AMP and that meant learning how to create the shared plan, while trying to perfect our engagement approach and at the same time ensuring our stakeholders were being brought along the journey with us despite the challenges and pandemic restrictions.
- 7.5 In particular we need to spend time establishing the scope of Cycle 2 in its statutory phase. This may involve a broader remit or gaining a deeper understanding of the Cycle 1 scope. Enhancing understanding of the relationship between maintenance and additional spend on for example, growth and service improvement would assist discussions with stakeholders on scope.

#### *Needs to be ongoing, transparent and two-way engagement*

- 7.6 We have learnt that stakeholder engagement and collaboration need to be sought and gained throughout the plan's development stages, as opposed to concentrating it into short, intensive periods on key topics. To achieve maximum value and stakeholder commitment, we understand our ongoing engagement has to be transparent, accessible and easy to participate in as well as providing a platform for two-way dialogue.

- 7.7 **We will apply this learning to future DWMP cycles by** - Continuing to prioritise accessibility and transparency, particularly ensuring our data is up to date and all baseline data is visible on the Practitioner and Customer portals. We will continue to adopt and encourage ongoing feedback and use two-way feedback channels that have proven successful in this cycle such as focus groups, interactive hosting tools and surveys, to enhance the development of future shared plans.
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*Remote working is here to stay*

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- 7.8 The pandemic escalated the adoption of virtual meetings, our online portal and remote group-working sessions when conventional in-person contact was not possible. We have learnt that working remotely is most likely here to stay, as it proved not only to be an effective safety precaution, but also a useful platform for interactive working as well as a time and cost saving approach.
- 7.9 **We will apply this learning to future DWMP cycles by** - Adopting an increasingly blended approach to our stakeholder engagement plans, to maximise both in-person and virtual engagement and tools that have proven successful in the first cycle; as well as being open to new technology advancements and options. We recognise that some conversations and debates are better suited to face-to-face engagement due to sensitivity or audience size, whilst others can be held virtually to deliver aims and benefit efficiently and conveniently.
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*More targeting of difficult to reach stakeholders*

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- 7.10 We learnt that some stakeholder groups are far harder to reach and collaborate with than others. For example, it was a challenge at times to reach all our Catchment Partnerships due to their low levels of resource, funding and structures. However, we recognised that views from all our stakeholders must be represented in our shared plan and endeavoured to engage these groups as far as we could in this cycle.
- 7.11 **We will apply this learning to future DWMP cycles by** – Working to allocate more dedicated time and resource to these difficult to reach audiences through a variety of channels. Also adapting our existing approach to reach this wider audience by listening to their recommendations and working with them to build an engagement plan that works for all our stakeholders.
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*Ensuring no one is left behind*

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- 7.12 Creating a successful DWMP inevitably requires our stakeholders to make a time and resource commitment for sessions, reviews, feedback and correspondence. This can be quite substantial especially for our stakeholders working at a more detailed planning level, such as our Catchment Partnerships. This commitment proved difficult for a number of our stakeholders and at certain times we found some were left behind, or not brought along on the DWMP journey as closely as we would have liked. Although we worked hard to provide bespoke sessions for these stakeholders, we recognise there may have been some missed opportunities for potential collaboration or development due to their absences at certain times.

- 7.13 **We will apply this learning to future DWMP cycles by** – Agreeing an engagement approach specifically with the Catchment Partnerships, as early as possible in the DWMP cycle. Making sure this approach is bespoke and workable to their needs so that they are fully prepared for the time and resource commitments required to deliver their detailed input. We recognise that this approach also needs to be flexible and sensitive to involving this stakeholder group only at those points in the shared plan’s development where they can most usefully contribute to their more local areas of interest. We’re also developing our company-wide approach for engagement with Catchment Partnerships for the next business plan period to facilitate their development, and potentially provide additional capacity for those who need it.
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#### *Integrating with other strategic plans to avoid duplication*

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- 7.14 We recognised there was a misalignment in the development timelines of a number of relevant Strategic Management plans and the DWMP, which created the potential for duplicated work. We addressed this in this first cycle by building relationships with stakeholders responsible for the other strategic plans and readily sharing information. However, we learnt that more thought needs to be given to how we align and integrate the development of these plans to avoid duplication in future, and to ensure the collective knowledge and content is consistent between plans and available to inform our DWMP modelling in future cycles.
- 7.15 **We will apply this learning to future DWMP cycles by** – Being transparent with our stakeholders and sharing the timelines for DWMP development as early as possible. We will also continue the collective conversations around risks and opportunities to generate knowledge and content we can all use consistently across our strategic planning activities, and in doing so increase their integration and reduce the potential for duplicated work.

#### *Our key lessons learnt from the Thames Flood Advisors*

- 7.16 The Thames Flood Advisors (TFAs) support LLFAs to deliver projects to manage surface water flooding, helping to reduce risk to homes and businesses. This team provided a critical interface into many of our DWMP stakeholder groups, especially the TRFCC committee and Local Authority stakeholders. Our DWMP work with the TFAs evolved over time and proved essential and highly effective in the development of our shared plan. We learnt many lessons from this relationship that we can apply directly to future DWMP cycles including:
- **Continuing to maximise invaluable TFA relationships to support the DWMP** – The TFAs already had existing working relationships with many of our DWMP Level 2 stakeholders and were therefore instrumental in supporting our collaborative communications and engagement activities with these groups. The TFAs’ existing relationships and scheduled interfaces proved to be an invaluable channel and source of input into our shared plan, particularly from our Level 2 stakeholders, that we will continue to maximise in future DWMP cycles
  - **Giving advanced warning of communications, timelines and benefits to our Level 2 stakeholders** – As this stakeholder community faces huge resource pressures, we learnt quickly that our engagement needed to be clearly communicated far in advance, and to

contain clear delivery timelines, aims and benefits, to ensure it was prioritised and well attended by this audience

- **Offering varied communications methods to ensure engagement** – Working with such a broad stakeholder group with varied needs and preferences, we quickly recognised we needed to offer a variety of proven and new methods to ensure we gained their engagement and input. For example, there was a considerable increase in the number of stakeholders dialling into our new pre-recorded webinars when they were arranged as ‘live showings’ with other stakeholders, rather than stakeholders watching in their own time. This approach, together with the other engagement methods that we used, created a highly interactive forum to raise comments, gain collaborative input from our stakeholders and to answer questions
- **Adopting interactive software at workshops, such as Mural, if face-to face engagement isn’t possible** - As face-to-face engagement was not possible during much of this process, hosting interactive workshops virtually using software such as Mural, proved to be stimulating, efficient, effective and encouraged greater stakeholder attendance and participation at our collaborative sessions

## 8 Summary

- 8.1 We're delighted by the outcomes and results achieved by and through our stakeholder engagement work in developing our first DWMP. Our collaborative engagement with stakeholders across all three levels has broadened and deepened our knowledge and understanding around the risks and opportunities across our region.
- 8.2 We have learnt a lot about our region and the stakeholders we work with from this first cycle of DWMP. Not only in terms of the vulnerabilities in our region, but also how and when our stakeholders like to be engaged with. This will be key for future approaches to engagement as collaborative working is the key to a successful DWMP. In the future we hope this investment in knowledge management will enable multiple efficiencies to be identified and further co-funded partnership opportunities with wider benefits for all.
- 8.3 The stakeholder engagement outcome we're most proud of is the additional 47 partnership opportunities we have collaboratively generated with stakeholders. Identifying these partnership opportunities was achieved through informed discussions and debates with our stakeholders which were carefully planned and facilitated through our webinars, interactive workshops, Microsoft Teams sessions and with the supporting data in our Practitioner portal. We will continue to manage the opportunity database as a live, regularly updated feature of the DWMP to maximise opportunities to work on solutions in collaboration with stakeholders.
- 8.4 Our stakeholders have been imperative to the design of our scheme and hence why we proudly refer to it as our shared plan. During this consultation and engagement period, we have seen it less as a necessary process, but more of an opportunity to form lasting and trusting relationships with our stakeholders and relationships that will benefit their communities for years to come. With their help, we have been able to identify and act on their key ideas and concerns. Using 'green' solutions, protecting against pollution and keeping bills affordable have all been major themes in our consultation and these priorities and preferences have directly shaped our plan.
- 8.5 However, this is by no means the end of the road for our stakeholders when it comes to our plan. Active engagement will continue to occur with many exciting future stages for our project in development. We value our continued working with stakeholders on partnership projects, customer and practitioner portals for online access and further consultation as we move into the next cycle of the DWMP. We would like to firmly reassure our stakeholders that we want to continue our engagement with them, and that we want to maintain and help flourish relationships we made during the development of the plan and beyond its publication.
- 8.6 We end our Stakeholder Engagement Appendix with Figure 8-1. This provides a selection of quotes from our stakeholders that were captured and worked with throughout the framework stages, and images of our collaborative engagement activities, achievements and deliverables in this first DWMP cycle.



Figure 8-1 Examples of our stakeholder engagement activities and feedback gained throughout the DWMP Cycle 1

## Glossary

Term	Description
1 in 30-year storm	A storm that has a 1 in 30 chance (3.33% probability) of being equalled or exceeded in any given year. This does not mean that a 30-year flood will happen regularly every 30 years, or only once in 30 years.
1 in 50-year storm	A storm that has a 1 in 50 chance (2% probability) of being equalled or exceeded in any given year. This does not mean that a 50-year flood will happen regularly every 50 years, or only once in 50 years.
Asset Management Plan (AMP)	A five-year planning cycle used by English and Welsh water industry regulators to set allowable price increases for privately owned water companies and for the assessment of performance indicators such as water quality and customer service.
Baseline Risk And Vulnerability Assessment (BRAVA)	Following Risk Based Catchment Screening (RBCS), more detailed risk assessments on those catchments where we believed there was an adverse risk to performance over time. We modelled their performance to 2020 (baseline), 2030, 2035 and 2050.
Business Plan	Business Plans are produced by water companies every 5 years. They set out their investment programme to ensure delivery of water and wastewater services to customers. These plans are drawn up through consultation with the regulators, stakeholders and customers and submitted to Ofwat for detailed scrutiny and review.
Catchment Strategic Plans (CSPs)	Summary reports to promote system thinking across large wastewater catchments. These provide early sight of our final plans enabling co-authoring opportunities for our stakeholders. Each document outlines the challenges that the catchment will face in the future and the long-term plans to address these issues.
Combined sewer	A sewer designed to receive both wastewater and surface water from domestic and industrial sources to a treatment works in a single pipe.
Customer Challenge Group (CCG)	An independent body that challenges both our current performance and our engagement with customers on building our future plans.
Cycle 1 and Cycle 2 DWMP	Our current DWMP is referred to as Cycle 1, it covers a planning period of 2025-2050. Our next plan will be published in five years' time and is referred to as our Cycle 2 DWMP, it will cover a planning period of 2030-2055.
Department for Environment, Food and Rural Affairs (Defra)	UK government department responsible for safeguarding the natural environment, food and farming industry, and the rural economy.
Drainage and Wastewater Management Plan (DWMP)	A Drainage and Wastewater Management Plan (DWMP) is 'a long-term strategic plan that sets out how wastewater systems, and the drainage networks that impact them, are to be extended, improved and maintained to ensure they are robust and resilient to future pressures'. The planning period is 25 years, from 2025 to 2050. DWMP is iterated every five years; the first known as 'Cycle 1', published as a final plan in May 2023.
dDWMP	The draft version of the Drainage and Wastewater Management Plan, published in June 2022 <sup>20</sup> .
fDWMP	The final version of the Drainage and Wastewater Management Plan, to be published in May 2023.

<sup>20</sup> <https://www.thameswater.co.uk/about-us/regulation/drainage-and-wastewater-management>

Dry Weather Flow (DWF)		Dry Weather Flow is the average daily flow to a Sewage Treatment Works (STW) during a period without rain.
Environment Agency (EA)		UK government agency whose principal aim is to protect and enhance the environment in England and Wales.
EA Categories 1 to 3	Pollution	<p>Category 1 incidents have a serious, extensive or persistent impact on the environment, people or property.</p> <p>Category 2 incidents have a lesser, yet significant, impact.</p> <p>Category 3 incidents have a minor or minimal impact on the environment, people or property with only a limited or localised effect on water quality.</p> <p>Further Ofwat guidance available here: <a href="#">WatCoPerfEPAMethodology v3-Nov-2017-Final.pdf (ofwat.gov.uk)</a></p>
Event Monitoring (EDM)	Duration	Event duration monitoring (EDM) measures the frequency and duration of storm discharges to the environment from storm overflows.
External sewer flooding	hydraulic	<p>External flooding occurs within the curtilage of a property due to hydraulic sewer overload.</p> <p>Further Ofwat guidance available here: <a href="#">Reporting-guidance-sewer-flooding.pdf (ofwat.gov.uk)</a></p>
Foul sewer		A foul sewer is designed to carry domestic or commercial wastewater to a sewage works for treatment. Typically, it takes wastewater from sources including toilets, baths, showers, kitchen sinks, washing machines and dishwashers from residential and commercial premises.
Grey infrastructure		New sewers, sewer upsizing and attenuation storage to provide additional capacity in the wastewater networks. Also covers new pumping stations, rising mains and/or civil structures at STWs.
Green infrastructure		Sustainable surface water management solutions, including sustainable drainage systems (SuDS), that are designed to mimic naturally draining surfaces. Typically applied to surface water or combined sewerage systems, but can also be applied to land, highway or other forms of surface drainage.
Historic England (HE)		A non-departmental public body of the government whose aim is to protect the historical environment of England by preserving and listing historic buildings, ancient monuments.
Hydraulic overload		Hydraulic overload occurs when a sewer or sewerage system is unable to cope with the receiving flow.
Internal sewer flooding	hydraulic	<p>Flooding which enters a building or passes below a suspended floor caused by flow from a sewer.</p> <p>Further Ofwat guidance available here: <a href="#">Reporting-guidance-sewer-flooding.pdf (ofwat.gov.uk)</a></p>
L2 Area (Strategic Planning Area)		An aggregation of level 3 catchments (tactical planning units) into larger level 2 strategic planning areas. The level 2 strategic planning areas allow us to describe strategic drivers for change (relevant at the level 2 strategic planning area scale) as well as facilitating a more strategic level of planning above the detailed catchment assessments.
L3 (Tactical Unit)	Catchment Planning	Geographical area in which a wastewater network drains to a single STW. Stakeholders may be specifically associated with this area. Includes for surface water sewerage that may exist which serves the wastewater geographical area but drains to a water course.
Lead Authorities (LLFAs)	Local Flood	LLFAs are Risk Management Authorities as defined by the Flood and Water Management Act 2010. They have statutory duties with respect to flood risk management, investigating flooding and the compilation of surface water management plans.

Long-Term Delivery Strategy (LTDS)	A requirement by Ofwat on water companies, to ensure that short term expenditure meets long term objectives for customers, communities, and the environment. These will be submitted as part of the Price Review.
Misconnections	Misconnections are where either surface water drainage or foul water is connected to the wrong system e.g., surface water to foul only or foul to surface water systems.
Natural capital accounting	The process of calculating the total stocks and flows of natural resources in a given system, either in terms of monetary value or in physical terms.
Natural England (NE)	A non-departmental public body sponsored by the Department for Environment, Food and Rural Affairs to protect the natural environment in England, helping to protect England's nature and landscapes.
Non-governmental organisation (NGO)	An organisation that operates independently of any government, typically one whose purpose is to address a social or political issue.
Options Development and Appraisal (ODA)	A method to focus the level of planning effort, i.e., proportionate to the risks identified, with a view to providing a measure of consistency across the industry.
Ofwat	The regulatory body responsible for economic regulation of the privatised water and wastewater industry in England and Wales.
PR24	<p>Every five years, water companies set out their plans for what they'll deliver and how much they'll charge customers<sup>21</sup>. Their plans over the next five years should include how they will:</p> <ul style="list-style-type: none"> <li>• Provide a safe and clean water supply</li> <li>• Provide efficient sewerage pumping and treatment services</li> <li>• Control leaks</li> <li>• Install meters</li> <li>• Maintain pipes and sewers</li> <li>• Maintain and improve environmental standards</li> </ul> <p>This process is known as the price review, and the next one will be in 2024, when Ofwat will make its final decisions. We call this PR24.</p>
Risk-Based Catchments Screening (RBCS)	A first-pass screening exercise of catchment vulnerability against 17 different risk indicators. To understand which catchments are low risk catchments and those that are likely to be at risk in the future if not supported by our long-term plan.
Risk Management Authorities (RMAs)	Authorities responsible for Flood Risk as defined in the Flood and Water Management Act 2010. These include, Lead Local Flood Authorities, Highway Authorities, Local Planning Authorities, Natural England and the Environment Agency.
Sewage Treatment Works (STW)	A sewage treatment works receives and treats wastewater to a standard legally agreed with the Environment Agency, before it is released back into the environment.
Specific, Measurable, Achievable, Relevant, and Time-Bound (SMART)	A framework for setting effective targets.
Storm overflow discharges	Storm overflows are used to manage excess flows, which typically occur as a result of heavy rainfall. Excess flow that may otherwise have caused flooding is released through a designated outfall to a water course, land area or alternative drainage system.

<sup>21</sup> <https://www.ccwater.org.uk/priorities/price-review/>

Strategic Environmental Assessment (SEA)		A systematic decision support process to ensure that environmental and other sustainability aspects are considered effectively in policy, plan and programme making.
Surface water sewer		A surface water sewer collects rainwater from domestic and commercial roofs, driveways, patios etc to a local watercourse or suitable surface water drainage system.
Sustainable Drainage systems (SuDS)		Drainage solutions that provide an alternative to the direct channelling of surface water through networks of pipes and sewers to nearby watercourses. SuDS aim to reduce surface water flooding, improve water quality, and enhance the amenity and biodiversity value of the environment. SuDS achieve this by lowering flow rates, increasing water storage capacity and reducing the transport of pollution to the water environment.
Thames Flood and Committee area	Regional Coastal (TRFCC)	The TRFCC area was established by the Environment Agency under the Flood and Water Management Act 2010 that brings together members representing the Constituent Authority. Featured TRFCCs are listed here on our DWMP portal: <a href="https://www.thameswater.co.uk/arcgis.com">Drainage and Wastewater Management Plan (arcgis.com)</a>
Water National Environmental Programme (WINEP)	Industry	The framework under which Defra and the EA require environmental improvements to be delivered by water companies. Guidance is released by regulators, which water companies interpret for their geographical area, and resubmit the outputs back to regulators for endorsement.

## Navigating our DWMP

We have developed a comprehensive document suite to share our final DWMP. This includes five summary documents that contain increasing levels of detail. To help you to navigate around our document suite and to find key DWMP content, we provide a Navigation index below and on our DWMP webpage. The orange cells refer to where key DWMP content can be found across our final document suite.

Navigation index		Protecting the environment and providing a reliable, sustainable wastewater service							Best value and delivery				Working together		DWMP stages and data					
		Storm overflows	Sewer flooding	Level of ambition & pace of delivery	Growth & climate change	Resilience: flooding & power	Groundwater	Environmental assessments	Affordability & bill impact	Best Value	Base vs Enhancement	Solutions & deliverability	Programme alignment	Partnership working	Stakeholder & customer engagement	DWMP stages & process	Level 2 regional summaries	Level 3 regional summaries	Data tables	Risk & Assurance
Summary documents	Customer summary																			
	Non-technical summary																			
	Technical summary																			
	The Plan																			
	Catchment Strategic Plans x13																			
Technical appendices x11	Appendix A - Strategic context																			
	Appendix B - Risk-Based catchment screening																			
	Appendix C - Baseline risk and Vulnerability assessment																			
	Appendix D - Options development and appraisal																			
	Appendix E - Programme appraisal																			
	Appendix F - Stakeholder engagement																			
	Appendix G - Adaptive pathway planning																			
	Appendix H – Customer engagement Part A – Draft DWMP																			
	Appendix I - Risk and uncertainty																			
	Appendix J - DWMP and WRMP alignment																			
New technical appendices x9	Appendix M - Assurance																			
	Appendix N - You Said, We Did (YSWD)																			
	Appendix O - What base buys																			
	Appendix P - Response to July 2021 Floods																			
	Appendix Q - Storm overflows																			
	Appendix R - Delivery of SuDS and nature-based solutions																			
	Appendix S - Partnership opportunities and working																			
	Appendix T - Groundwater quality																			
	Appendix U - Resilience																			
Appendix V – Customer engagement Part B – Consultation Survey Report																				
Environmental assessments	Appendix K - Strategic environmental assessment (SEA)																			
	Appendix L - Habitats regulations assessment (HRA)																			
Portals and data	Customer portal																			
	Practitioner portal																			
	Data tables																			
	Data tables commentary																			

We welcome your views on our DWMP. Please share them with us by emailing:  
[DWMP@thameswater.co.uk](mailto:DWMP@thameswater.co.uk).

*This document reflects our DWMP 2025-2050 as published in May 2023.*

