

United Utilities Water

Drainage and Wastewater Management Plan 2023

TA2 Stakeholder Engagement

Document Reference: TA2

May 2023

Executive Summary

The Drainage and Wastewater Management Plan (DWMP) is a long-term plan, which sets out what is needed for robust and resilient drainage and wastewater services into the future. The interconnected nature of drainage means that partnership and collaboration are fundamental in delivering long-term targets.

The DWMP, therefore, provides a basis for greater collaborative and integrated long-term planning alongside our stakeholders across the region to tackle shared risks and opportunities relating to drainage, flooding and protecting the environment.

United Utilities Water (Uuw) has developed the DWMP with support from stakeholders, regulators and customers from across the North West. The 14 Strategic Planning Groups have supported a collaborative approach to planning. Uuw have engaged widely with stakeholders throughout the development of the DWMP, from setting long-term ambitions to selecting preferred solutions. Stakeholders have helped shape the approach taken at every stage.

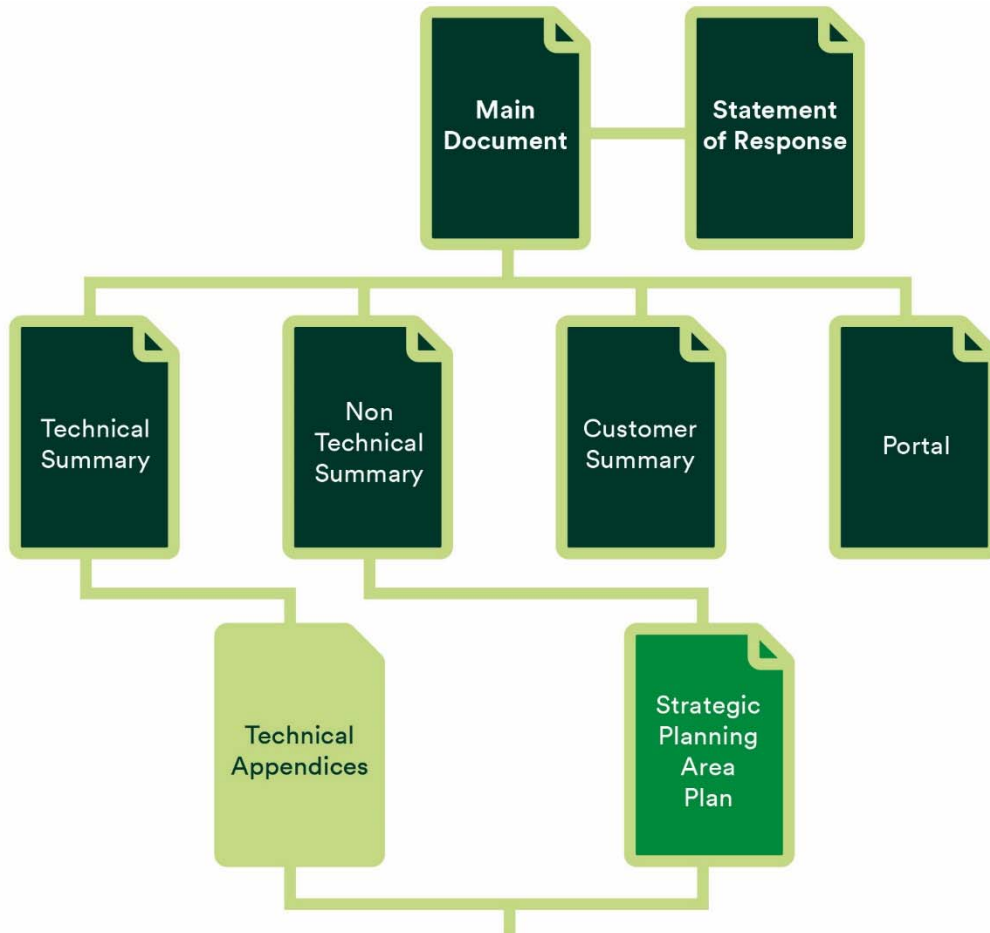
The region of the North West, which this plan covers, is diverse. As such, different stakeholders and customers have varying priorities. In the development of the DWMP, Uuw has sought to balance these views, where possible, to deliver a final preferred plan which provides best value.

This new planning framework is an evolving process, and as such, we have built on our many existing partnerships, and developed new ones, in seeking integrated solutions to the challenges faced. Our actions on partnerships will continue as the DWMP evolves through each five-yearly iteration.

In addition to extensive stakeholder engagement, we have also engaged with customers throughout the development of the DWMP. For more information refer to Technical Appendix 9 – Customer Engagement.

The DWMP partnerships plan is one part of our overall partnerships approach. We will provide further details on our full partnerships programme in our upcoming Price Review business plan submission.

Figure 1 DWMP document structure



TA1 Assurance and Governance	Alt Crossens
TA2 Stakeholder Engagement	Derwent
TA3 Demand Forecasting	Douglas
TA4 Risk Based Catchment Screening	Eden Esk
TA5 Assessing Future Risk	Irwell
TA6 Resilience	Kent Leven
TA7 Options Development and Appraisal	Lune
TA8 Programme Optimisation	Mersey Estuary
TA9 Customer Engagement	Ribble
	South West Lakes
	Upper Mersey
	Waver Wampool
	Weaver Gowy
	Wyre
Environmental Assessments	

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Glossary

For the glossary, refer to document C003.

1. Introduction

1.1 Highlights

- A main focus of the Drainage and Wastewater Management Plan (DWMP) is to facilitate more integrated and collaborative drainage and wastewater planning.
- To deliver a successful DWMP it is important to take into consideration the drainage and wastewater system in its entirety, considering the integrated nature of drainage and the water environment.
- This technical appendix summarises how U UW has engaged with stakeholders throughout the development of the DWMP.
- Through engaging with stakeholders, we have had the opportunity to share DWMP approaches and progress, gain feedback and endorsement on approaches taken, and discuss shared risks.
- Ultimately, this has enabled us to develop a partnership opportunity pipeline for each strategic planning area (SPA), identifying potential opportunities for co-delivery and shared working in the future.

- 1.1.1 A main focus of the Drainage and Wastewater Management Plan (DWMP) is to facilitate more integrated and collaborative drainage and wastewater planning in association with other organisations with responsibilities for drainage and environmental water quality. Historically, engagement with stakeholders has fallen into two key categories: organisations with responsibilities under the Flood and Water Management Act (2010), known as ‘risk management authorities’ (RMA’s); and organisations with responsibilities and interests in improving environmental water quality.
- 1.1.2 To deliver a successful DWMP it is important to take into consideration the drainage and wastewater system in its entirety, considering the integrated nature of drainage and the water environment. As such, regular engagement with stakeholders throughout the development of the plan, from setting the long-term objectives to developing the preferred plan, has been key.
- 1.1.3 This technical appendix summarises how U UW has engaged with stakeholders throughout the development of the DWMP. It evidences that the DWMP process has enabled the identification of opportunities to work in partnership and to collaborate with third parties and that the planning process will operate with these principles of collaboration and partnerships in mind.
- 1.1.4 Stakeholder engagement is key to enabling partnership working and importantly for DWMP, developing solutions to be delivered collaboratively. The North West covers an extensive geography, which in turn creates a number of stakeholders. A wide variety of stakeholders have been consulted with including the Environment Agency, Natural England, Lead Local Flood Authorities, Local Planning Authorities, Combined Authorities, Catchment Partnerships, environmental organisations such as the Rivers Trust and Groundwork, National Rail and National Highways. Feedback and endorsement has been provided on a variety of stages throughout the DWMP and will be outlined in this document.
- 1.1.5 Throughout the development of DWMP, U UW have engaged with a wide range of stakeholders over a number of years to explore opportunities for partnership (Figure 2). This has enabled the creation of the partnership opportunities pipeline to help enable more partnership schemes.
- 1.1.6 Other RMA partners are on similar journeys to Water Companies in that they are bound by regulation and legislation, which requires them to write strategic plans and often, follow similar processes to achieve this. The drainage systems across the North West are highly interconnected, drainage can be considered across: land drainage, highways drainage; sewer systems; surface water drainage and natural drainage systems (rivers, streams and other water bodies). This integrated nature of the system results in common issues across drainage asset owners and a co-dependence on their respective responsibilities being delivered. By working collaboratively with other RMA’s there is an opportunity to more fully understand these risks and issues, and work together to resolve issues at the root cause.

- 1.1.7 Additionally, to meet obligations as a ‘public authority’ under the Natural Environment and Rural Communities Act 2006, it is key to work to protect and enhance the natural environment. U UW will strive to play our part in nature recovery and the delivery of biodiversity net gain. U UW are currently committing to deliver improvements for biodiversity in our capital programme and across our landholdings. We recognise the additional biodiversity requirements and opportunities that will arise through the Environment Act and will ensure we meet these requirements.
- 1.1.8 Following the launch of the government’s Natural Environment White Paper in June 2011, outlining their vision for the natural environment over the next 50 years, we have developed a U UW Natural Environment Strategy.

Figure 2 Scale of engagement activities in developing the DWMP



- 1.1.9 This Natural Environment strategy commits us to:
 - Aim to comply with all national and international natural environment legislation, either directly or through our contractors/partners;
 - Integrate the management of the natural environment into business as usual activities;
 - Communicate, share and embed where possible best practice across U UW employees, partners and contractors; and
 - Work with partners and stakeholders to actively inform and influence future developments affecting the natural environment and U UW, based on sound evidence.
- 1.1.10 The very nature of our business means we are acutely aware of our responsibility to and co-dependency on the natural environment. This is why we are committed to protecting and enhancing habitats and wildlife across our operations to have a positive impact on the natural environment of the North West.
- 1.1.11 Collaboration and working towards partnership solutions have been central to our plan development, considering how data and information can be shared and developed across organisations, to deliver efficiencies and drive co-design and co-delivery of solutions. Working collaboratively supports the identification of integrated, shared strategies. A key ambition of the plan is to identify opportunities for options, which could be implemented in partnership with other organisations, or even to be delivered by third-party organisations.
- 1.1.12 Through engaging with stakeholders, we have had the opportunity to share DWMP approaches and progress, gain feedback and endorsement on approaches taken, and discuss shared risks. Ultimately, this has enabled us to develop a partnership opportunity pipeline for each strategic planning area (SPA), identifying potential opportunities for co-delivery and shared working in the future.

2. Approaches to engagement

2.1 Highlights

- A range of tools and methods have been used to engage stakeholders including traditional face-to-face workshops and virtual workshops using MIRO boards.
- The Collaboration Portal has been established as an interactive portal, to host a range of content including updates and discussions on key strategic Uuw work.
- Through the Collaboration Portal we have been able to provide updates on our plans, share key information and engage stakeholders in one unified location, for example, the quarterly newsletter.
- We have produced an interactive online Geospatial Platform (GSP) to publish the DWMP.

2.1.1 This section outlines the approaches taken to engaging with stakeholders and customers. This engagement has been varied to suit needs and constraints. As with all organisations, government restrictions related to COVID-19 removed the possibility for traditional engagement techniques such as workshops and face-to-face meetings. This encouraged us to develop innovative solutions to deliver great engagement without tried and tested face-to-face approaches.

2.2 Tools and methods

2.2.1 Summary

2.2.1.1 A range of tools and methods have been used to engage stakeholders, and these are outlined in Figure 3 with innovative approaches being further described below.

2.2.1.2 In addition to traditional face-to-face workshops and meetings due to COVID-19, alternative approaches to engagement had to be found. However, these alternative approaches have proved successful and will continue to be part of the engagement strategy going forward.

Figure 3 Uuw DWMP methods of engagement.



2.2.2 Online whiteboards and conferencing tools

- 2.2.2.1 In response to remote working restrictions, we utilised an online whiteboard tool, Miro, alongside conferencing technology during our Strategic Planning Group (SPG) workshops to drive interaction with the process and ensure feedback from stakeholders was captured.
- 2.2.2.2 For our first series of online workshops (detailed in section 3.3), we organised information, including catchment maps and BRAVA results, within easily navigable frames on the Miro Boards. The use of visual materials guided discussion and allowed stakeholders to explore the catchments. Stakeholders could then physically add feedback and ideas through virtual post-it notes. Additionally, utilising features such as ‘voting dots’, have allowed SPG’s to visually prioritise across different aspects of the plan (including objectives and programme level priorities).
- 2.2.2.3 Through these activities, we have found that remote workshops do have a different dynamic to traditional face-to-face workshops. We have found that whereas conversation flows naturally face to face, you do not get the same level of informal discussion and verbal debate online. To assist with this, we have started utilising ‘timer’ and ‘chat’ functions to drive more virtual commentary and create a specific space for verbal discussion. Although simple, we found that this greatly benefitted the discussion and encouraged more engagement than when we have not used this functionality.
- 2.2.2.4 Several factors were key to the success of using Miro Board in our SPG workshops. Workshop attendees were able to access the digital whiteboard easily via a link and work together on the board in real time. For any individuals or organisations that could not attend the workshop, we ensured links remained live allowing stakeholders to access the boards after the event and add on their thoughts and contributions.
- 2.2.2.5 A large number of people can work on the boards at the same time, which allows us to harvest lots of information in a short space of time. Being able to design the layout of the board in advance, using templates, frames and grids, significantly reduces the amount of time required post-workshop to sort through the generated information. In addition, attendees can add comments to the post-it notes of attendees from different organisations, which has been useful for identifying links, interdependencies and establish how/where organisations are already working together.

2.2.3 Collaboration portal

- 2.2.3.1 The Collaboration Portal (<https://collab-uu.co.uk/latest-news/>) has been established as an interactive portal, to host a range of content including updates and discussions on key strategic U UW work including: Catchment Systems Thinking (CaST), Drainage and Wastewater Management Plan (DWMP) and our Water Resources Management Plan (WRMP). Through the Collaboration Portal we have been able to provide updates on our plans, share key information and engage stakeholders in one unified location (Figure 4 and Figure 5).
- 2.2.3.2 Stakeholders were invited to register for the collaboration portal, where items such as newsletter updates are published as well as frequently asked questions and informal consultations or discussion topics. The following discussions have been held:
- In order to develop the Collaboration Portal in the right way, we would like to know the areas that you would like to collaborate on. Please could you outline the topics, areas and key discussion points you would like to discuss with us?
 - With environmental challenges on the rise, it is important that we consider nature-based solutions in our approach. This will require successful partnerships and collaboration, which is why we would like to know your thoughts on what can be done to increase the uptake of nature-based solutions across society?

2.2.3.3 Going forward, the Collaboration Portal will continue to act as a platform for consultations and discussions around these topics.

Figure 4 Screenshot from the Collaboration Portal

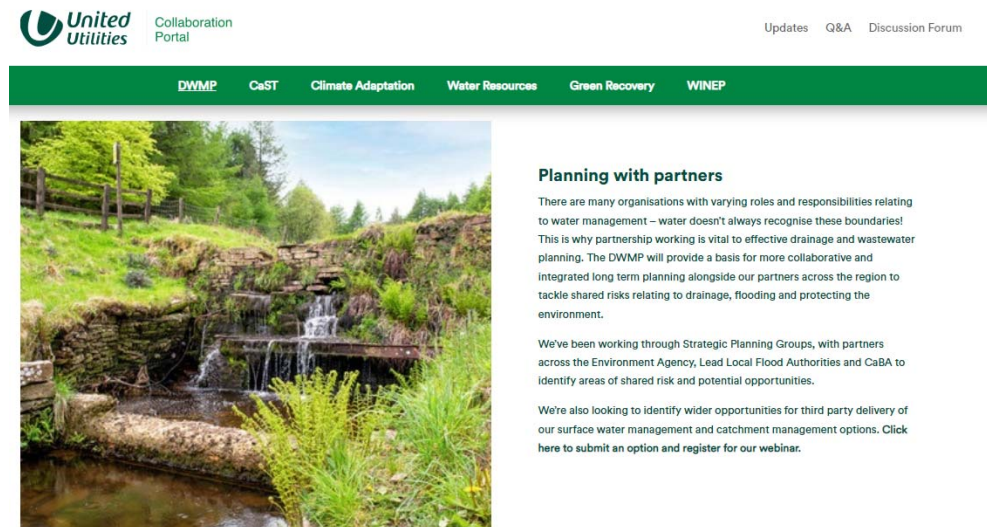
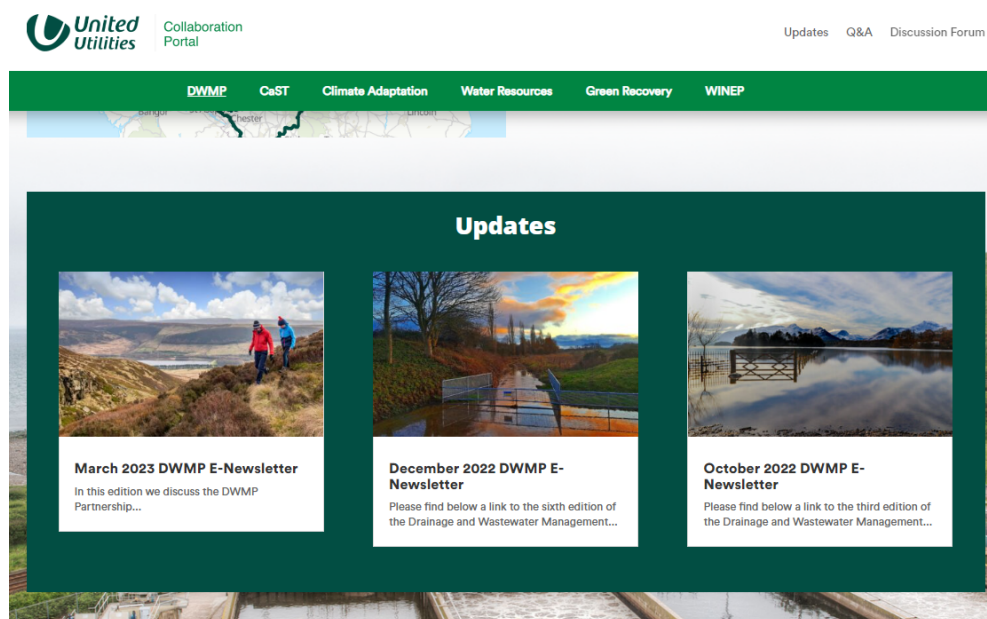


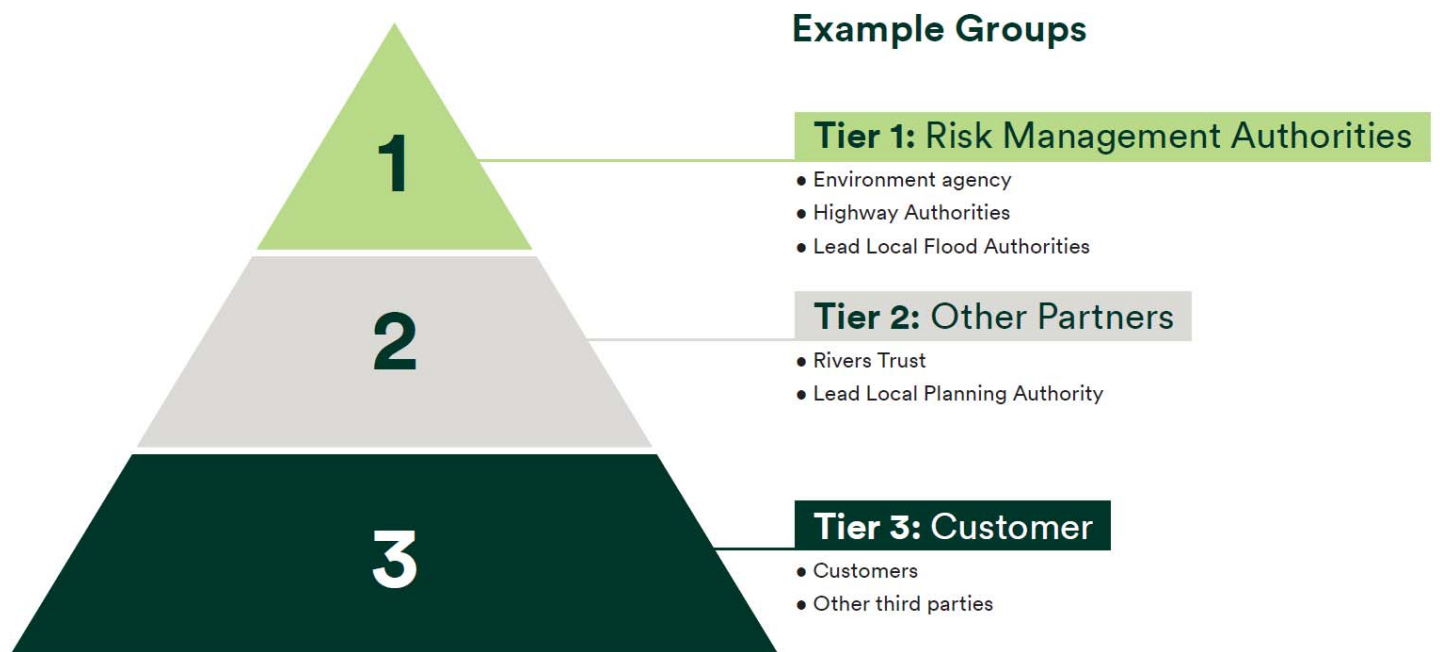
Figure 5 Screenshot from the Collaboration Portal showing the last updates



2.2.4 DWMP geospatial platform

- 2.2.4.1 In order to share our plan in an interactive format, we have produced an online Geospatial Platform (GSP) to publish the DWMP.
- 2.2.4.2 The DWMP GSP has been developed in three levels (Figure 6), and this tailored approach to data sharing will facilitate effective and successful partnership working, whilst allowing us to protect customers where more sensitive information must be shared. This will allow stakeholders and customers to see information that is relevant to them in an accessible format.

Figure 6 Online geospatial portal tiers



- 2.2.4.3 The GSP has been developed using GIS Online and is used to quickly communicate DWMP data with stakeholders – this is a vital tool given the long term and iterative nature of DWMP planning. The data available is tailored to the user, for example detailed flooding data and asset data will only be accessible to users who have roles and responsibilities under the Flood Risk Management Act and work within Risk Management Authorities.
- 2.2.4.4 Alongside access to the Tier 1 or Tier 2 platform, stakeholders are provided with a training pack and the offer of one to one sessions, to demonstrate how to use the GSP. Stakeholders are encouraged to feed back their experience with using the GSP.
- 2.2.4.5 The Tier 3 customer portal displays the DWMP plan geospatially to allow customers to view their forecasted risk up to 2050 and makes the findings of the DWMP more accessible. The DWMP plan is modelled and does not display live or historic information.
- 2.2.4.6 The GSP is the first of its kind in the North West and the first time we have shared data in this way. The GSP has been further developed building on feedback from customers and stakeholders. To facilitate the development of the GSP a development group was formed with the relevant technical leads from U UW.
- 2.2.4.7 Following the publication of the draft DWMP (dDWMP) the data within the Tier 1 and Tier 2 GSP was updated to reflect the data within the DWMP published in Spring 2023.

- 2.2.4.8 Specific feedback on the Tier 1 and Tier 2 GSP was obtained from stakeholders via an online survey circulated within the December 2022 DWMP newsletter and a follow up email. A theme within the feedback received showed a lack of awareness of the existence of the GSP.
- 2.2.4.9 Within the January 2023 SPG workshops, one of the key topics focused on informing stakeholders what the GSP is and how they can sign up for it. Following the SPG workshop we received increased sign up to the GSP.
- 2.2.4.10 We also received interest from stakeholders on the DWMP partnership opportunity pipeline following the January 2023 SPG workshops. To enable stakeholders to use this data and to facilitate partnership working we uploaded the DWMP key partnership opportunities data set onto the Tier 1 and Tier 2 GSP.
- 2.2.4.11 Building on feedback on the Tier 3 customer portal it was decided that there should be a company-wide ambition to develop one central customer portal for all of UUW's customer-focussed information. Ahead of DWMP publication the Customer Portal DWMP webpage was further developed to include videos to make the DWMP easier to understand (this responded to regulator feedback on that point).
- 2.2.4.12 The proposal for a company-wide portal was presented to the Your Voice an independent challenge group representing UUW customers and stakeholders across the North West.

2.3 Strategic stakeholders and partnerships.

2.3.1 Highlights

- UUW have worked closely with RMAs through flood partnership forums.
- UUW work closely with Catchment Based Approach partnerships which has enabled partnership working such as work with Ribble Rivers Trust to deliver water quality improvements in the catchment.
- UUW has engaged with Network Rail and National Highways to investigate partnership opportunities.
- Strategic Planning Groups (SPGs) were set up in each of the Strategic Planning Areas (SPAs) was to capture all drainage risks within a river basin catchment and assess the opportunities for partnership.
- UUW has worked with the FCERM Strategy Group on the Planning Together Group and the Working Together Group.
- Several overarching aims for the Working Together Group were identified including: collaborative outcomes focused; increased visibility through better data sharing and better timeline alignment between the two organisations.
- The UUW and Rivers Trust strategic partnership aims to build an innovative partnership model that aligns interests and delivers resilient catchments to meet society's needs.
- UUW has a rich history of partnership working and driving innovation with organisations including; Natural Course, IGNITION, Moors for the Future, the Ship Canal Partnership and more recently the Trilateral Partnership between UUW, Greater Manchester Combined Authority (GMCA) and the Environment Agency.

2.3.2 Introduction

- 2.3.2.1 There are many existing partnerships across the North West, which are well established and have been used to engage on the DWMP. Throughout the development of the DWMP, UUW has worked closely with other RMAs across the North West through flood partnership forums. These partnerships have an operational and tactical focus and have allowed us to work collaboratively for our operational reaction

during incidents and to review incident data to identify opportunities for historic risks to be resolved collaboratively.

- 2.3.2.2 UUW also works closely with Catchment Based Approach (CaBA) partnerships across the North West with a particular focus on the water environment. These relationships have directly enabled partnership working on capital delivery schemes during the investment period 2020–2025 such as work with Ribble Rivers Trust to deliver water quality improvements in the catchment, which have supported a nature-based solution to be delivered instead of a conventional ‘grey’ solution.
- 2.3.2.3 The DWMP is shifting how we plan, transitioning to more strategic planning to manage long-term risks and using this to inform activities in the shorter term. DWMP assessments have focused on understanding how existing risks will change over the next 25 years and also what new risks may arise. In our engagement with stakeholders, we have concluded that, whilst there are occasions where future risk is considered this is generally for a specific risk, and tools and data for assessing strategically how risk will change over a longer time period is limited, particularly across multiple organisations.
- 2.3.2.4 Assessing the future drainage and wastewater risks widens the opportunity to involve more strategic stakeholders in managing these risks. As a result, through DWMP, UUW has engaged with Network Rail and National Highways as two key infrastructure providers in the North West to investigate partnership opportunities.

2.3.3 Strategic planning groups

- 2.3.3.1 There are a number of existing partnerships across the North West focusing on water quality and quantity such as CaBA Partnerships, Making Space for Water, Strategic Flood Risk Management Partnerships and the Regional Flood and Coastal Committee (RFCC). However, these groups do not tie in all drainage and wastewater risks by looking at both water quality and quantity; consequently it was concluded that a bespoke forum for DWMP was required.
- 2.3.3.2 Strategic Planning Groups (SPGs) were set up in each of the Strategic Planning Areas (SPAs) – 14 in total. Our SPAs are aligned to the Environment Agency management catchment boundaries with slight adjustments for Tactical Planning Units (TPUs), which span more than one management catchment (Figure 7 shows the SPA locations and boundaries). This is in recognition of the interconnected nature of the catchment and that changes to drainage and wastewater in one part of the system may ripple through. A Systems Thinking approach is needed to all drainage and wastewater decisions.
- 2.3.3.3 The purpose of the SPGs was to capture all drainage risks within a river basin catchment and assess the opportunities for partnership, including where there may be potential to achieve multiple benefit solutions. These groups were also established to consult our main strategic partners on the various stages of the DWMP and share outputs as and when they become available.
- 2.3.3.4 While the members of each SPG varied slightly, key attendees for the groups included:
- Local councils;
 - Local planning authorities (LPAs);
 - Lead local flood authorities (LLFAs);
 - The Environment Agency;
 - Catchment based approach hosts;
 - Natural England; and
 - The Rivers and Canal Trust.

Figure 7 Strategic planning groups were set up aligned to the strategic planning area boundaries



2.3.3.5 There are 14 strategic planning areas in the North West and consequently 14 strategic planning groups were established.

2.3.3.6 A critical reason for engaging with SPGs was to ensure that the DWMP complimented and supported existing external strategies such as the Environment Agency Flood and Coastal Erosion Risk Management strategy. SPGs were an opportunity for stakeholders to engage and contribute to the DWMP, but also an opportunity for U UW to capture partner’s strategic goals and look for potential synergies.

2.3.4 Environment Agency and United Utilities Water (U UW) Flood and Costal Erosion Risk Management (FCERM) Strategy Group

2.3.4.1 The FCERM Strategy Group has a key purpose of sharing strategic organisational insight, providing strategic direction and ensuring the Environment Agency and U UW are appropriately recognising and communicating our collective work.

2.3.4.2 The FCERM Strategy Group meet on a monthly basis and receive input from the FCERM Tactical Group. The FCERM Strategy Group provide updates on their progress to the Strategic Liaison Group.

2.3.4.3 A number of working groups have resulted from the FCERM Strategy Group including:

- The Planning Together group; and

- The Working Together Group

- 2.3.4.4 The Environment Agency in the North West cover a similar regional area to U UW. The Environment Agency are responsible for producing a Flood Risk Management Plan (FRMP) and River Basin Management Plan (RBMP), each of which involve elements of drainage and environmental risk management. There was, therefore, huge opportunity for synergies between strategic plans.
- 2.3.4.5 As close stakeholders, it was agreed that there was merit in trying to ensure alignment in the plans.
- 2.3.4.6 In April 2019, U UW hosted a workshop with colleagues from the Environment Agency’s flood risk management and environmental teams. The high level aim of this workshop was to explore how both stakeholders could engage with the processes of developing our strategic plans and identify how we could work in partnership to align the three plans. Although hosted by U UW, this was a joint workshop with presentations from both organisations, where each discussed the scope and timescales involved in the strategic plans.
- 2.3.4.7 The workshop identified some key learning points; highlighting the complexity around differing operational boundaries and organisational priorities; and similarities with how each were proposing to engage with the same stakeholders.
- 2.3.4.8 The success of this workshop led to the creation of the ‘Planning Together Group’. This working group was made up of U UW and Environment Agency personnel with the aims of aligning objectives and developing joint communications given how the timescales for these plans were similar.
- 2.3.4.9 Several factors have been key to the success of the planning together group including; good communication between RBMP, FRMP and DWMP leads, the use of virtual collaboration spaces to work on shared documents and host regular monthly meetings, and shared objectives for the group.
- 2.3.4.10 There are three overarching objectives:
- Engagement: aimed to ensure that the RBMP, FRMP and DWMP teams are all aware of, and feeding into any upcoming engagement activities. For example, the DWMP team recently prepared an engagement briefing note to be used within the North West FRMP and RBMP consultations.
 - Option/measure development: aimed to deliver collaborative input to FRMP measure development and DWMP option development. We held a number of workshops throughout May – August 2020 to develop shared strategic measures, which will be utilised in both plans.
 - Data sharing: aimed to identify data to support the above activities and develop processes to enable sharing of this data. This has supported the development of a ‘shared risk’ layer in GIS, overlaying Environment Agency Communities at Risk data with DWMP forecast flood risk and outfall locking assessments. In addition, Environment Agency future river level data has been used in our resilience assessments.
- 2.3.4.11 The Planning Together Group has supported the development of 15 shared strategic objectives in the North West FRMP. It has also supported collaborative engagement with stakeholders, this includes the sharing of flood risk management data to identify priority areas for collaboration. In January 2022, U UW submitted its consultation response to the Environment Agency on the draft FRMP, there were minimal comments on the FRMP measures for the North West a direct result of the upfront engagement and collaboration through the Planning Together Group.
- 2.3.4.12 Due to shared stakeholders and interest across the three plans, joint communications were carried out. For example, joint updates were provided to the Regional Flood and Coastal Committee on the plans being developed, progress and collaborative planning activities being undertaken.
- 2.3.4.13 The Planning Together Group provide regular progress updates on their strategic plans to the Environment Agency U UW FCRM Tactical Group.

- 2.3.4.14 Due to the complex nature of delivering Flood Risk Management schemes, collaborative working between the Environment Agency and UUW can be complicated. A Working Together Group was developed to create an agreed ways of working together between the Environment Agency and UUW to instil consistency across the region and smooth the process.
- 2.3.4.15 In November 2022, UUW hosted a workshop with colleagues from the Environment Agency’s Flood Risk Management and Environmental teams. The high level aim of this workshop was to explore what each organisation hoped to achieve from the agreed ways of working. Although hosted by UUW, this was a joint workshop led by both organisations and consisted mainly of group discussions.
- 2.3.4.16 Several overarching aims for the Working Together Group were identified including: collaborative outcomes focused; increased visibility through better data sharing and better timeline alignment between the two organisations.
- 2.3.4.17 The Working Together Group has facilitated the development of a shared statement of intent endorsed by both organisations. It has also created a timeline that highlights key points in both organisations programmes where specific pieces of information should be shared to facilitate potential partnership working.
- 2.3.4.18 The Working Together Groups statement of intent outlines that “United Utilities and the Environment Agency will work together to attain visibility of appropriate data and processes at key share points as agreed in a joint timeline to achieve alignment of work programmes in order to realise collaborative outcomes.”

2.3.5 The Rivers Trust Strategic Partnership

- 2.3.5.1 The UUW and Rivers Trust strategic partnership aims to build an innovative partnership model that aligns interests and delivers resilient catchments to meet society’s needs. The partnership will:
- Develop and coordinate exemplar, place-based plans for multiple catchments in the North West, which are owned by a broad range of stakeholders;
 - Influence development of the right governance, by bringing together top-down strategic planning and bottom-up planning and tactical delivery to manage long-term integration of catchment interests, thereby safeguarding the sustainable use of natural capital resources;
 - Positively influence consumer behaviour change to increase awareness of the dependence on, and responsibility for the natural environment, and to improve long-term sustainability;
 - Seek to break down barriers and influence change in a constructive way, by demonstrating leadership, piloting new approaches, sharing best practice and through local and national advocacy;
 - Seek to improve the robustness and quality of environmental data and evidence, to support informed decision-making;
 - Build confidence in the multiple benefits of nature-based solutions by demonstrating their effectiveness; and
 - Look to set up the mechanisms needed to leverage an effective blend of public and private investment by complementing market-led approaches.

2.3.5.2 A strategic partnership board has been established to ensure the delivery of the partnership model.

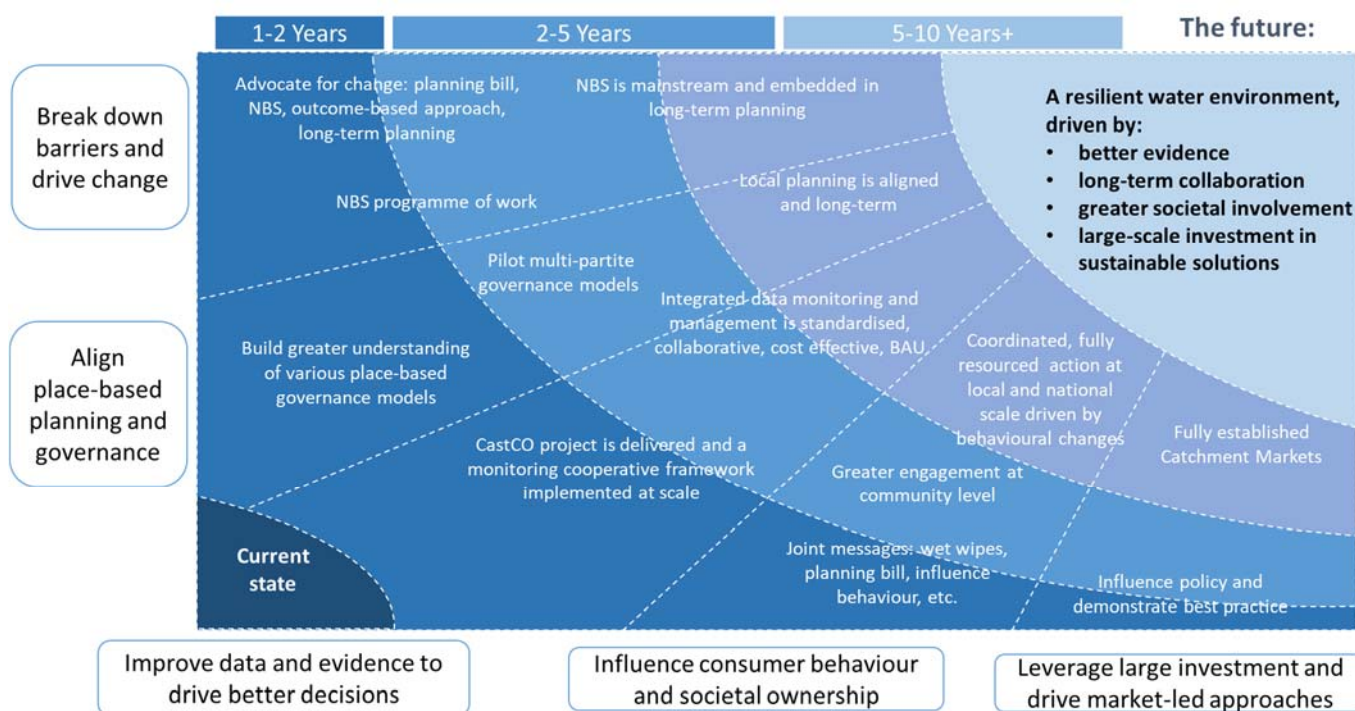
2.3.5.3 The key aims of the partnership between UUW and the Rivers Trust are wide ranging and cover a number of objectives. These include, but are not limited to, developing exemplar place based plans, long-term integration of planning, positively influencing customer behaviour, improving the robustness of environmental data and building confidence in nature-based solutions (Figure 8).

Figure 8 Key activities of strategic partnership between the Rivers Trust and UUW



2.3.6 The key aims of the partnership between United Utilities Water and the Rivers Trust are wide ranging and cover a number of objectives. These include, but are not limited to, developing exemplar place-based plans, long-term integration of planning, positively influencing customer behaviour, improving the robustness of environmental data and building confidence in nature-based solutions. This will help us to deliver a transformational programme of activities in the long-term which aim to help us achieve our adaptive planning objectives.

Figure 9 Roadmap to long-term transformation, set out by our Strategic Partnership



2.3.7 Partnerships within the Greater Manchester City Region

- 2.3.7.1 UUW has a rich history of partnership working and driving innovation with organisations including; Natural Course, IGNITION, Moors for the Future, the Ship Canal Partnership and more recently the Trilateral Partnership between UUW, Greater Manchester Combined Authority (GMCA) and the Environment Agency.
- 2.3.7.2 IGNITION was completed in April 2021 and was co-funded project between a number of strategic partners across Greater Manchester including UUW, GMCA and the Environment Agency (). This project focuses the benefits of nature-based solutions, such as sustainable drainage systems (SuDS), and exploring innovative financing approaches to generate more investment in the natural environment.
- 2.3.7.3 Through working with others, UUW is improving its understanding of nature-based solutions and the challenges of implementing them. This will be of critical importance in order to ensure the delivery of the significant number of SuDS currently identified in the preferred plan.

Figure 10 Summary of the European Union funded project 'IGNITION'

IGNITION – innovative financing for investment in the natural environment.

Background
The IGNITION projects is a €4.5million EU Urban Innovation Action (UIA) funded project, which is led by the Greater Manchester Combined Authority (GMCA) and is being supported by 11 partners, including UUW.

Project Details
Working with partners across Greater Manchester to develop a business model which enables investment in large scale environmental projects which deliver urban resilience to climate change.

Partners
Working with key partners in local authorities, NGO’s, risk management agencies and academia.





Outcomes:

- Evidence base of benefits from nature-based solutions
- Delivery of a Nature-Based Innovation Centre at the University of Salford
- Identification and testing of three potential funding streams:
 1. SuDS - Co-investment in sustainable drainage systems(SUDS) for improved urban drainage and water quality
 2. Parks - Parks Foundations, Trusts and small parks enterprises
 3. Green roofs - Biosolar green roofs



- 2.3.7.4 Projects like IGNITION and Natural Course has brought UUW, Environment Agency and GMCA together and have provided the spring board for all three organisations to strategically work more collaboratively to overcome shared challenges.

- 2.3.7.5 In September 2021 a Memorandum of Understanding (MoU) was signed between UUW, Environment Agency and the Greater Manchester Combined Authority to facilitate sustainable water management and support closer collaboration on environmental, development, and infrastructure priorities. A key aim of the partnership is to reduce flood risk, improve water quality and water efficiency, enhance natural assets, and ultimately create more liveable, healthy places and developments. The partnership will also inform and support UUW investment planning in Greater Manchester by working together with partners and catchment stakeholders
- 2.3.7.6 The trilateral partnership has five main work streams:
- Place based planning;
 - Resilience to climate change;
 - Sustainable production;
 - Sustainable consumption; and
 - Enhancing natural capital.
- 2.3.7.7 Place Based Planning is a key capability within our Catchment Systems Thinking (CaST) approach as it requires the alignment of outcomes and development of plans across multiple stakeholders to achieve a resilient catchment. Place Based Planning recognises that addressing risks of climate change and a growing population cannot be achieved in organisational silos, and therefore seeks to achieve integrated long term planning in a place with multiple stakeholders to maximise the opportunity to deliver interventions with multiple benefits. UUW used the planning frameworks of WRMP, DWMP and WINEP to identify the three strategic catchments to pilot this Place Based Planning approach; one of which is the Upper Mersey SPA (Figure 11). The aim of the pilot is to bring together all core catchment stakeholders, who have an influence over planning, development and management of water within the Upper Mersey to achieve a place based strategy.
- 2.3.7.8 Moving forward we would like to mature our Tri-lateral partnership by building on the objectives and the five work streams that have been in place over the last year. The objectives and outputs of the work streams will provide the foundation for the development of an Integrated Water Management plan for Greater Manchester. The Tri-lateral partnership is co-delivering this plan to support delivery of shared objectives and outcomes, such as addressing impacts of climate change.

Figure 11 Summary of the Upper Mersey Place Based Planning Pilot

Upper Mersey Place Based Planning Pilot

Background

The Upper Mersey catchment was selected in partnership as a priority area due to the number of challenges it faces with regards to population growth and the impacts of a changing climate.

The partnership are working in collaboration with other stakeholders who have influence over planning, development and management of water within the catchment to develop a place based strategy by piloting a Place Based Planning approach.

Pilot Details

An initial workshop was attended by 10 catchment stakeholders who agreed to pilot Place Based Planning within 5 sub-catchments of the Upper Mersey: River Tame, River Dean/Bollin, Micker Brook, Sinderland Brook and Poise Brook.

The aim of the sub-catchment pilots is to trial different approaches to partnership working with the aim of co-creating a long term place based strategy which has a focus on the water environment and includes multiple benefits; including natural and social.

The pilots in these areas will test elements such as data sharing mechanisms, governance, and benefits and funding identification. The pilots have a variety of organisations taking the lead to facilitate the approach and capture lessons learnt.



Outcome

The outcome for each sub-catchment pilot is to co-create a long term place based strategy. Each pilot group has representatives from different catchment stakeholders and are capturing the learnings from working in partnership working. Key learning so far can be categories into four areas: integrated planning, data sharing, governance and engagement.



3. Stages of engagement

3.1 Introduction

- 3.1.1 To structure the delivery of engagement with the strategic planning groups, a framework was established to focus on eight key engagement points, shown in Figure 12. This approach ensured that stakeholders were able to input at key decision points within the plan, and see tangible changes as a result of feedback provided.
- 3.1.2 Detail of the engagement activities undertaken at each stage have been included in sections 3.2 to 3.8. There is an overlap between stages as it must be born in mind that engagement is a continuous process. In addition to the workshops, newsletters were shared with stakeholders to provide updates at key points throughout the process and a collaboration portal and mailbox set up to allow stakeholders to provide feedback.

Figure 12 Eight stage framework for engagement with SPGs on DWMP development

A framework for engagement in the North West



- 3.1.3 This eight stage approach was designed to engage stakeholders in the DWMP and foster collaborative working.
- 3.1.4 Prior to initiating the framework for engagement, the DWMP was presented to key stakeholders around the North West to introduce the new strategic plan. This engagement focused on:
 - CaBA partnerships; and
 - LLFA tactical and strategic partnerships.
- 3.1.5 This allowed us to introduce the plan and gain feedback on the best ways to engage with partners. Whilst existing groups were highlighted as an opportunity for engagement, challenges with integrating discussions across separate groups with separate focus' on water quality and flooding were identified, which ultimately led to the creation of new SPGs.

3.2 Stage 1: Co-creating our long-term targets

3.2.1 Highlights

- The first step of DWMP development was to understand stakeholder's long-term ambitions and share an initial view from U UW.
- U UW worked with stakeholders to develop a set of long-term planning objectives and targets in our Strategic Planning Group workshops.
- The workshops were facilitated by independent consultants, ensuring no bias in the facilitation and allowing stakeholders to provide honest feedback.
- The workshops were well attended and the main organisations represented were the Environment Agency, local and county councils, LLFAs, LPAs and Catchment Hosts (Rivers Trust and Groundworks) with delegates from planning and flood management departments.
- All attendees were thoroughly engaged during the workshops and demonstrated understanding of the challenges ahead as well as potential opportunities for addressing these challenges.
- Attendees were generally aligned when considering U UW's draft objectives, with the majority believing U UW could be 'more ambitious' with its targets concerning reducing the number of pollution incidents and enhancing natural capital of the North West.
- Following the sessions, U UW reworked the planning objectives, taking on board stakeholder feedback.
- Key changes included making the pollution planning objective more ambitious, ensuring that catchment offsetting was explored as part of options development, making the flooding planning objectives more ambitious and the introduction of a metric focused on the flooding of open spaces.

3.2.2 Introduction

- 3.2.2.1 The first step of DWMP development was to understand stakeholder's long-term ambitions and share an initial view from U UW. This was to try and develop a set of long-term planning objectives and targets, which stakeholders in the North West would endorse. The metrics used within the development of the planning objectives are consistent with current performance commitments and Ofwat's Price Review methodology. Objectives were to be set at a regional level and consequently engagement was delivered across three strategic areas; Cumbria; Lancashire and Cheshire; and Merseyside and Greater Manchester, each aligning a number of SPAs. These preliminary workshops were held in October 2019 following a period where U UW set its draft planning objective targets.
- 3.2.2.2 The workshops were facilitated by independent consultants, ensuring no bias in the facilitation and allowing stakeholders to provide honest feedback. Each workshop aimed to gather and understand the views of organisations responsible for risk management on their vision for the future of the North West and receive feedback on U UW's initial draft objectives. In addition, it was also important to understand what stakeholders views were on the current and future shared risks and the potential opportunities. The strong partnership theme, which runs through the DWMP meant that it was also key to identify any methods for collaborative and partnership working to develop joint solutions and proposals for co-delivery. This was key to shape the plan and subsequently deliver the agreed DWMP outcomes.
- 3.2.2.3 Workshop aims:
- To develop an understanding of long-term visions for organisations operating in the North West – 'What does the North West look like in 2050?';

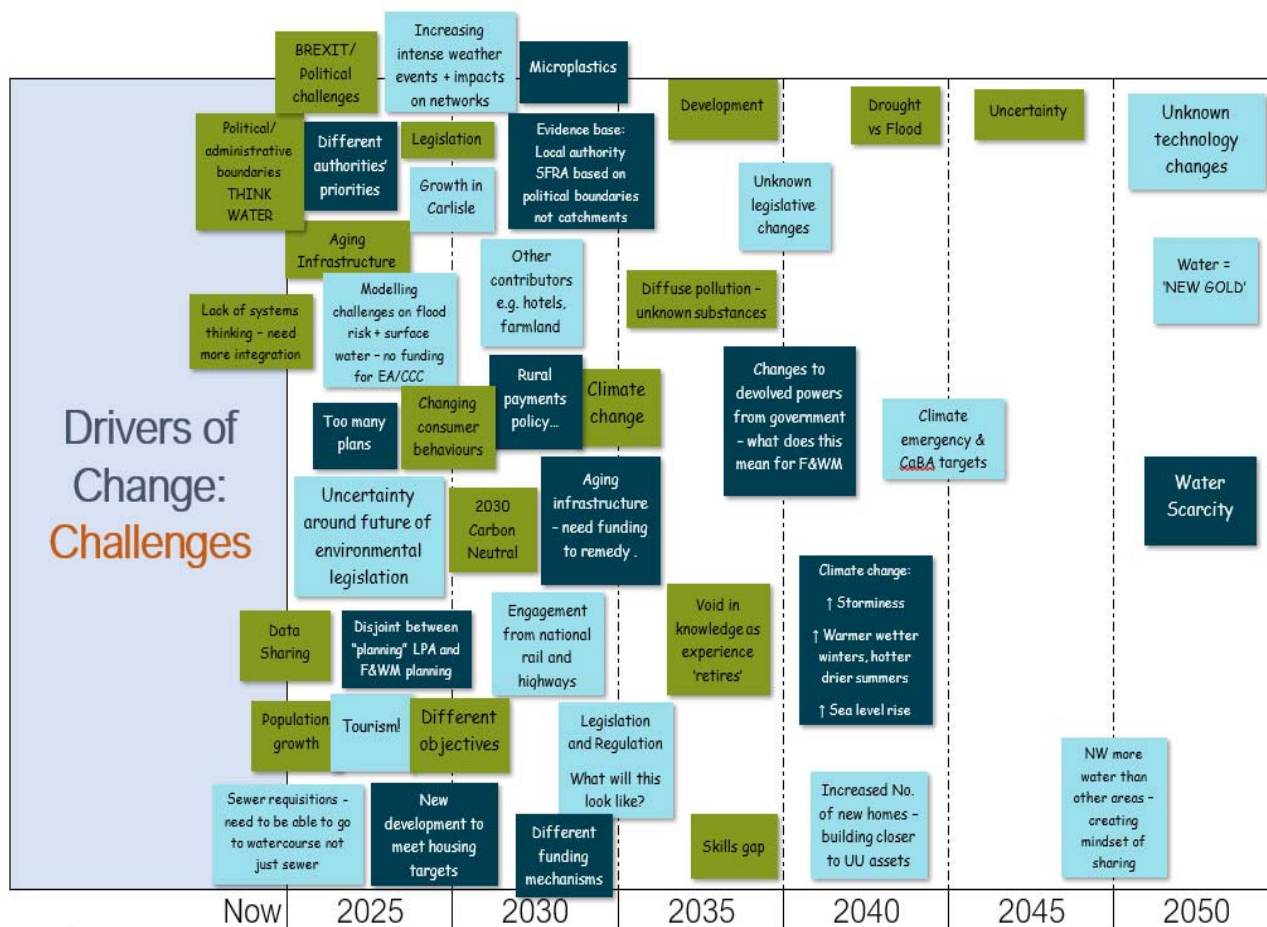
- To gather feedback on draft planning objectives, aiming to understand if any objectives are missing and whether proposed targets are stretching;
- To understand where we share strategic risks with other organisations, this directed where there could be potential themes for working in partnership; and
- To agree how engagement on DWMP should be carried out going forwards.

- 3.2.2.4 The workshops were well attended and the main organisations represented were the Environment Agency, local and county councils, LLFAs, LPAs and Catchment Hosts (Rivers Trust and Groundworks) with delegates from planning and flood management departments.
- 3.2.2.5 All attendees were thoroughly engaged during the workshops and demonstrated understanding of the challenges ahead as well as potential opportunities for addressing these challenges. Comments from attendees confirmed that the workshops were considered to be useful and largely, those who attended felt they had been listened to. This was reflected in the positive formal feedback received. There was a desire for continued communication throughout the process and for U UW to review methods of participation, utilising existing partnerships to relieve time constraints on all stakeholder groups.
- 3.2.2.6 Those involved emphasised that there is uncertainty when thinking about future challenges and opportunities, including; political and legislative, funding, climate change, population growth and development. Several common themes were presented across the three workshops, with the key headlines involving more alignment (between and within organisations) and having ‘one plan’ for all. Partnership working was identified as key to delivering joint solutions and there were significant discussions around who should be involved in this and the variety of methods to employ.
- 3.2.2.7 Attendees were generally aligned when considering U UW’s draft objectives, with the majority believing U UW could be ‘more ambitious’ with its targets concerning reducing the number of pollution incidents and enhancing natural capital of the North West. Enhancing natural capital was considered to be of most importance to the organisations in attendance in Penrith and Preston, whilst also scoring high in Warrington. Some believe U UW could stretch further in areas, especially with respect to the 25+ year timescale. Flooding of public spaces and targets for energy use and carbon reduction were also highlighted as areas missing from the planning objectives.

3.2.3 Aim 1: Developing a shared vision for the North West

3.2.3.1 The first session at each of the three workshops enabled delegates to be open-minded and creative about their ideas and vision for the future. From this session, Uuw was able to gain an insight into how other organisations view the North West and the wider world evolving from now until 2050 and how different future scenarios might develop. The session produced a timeline outlining views of the drivers for change and highlighted the challenges ahead as well as the potential opportunities Figure 13. Additionally, it created a number of snapshots of what the future water industry and wider North West area might look like from the perspective of the workshop delegates which helped to inform the strategic context document.

Figure 13 Stakeholder views on future challenges for the North West from one of the workshops



3.2.3.2 Stakeholders identified many short and long-term challenges that needed to be considered when understanding potential long-term planning objectives. Key drivers for change identified included climate change, local development and changing regulation and legislation.

3.2.4 Aim 2: Developing long-term targets

- 3.2.4.1 UUW have developed our long-term targets, the DWMP planning objectives, in collaboration with stakeholders and customers to ensure they adequately reflect our long-term ambition as a company but are also built around the priorities and feedback of our customers and stakeholders.
- 3.2.4.2 UUW first presented its draft planning objectives (Figure 14) for the DWMP to the stakeholders. The objectives consulted on were generated by UUW following internal initial thinking as to what the company should be aiming to deliver over the next 30 years. The objectives are targeted for delivery by 2050 and can be split into two main categories; protecting and enhancing the environment; and recycling wastewater sustainably.
- 3.2.4.3 UUW secured valuable feedback on the initial draft objective, including on whether stakeholders thought there were gaps. This session provided UUW with a visual representation of whether delegates considered the objectives realistically ambitious within the 2050 timeline and whether they thought anything was missing. The session also enabled attendees to highlight which objectives they viewed as most important.

Figure 14 Initial draft planning objectives shared with stakeholders in workshops, which would evolve into the final planning objectives used for the development of the draft DWMP



- 3.2.4.4 These draft planning objectives were a starting point to spark conversation and allow UUW to understand priorities of potential partners.
- 3.2.4.5 Key findings from this session included:
 - The majority of attendees believed UUW ‘could be more ambitious’ with its targets for reducing the number of pollution incidents;
 - The initial draft targets for 100% permit compliance and 100% recycled biosolids were considered to be ‘about right’ for over 80% and 70% of attendees, respectively. However, many considered that, as UUW already operate at, or near to, 100% in these areas, the targets for these activities need to incorporate some more stretching objectives for the 25+ year timescale and go beyond just complying with legislative requirements (related to wider benefits rather than outperforming permits). Discussions about how this could be done included supporting other polluters in the catchment through investment into diffuse pollution and treating and disposing of other organisations biosolids;

- There was a greater variety in how attendees at the different workshops responded to the initial draft objectives for internal and external sewer flooding, with the majority split between either agreeing with the targets or otherwise considering that U UW could be ‘more ambitious’ in relation to sewer flooding (and particularly for internal flooding). Additionally, many comments were raised surrounding external flooding and questioning why there were no targets being proposed that included sewer flooding of public spaces (as opposed to private gardens/driveways that were included in the draft external sewer flooding objective¹);
- When asked to prioritise U UW’s initial draft objectives, internal sewer flooding was consistently the highest priority for participants compared to external sewer flooding; and
- Enhancing natural capital was selected as being of paramount importance at the Cumbria and Lancashire workshops, whereas reducing internal sewer flooding was the most significant for those attending the Greater Manchester, Merseyside and Cheshire workshop.

3.2.4.6 Key changes made following this feedback included:

- Making the pollution planning objective more ambitious;
- Ensuring that catchment offsetting was explored as part of options development; and
- Making the flooding planning objectives more ambitious and the introduction of a metric focused on the flooding of open spaces (such as parks).

3.2.4.7 By taking this joint approach, it has allowed us to co-develop planning objectives for the North West that are both ambitious and stretching (see section 3.2.6). Additionally, two bespoke planning objectives were also created as a result of the engagement with customers and stakeholders. The targets set out our performance aims across three key themes in our wastewater service delivery:

- Collecting, treating and recycling wastewater;
- Protecting, restoring and improving the natural environment;
- And sustainably reducing the risk of sewer flooding.

3.2.5 Aims 3 and 4: Approaches to collaboration and partnership

3.2.5.1 As outlined in the DWMP framework, it is important to seek views about the potential opportunities for collaborative and partnership working to firstly shape the plan and subsequently deliver the agreed DWMP outcomes.

3.2.5.2 Due to the interconnectivity of different drainage systems and the environment, U UW believes that working together with other stakeholders and the local community is key to achieving the optimum outcome from the DWMP process. As part of the plan development, it is important to identify the current and future risks so that joint solutions can be developed earlier and create proposals for co-delivery, which will feed into the U UW DWMP programme appraisal process.

3.2.5.3 The objective of this session was to provide input to a facilitated plenary discussion to seek opinions on how U UW can co-create and collaborate with others to develop and implement the DWMP maximising partnership opportunities across the North West.

3.2.5.4 From this session, U UW understood other stakeholder’s views on the barriers and challenges of collaborative working, how these might be overcome, what organisations/individuals should be involved and what risks should be shared between U UW and other parties. This informed the approach to SPGs.

3.2.5.5 Key points raised that influenced the plan were:

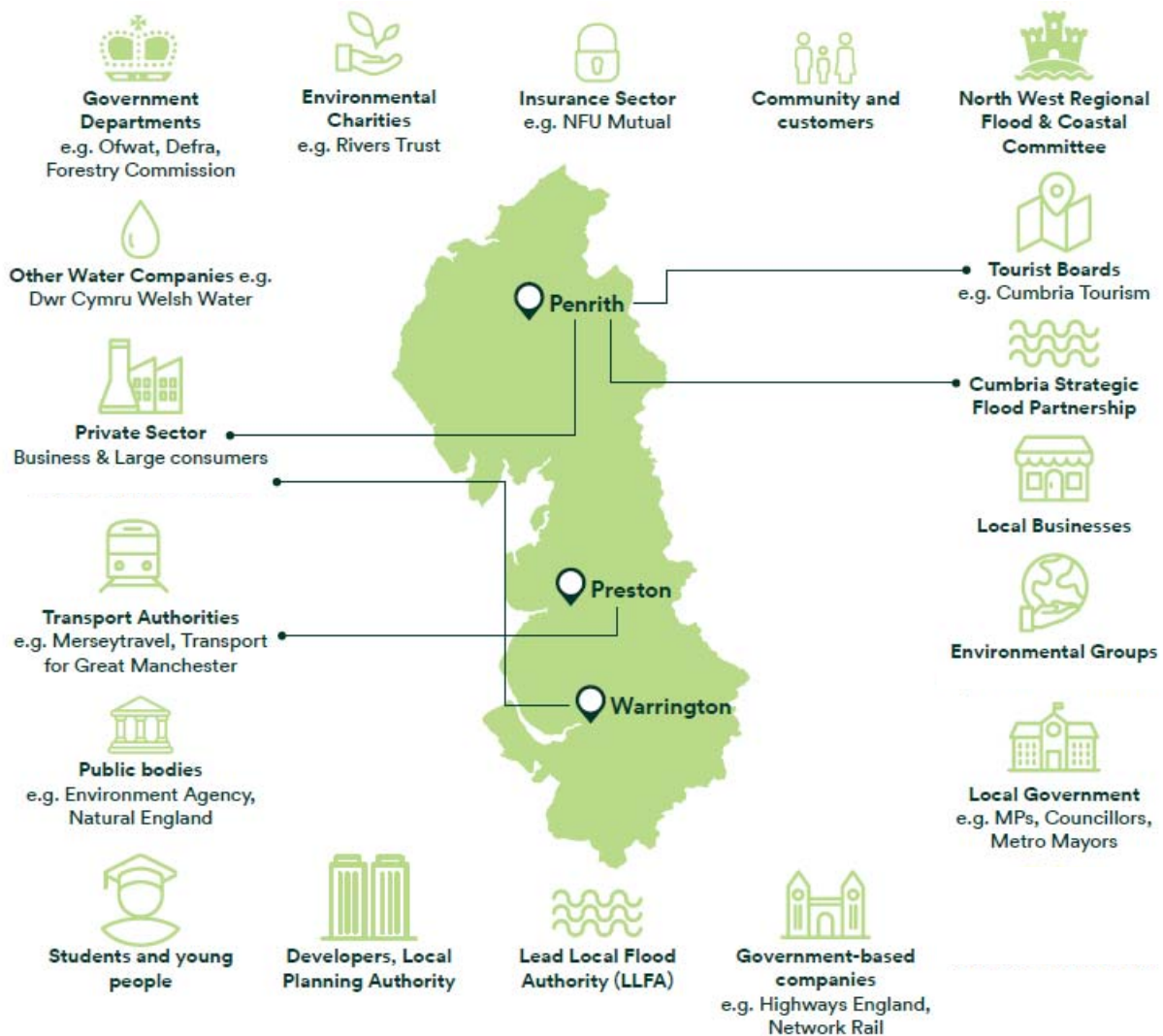
- A number of organisations that should also be included in the DWMP process were identified, including more inclusion of business representatives and other large users of water.

¹ This is currently as per the industry-wide PR19 definition.

- Other organisations were acknowledged as being important beyond the Environment Agency, Planning Authorities, Flood Risk Management Authorities and CaBA hosts (Rivers Trusts and Groundwork) with the wider catchment partnerships (Figure 15).
- Time constraints were identified as a major barrier to partnership working. Therefore, U UW tried to streamline the approach as much as possible. Moving to online engagement sessions helped this as it eliminated travel time.

3.2.5.6 Stakeholders suggested a wide range of organisations they felt should be consulted with on the DWMP. U UW has since engaged with over 50 stakeholders in the development of the DWMP.

Figure 15 Suggested types of organisations that U UW should try and engage with in the development of the DWMP



3.2.6 Responding and adapting our objectives

- 3.2.6.1 Feedback on objectives was critical to ensuring the ambition set out in the DWMP had the endorsement of stakeholders. Following the sessions, U UW reworked the planning objectives, taking on board the comments provided by stakeholders. The original objectives were adapted to include three main objectives with a number of underpinning metrics (Figure 16).
- 3.2.6.2 The main alterations were the addition of a metric focused on flooding of open spaces and more ambitious flooding targets.
- 3.2.6.3 Draft planning objectives were adapted following consultation with stakeholders to ensure that the plan would align with stakeholder expectations.

3.2.6.4 Traditionally, U UW has worked with direct flood risk management or catchment partners when working in partnership. One of the key takeaways from the workshops was that the net needed to be cast wider to encompass other stakeholders. U UW recognised this as a very valuable piece of feedback as the opportunity for wider strategic partnerships would also widen the opportunity to utilise other funding routes in collaboration. In addition, this would also benefit other organisations that suffer with drainage issues but do not necessarily receive the funding or priority within their organisations. This increased engagement is discussed within upcoming sections of this report.

Figure 16 Final planning objectives for the DWMP

Planning objective	 <p>We will provide excellent wastewater services, reducing our impact on the environment</p>	 <p>We will protect, restore and improve the natural environment of the North West through our actions</p>	 <p>We will sustainably reduce the risk of sewer flooding in the North West</p>
Metric	<p>Wastewater Quality Compliance Pollution Incidents</p>	<p>Storm Overflow Performance Environmental Obligations (WINEP)</p>	<p>Internal Flooding External Flooding Flooding of Open Spaces Sewer Collapses Risk of 1:50 Year Storm</p>

3.2.7 Engagement with Local Planning Authorities

3.2.7.1 Following identification of local development such as a key driver for change and in line with the DWMP Framework (DWMP Framework Report Appendix C Baseline risk and vulnerability assessment; Section C.2.4. Inputs to the assessments), it was clear that Local Planning Authorities (LPA) should be consulted on the forecasts that U UW were proposing. U UW hosted an online webinar for the LPAs across the North West. This was well attended and delegates were talked through the DWMP process and our approach to assessing the impact of growth on the plan. LPAs endorsed the proposed approach.

3.3 Stage 2 and 3: Identifying shared risk and opportunities

3.3.1 Highlights

- Between January and March 2021, for every SPA, workshops focusing on U UW areas of risk (BRAVA) and stakeholders’ areas of risk were carried out.
- The purpose of these workshops was to discuss the catchment, present the BRAVA results for those areas and document partner risks to identify where there is a potential joint opportunity to work collaboratively.
- The outputs of these workshops were used to develop our Partnership Opportunities Pipeline.
- Other adhoc engagement also informed stages 2 and 3 such as work with the Environment Agency, Network Rail and National Highways as well as Cumbria County Council.

3.3.2 Introduction

3.3.2.1 Along with potential options, the modelled Baseline Risk and Vulnerability Assessments (BRAVA) are of significant interest to stakeholders and partners as it identifies the priority areas for U UW. Developing a

joint view of risk both now and in the future allows organisations to identify where there may be the opportunity to work in partnership.

- 3.3.2.2 Following stakeholder feedback regarding time constraints and a trial with GMCA, it was decided to combine stages 2 and 3 of the engagement process into one workshop.
- 3.3.2.3 Between January and March 2021, for every SPA (Figure 7), workshops focusing on U UW areas of risk (BRAVA) and stakeholders’ areas of risk were carried out. The purpose of these workshops was to discuss the catchment, present the BRAVA results for those areas and document partner risks to identify where there is a potential joint opportunity to work collaboratively. The outputs of these sessions evolved into the Partnership Opportunities Pipeline (Appendix A).
- 3.3.2.4 Unlike previous workshops, these meetings had to be held online due to the COVID-19 pandemic. The meetings were self-facilitated by U UW and held over Microsoft Teams using the online tool, ‘Miro’ to support the collaboration aspect of the workshops. Workshops were divided into two parts.
- 3.3.2.5 Any feedback for the SPG workshops was requested to be shared directly with U UW via email, however, no feedback was received. Those who did attend the workshops were very engaged and contributed significantly during the sessions.

3.3.3 Part 1: Sharing results

- 3.3.3.1 The first task in the workshop was outlining the catchment, approach to risk forecasting and BRAVA findings, which included: the characteristics; flood risk; and water quality maps. Understanding the catchment across the partnerships was key to explore the collaboration and co-delivery opportunity in the second part of the session.
- 3.3.3.2 Where available, the proposed River Basin Management Plan (RBMP) and Flood Risk Management Plan (FRMP) measures were highlighted or high risk areas, based on Environment Agency flood maps and water quality targets from the RBMP. This was a part of the joint communications strategy identified through the Planning Together Group (2.3.2).
- 3.3.3.3 The BRAVA results were shared for every assessment (for more detail on BRAVA see Technical Appendix 5 – Assessing Future Risk). These were presented in graphical format outlining the risk score and how the risk changed from 2020 to 2050 (Figure 17). To facilitate discussion for part 2 of the workshop additional information on high risk hotspots within tactical planning units (TPUs) was also shared.

Figure 17 Example of the BRAVA results information

Key

	No concern (forecast)		Potential area of focus (forecast)		Area of focus (forecast)		Not assessed
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Tactical Planning Unit	Flooding												
	Internal Flooding Risk			External Flooding Risk			Sewer Collapse Risk	Risk of flooding in a storm (1:50yr)		Flooding of open spaces			Blockage Assessment
	2020	2030	2050	2020	2030	2050	2020	2020	2050	2020	2030	2050	2020
Billinge South													
Birkenhead													
Bromborough													
Ellesmere Port													
Glazebury													
Hulton Lane Ends													
Huyton													
Leigh													
Liverpool (Sandon)													
Liverpool South													
Meols													
St Helens													
Tyldesley													
Warrington North													
Westhoughton													
Widnes													
Worsley													

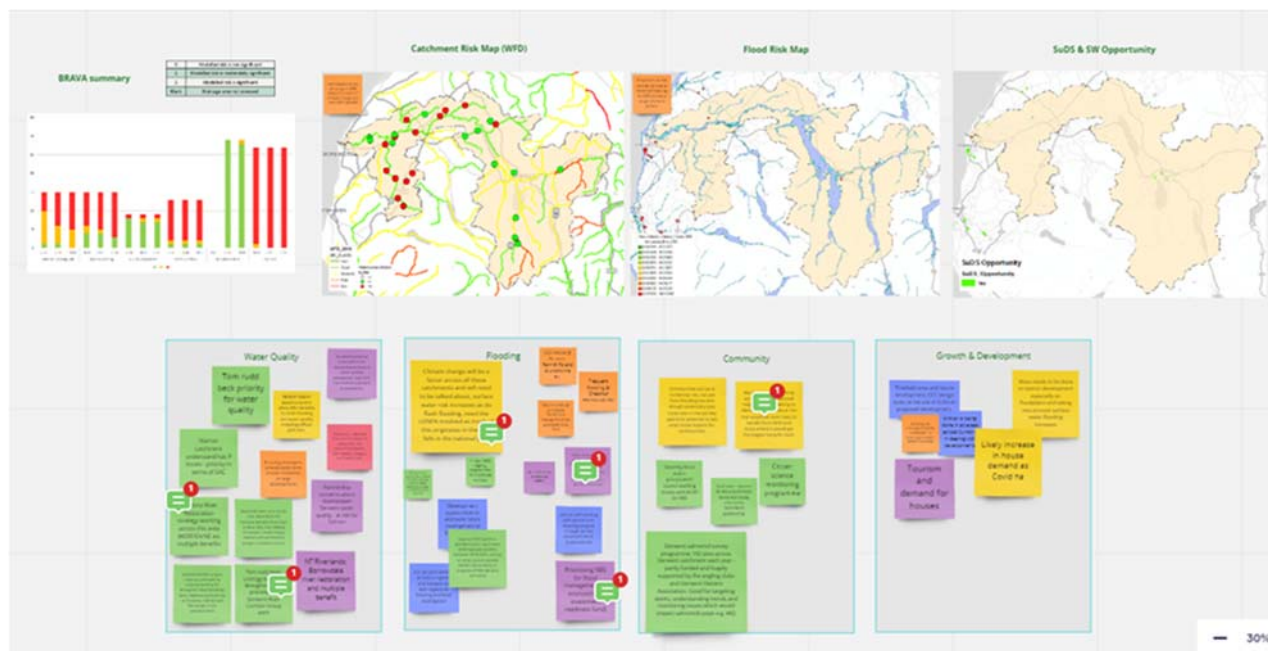
3.3.3.4 Results were presented for every TPU. Dark blue represented a BRAVA score of 2, light blue represented a BRAVA score of 1 yellow represented a BRAVA score of 0 and grey represented that an assessment had not been conducted.

3.3.4 Part 2: Opportunity identification

3.3.4.1 The second part of the SPG workshop was then focused on identifying where there were shared risks and opportunities within each TPU to begin developing the partnership opportunities pipeline. An interactive Miro Board was used to facilitate discussion and encourage participation.

3.3.4.2 During the interactive Miro Board session, stakeholders were given the opportunity to raise issues with shared risk and identify opportunities for collaboration or co-delivery. The board was framed around four main categories; flooding; water quality; community and growth; and development. Across the region through these workshops, over 1,100 risks and opportunities were identified, with some being identified as multiple benefit solutions. Figure 18 shows an example output from one of the SPG's.

Figure 18 Example Miro Board output from one of the SPG workshops



3.3.4.3 The Miro Board had been prepopulated with a summary of the BRAVA findings and a range of maps showing different types of identified risks. Four main themes were set out, with a box for each one. Stakeholders were asked to add sticky notes to the boxes where they saw a potential partnership risk or opportunity.

3.3.5 Other engagement to inform stage 2 and 3 – Pilot with Greater Manchester Combined Authority and IGNITION

3.3.5.1 Before commencing engagement across the region, a trial was conducted for the Greater Manchester area with GMCA and IGNITION. This helped to shape the eventual approach used.

3.3.5.2 As a trial area, BRAVA results in their raw format were shared with GMCA and IGNITION to identify where there may be shared opportunity to collaborate on solutions. Through IGNITION an area was identified to target the installation of SuDS in an area, rather than just in one specific location (Walkden).

3.3.5.3 The information from the Baseline Risk and Vulnerability Assessments was used to help select an area to study urban SuDS retrofit. An example of this is in Walkden, Salford which was identified as part of our

involvement in the IGNITION project (as previously highlighted in Figure 10). A pilot study is currently underway as outlined in Figure 19 below.

Figure 19 Case study on how information from DWMP is supporting partners

IGNITION, Walkden SuDS

The IGNITION project is a €4.5 million EU Urban Innovation Action (UIA) funded project, which is led by the Greater Manchester Combined Authority (GMCA) and is being supported by 11 partners, including U UW. The project seeks to address the climate-related challenges the city-region faces by developing retrofit programmes of urban green infrastructure and nature-based solutions to combat climate risks.

One of the work packages is looking at ways to identify potential locations for co-investment in SuDS. U UW along with the Local Highways Authority and the Environment Agency shared data to identify where there were areas of shared risk and potentially where a solution would have shared benefit. As part of this exercise, as well as data showing current and historic risk, U UW shared the 2020 and 2050 BRAVA results for hydraulic sewer flooding and storm overflow performance. This added another dimension to the partnership project and contributed to the area of Walkden being selected as the pilot study.

This was the first time that BRAVA results contributed to a partnership project and influenced the outcome. The project is still being finalised so solutions cannot yet be shared, but there will be retrofit SuDS installed in locations across Walkden that are located in areas that will reduce surface water risks.

3.3.6 Other engagement to inform Stage 2 and 3 – Environment Agency shared areas of risk

3.3.6.1 To understand shared flood risk across the North West, U UW worked with the Environment Agency to encompass flood risk from the rivers and sea into the DWMP analysis. This information was included on the Miro Boards for the SPG workshops.

3.3.7 Network Rail and National Highways

3.3.7.1 Acknowledging feedback from the first SPG on strategic context, U UW engaged with Network Rail and National Highways. These organisations are both infrastructure providers like U UW and suffer from flood risk, which impacts the operation of their assets. There was the opportunity to consider where these drainage risks were overlapping with U UW risks and assessing how these could be included in the DWMP for the North West. This is still an on-going piece of work, which is feeding into the Options development stage of DWMP (see Technical Appendix 7 – Options Development and Appraisal).

3.3.7.2 U UW overlaid areas of known risk to Network Rail with the BRAVA results U UW produced. For flood risk, the assumption made for areas of known risk is that these will get worse over the next 25 years. To maximise the potential to work in partnership, in addition U UW reviewed areas of high outfall locking risk along with data which identifies desirable locations for SuDS and surface water separation. Five locations of shared risk and opportunity to reduce flood risk were identified.

3.3.8 Cumbria County Council

3.3.8.1 In addition to the BRAVA SPGs, a request was made to all LLFAs and the Environment Agency to share any modelling or flood records to develop the partnership opportunities pipeline further. The return rate for this information was not as expected across the North West from LLFAs, however, the EA and Cumbria County Council shared their areas of risk.

- 3.3.8.2 Cumbria County Council was used as a pilot area to complete a combined risk mapping exercise based on their pipeline project list.

3.4 Stage 4: Developing the partnership opportunities pipeline and options for DWMP

3.4.1 Highlights

- Following stage 2 and 3 engagement, U UW reviewed the potential opportunities identified through the SPGs and follow-up activities.
- The potential partnership opportunities were mapped and associated with a specific risk identified through BRAVA or our resilience assessments. These were also screened depending on the opportunities timescales, proximity to U UW assets and the level of detail.
- This refined list was presented back to the SPGs for updates, review and discussion. The remaining opportunities that did not make it into the key DWMP partnership opportunity list were captured in our organisation-wide partnership opportunity pipeline.

3.4.2 Introduction

- 3.4.2.1 The next stage of the engagement was focused on the further development of the partnership opportunities pipeline and engaging with stakeholders on the approach, which should be taken to options development for the DWMP.
- 3.4.2.2 Due to the COVID-19 restrictions, engagement for this stage continued to be virtual. A similar format as the stage 2 and 3 SPG workshops was followed using Microsoft Teams and Miro Boards. The key aims of these workshops were to share the revised partnership opportunities pipeline for comment and to gain endorsement of U UW approach to secondary screening, a key stage of options development (for more detail see Technical Appendix 7 – Options Development and Appraisal).
- 3.4.2.3 During these sessions, planning objectives were also revisited to understand whether stakeholder priorities had changed since the initial engagement.

3.4.3 The DWMP partnership opportunities pipeline

- 3.4.3.1 Following stage 2 and 3 engagement, U UW reviewed the potential opportunities identified through the SPGs and follow-up activities (Figure 20).
- 3.4.3.2 Where possible, the potential partnership opportunities were mapped and associated with a specific risk identified through BRAVA or our resilience assessments. These were also screened depending on the opportunities timescales, proximity to U UW assets and the level of detail. This allowed U UW to refine the opportunities which were believed to have the most potential.
- 3.4.3.3 This refined list was presented back to the SPGs for updates, review and discussion. This further discussion allowed additional benefits to be identified and better mapping. This was particularly important for potential integrated drainage partnership opportunities as it helps to understand the holistic picture of the flooding mechanism.
- 3.4.3.4 Following the SPG events, U UW mapped the updated DWMP partnership opportunities against asset locations and U UW areas of interest e.g. flooding clusters and mutual NFM to identify those most suited to the DWMP. This produced the list of key DWMP partnership opportunities.
- 3.4.3.5 The remaining opportunities that did not make it into the key DWMP partnership opportunity list were captured in our organisation-wide partnership opportunity pipeline, where they are collated and

considered alongside other partnership opportunities from across UUW. This process used to review the partnership opportunities is highlighted in Figure 21.

- 3.4.3.6 UUW are developing a central partnership prioritisation process which comprises of two elements; the partnership solution identification stage and a specific partnership assessment activity which aims to support decision making for partnership schemes against a set of specific criteria.

Figure 20 Partnership opportunities identified through SPG workshops were refined to form a partnership opportunities pipeline

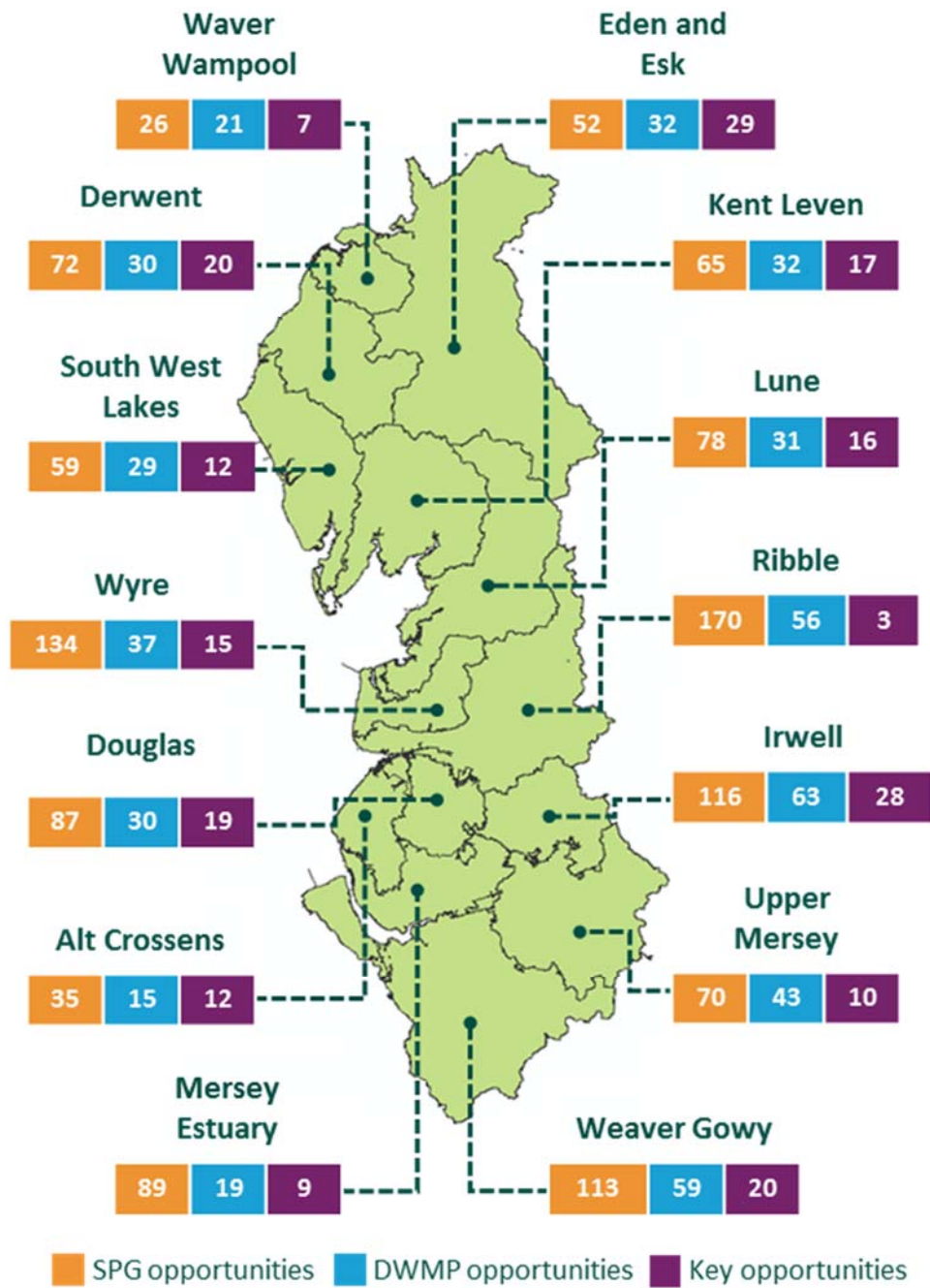


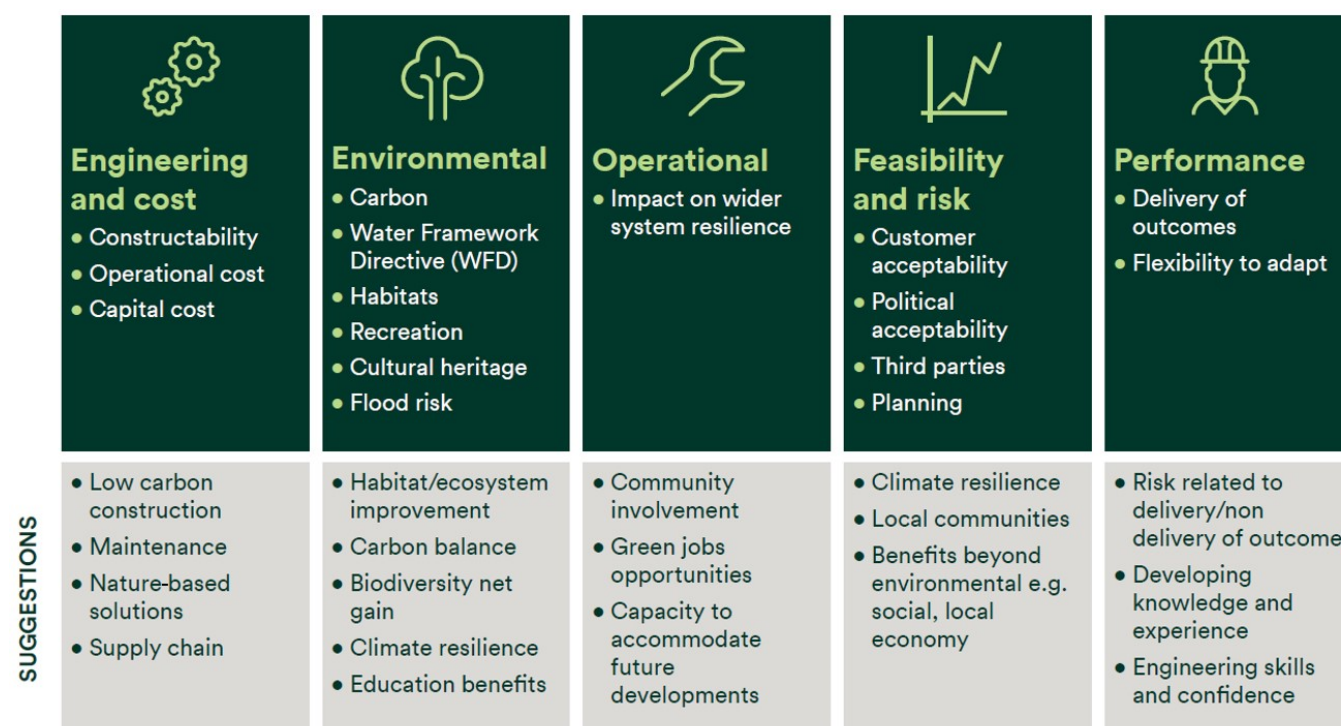
Figure 21 DWMP partnership opportunities pipeline review process



3.4.4 Approach to options development

- 3.4.4.1 In order to maximise the opportunities for partnership working, it was important that stakeholders bought in to the approach to options development that would be taken in the development of the DWMP. It was also critical that stakeholders understood how developing options for DWMP was different to previous strategic programmes in how it will account for wider benefits.
- 3.4.4.2 U UW articulated the overarching approach to options development including iterative screening and the potential use of an options blend approach to develop a suite of measures to address an issue rather than seeking single solutions.
- 3.4.4.3 SPGs were consulted on the approach to secondary screening particularly the criteria and benefits, which would be considered. There were a number of suggestions for how improvements could be made (Figure 22). Following feedback the approach to secondary screening was updated to measure against the six capitals as this demonstrates a common framework and understanding across organisations, incorporates the impacts on the community and jobs and also considers environmental drivers more widely. Carbon was kept as a separate assessment as this was identified as a key priority across all workshops.
- 3.4.4.4 Consideration was also given to how to incorporate the potential for a partnership opportunity to be incorporated into the screening. To try and account for the potential opportunity to address a risk, U UW reduced the cost of the solution by 5% in its optioneering to encourage selection of these options. E.g. where a flood cluster solution is within close proximity to fluvial or surface water flood risk, the cost to address that flood cluster has been reduced by 5%.
- 3.4.4.5 The identification of opportunities varied across the different SPAs
- 3.4.4.6 A common theme in the feedback was that environmental and social benefits should be considered more widely. On the back of this a qualitative six capitals assessment was carried out on all constrained options to help inform which should progress to the feasible options list.

Figure 22 SPG feedback on the proposed secondary screening criteria and wider benefits



3.5 Stage 5: Engagement on feasible options and selection of the preferred options

- The final stage of engagement prior to draft DWMP was on the approach to selecting preferred options.
- An online survey was used to invite SPG members to feedback on their preferred approach for selecting preferred options.
- The survey showed that survey respondents preferred the options hierarchy approach. This was also supported by the Your Voice Environmental and Social Capital Sub-group (ESCG) and was ultimately used to select preferred options.
- Feedback received from stakeholders in organisations such as the Environment Agency, Rivers Trust and County Councils helped to identify the most appropriate approach to selecting preferred options.

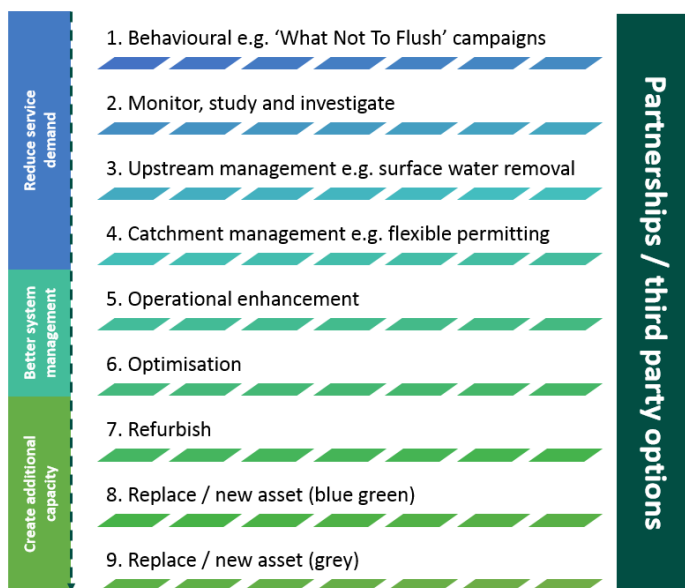
3.5.1 Introduction

- 3.5.1.1 The final stage of engagement prior to draft DWMP (dDWMP) consultation was on the approach to selecting preferred options. At the time of the engagement, the consultation on the Government's Storm Overflow Discharge Reduction Plan had still not been published. Subsequently, further engagement will be required following publication of the draft plan to ensure that stakeholder views on this critical issue are understood.
- 3.5.1.2 An online survey was used to invite SPG members to feedback on their preferred approach for selecting preferred options. The survey showed that survey respondents preferred the options hierarchy approach. This was also supported by the Your Voice Environmental and Social Capital Sub-group (ESCG) and was ultimately used to select preferred options.

3.5.2 Consultation on approach to selecting preferred options

- 3.5.2.1 The final step of DWMP development, after options development, is programme appraisal. This step includes testing different scenarios and decision-making approaches to select a preferred programme. Given the cost, performance and wider benefits/impacts of options, the programme optimisation stage of the process aims to identify the most appropriate way to prioritise issues to resolve and interventions to use to meet the outlined planning objectives across the North West. Further information on our approach can be found in Technical Appendix 8 – Programme Optimisation.
- 3.5.2.2 We have invited stakeholders to input and feedback at various points through the DWMP journey, which have led to various adjustments being made. The preferred options stage has been another key touch point amongst our SPG groups and we invited feedback on our approach to selecting preferred options. We did this through an online survey whereby stakeholders were presented with an information pack about possible approaches followed by a series of questions.
- 3.5.2.3 One of these approaches was the options hierarchy approach (Figure 23), which had been introduced to stakeholders during Stage 4 of the engagement.

Figure 23 Options hierarchy approach to selecting preferred options



3.5.2.4 This approach was developed following customer engagement on preferred types of intervention. When selecting a preferred option, available options from the feasible option list at the top of the hierarchy are selected before those at the bottom i.e. if there is a viable option to solve a problem using SuDS this would be selected before a tank.

3.5.2.5 Feedback received from stakeholders in organisations such as the Environment Agency, Rivers Trust and County Councils helped to identify the most appropriate approach to selecting preferred options. The survey showed that 73% of respondents preferred 'Approach 1: Hierarchy' applied in their catchment. Respondents ranked performance of the option, natural capital and social capital as the three most important aspects when considering the wider benefits and impacts of the plan (Figure 23).

3.5.3 Stakeholder feedback on methods on engagement

3.5.3.1 As a part of the online survey, we invited external stakeholders to share their overall thoughts on their engagement with the DWMP throughout plan development. 92% of respondents had been involved in engagement with the DWMP; largely through newsletters and workshops. Respondents stated that workshops were their preferred format of engagement and 73% agreed that they had been useful to attend. Figure 24 and Figure 25 summarise the feedback received from stakeholders.

Figure 24 Overall ranking of the responses to the question ‘Which aspects are most important when considering the wider benefits and impacts of the plan?’

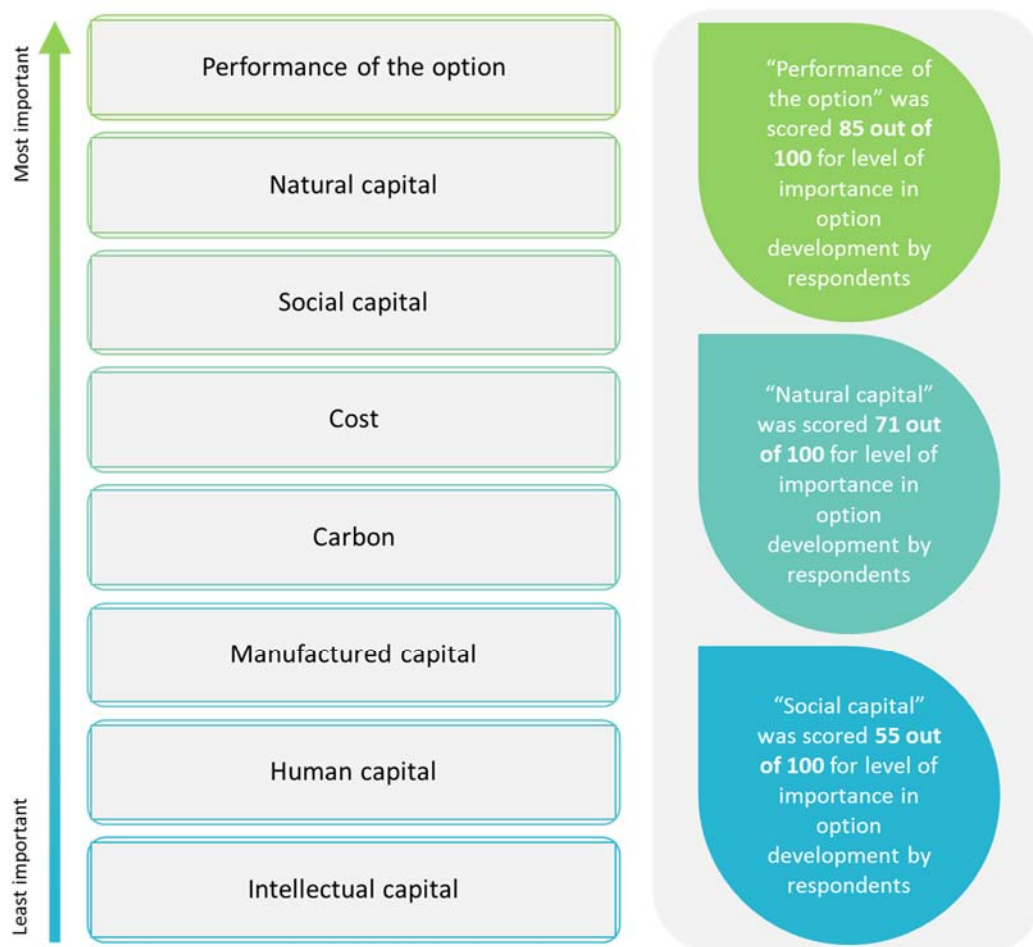
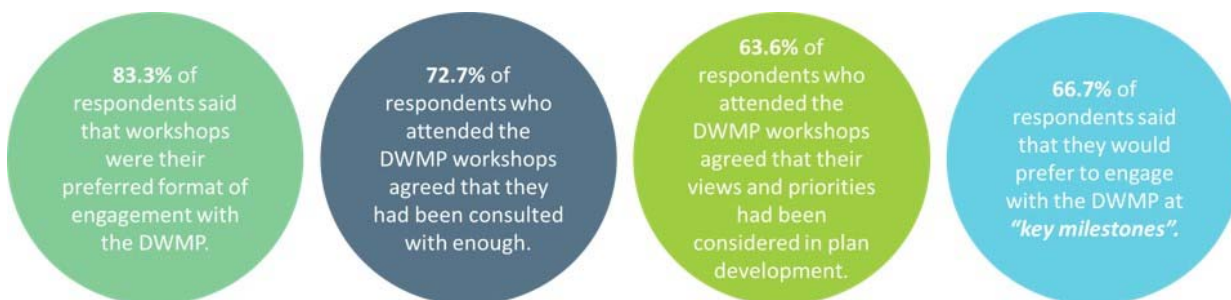


Figure 25 Statistics from the feedback on methods of engagement



3.6 Stage 6: dDWMP Consultation

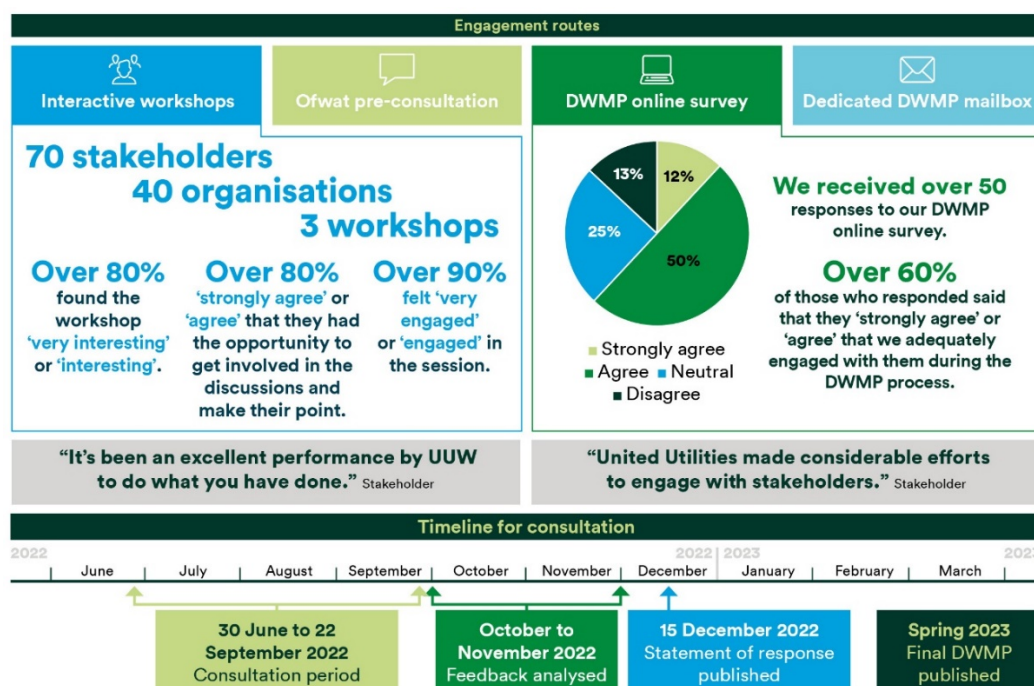
3.6.1 Highlights

- The dDWMP was published on the 30th June 2022 and customers, stakeholders and regulators were invited to provide feedback via a formal consultation process.
- The consultation period ran for 12 weeks from the 30th June 2022 until the 22nd September 2022 and feedback was provided by an online consultation survey and workshops.
- The purpose of the formal consultation period was to gain feedback from customers, stakeholders and regulators to ensure their views were incorporated into our final plan.
- We received over 50 responses to our dDWMP online consultation survey from customers, stakeholders and regulators.
- Over 60% of those who responded to the survey said they “strongly agree” or “agree” that U UW adequately engaged with them during the DWMP process.
- In September 2022, U UW hosted three online stakeholder workshops to present their draft DWMP. Over 70 stakeholders attended these workshops from 40 different organisations.
- The aim of these workshops was to seek feedback from key stakeholders on the draft DWMP to inform our approach to final publication. It was also an opportunity for stakeholders to ask any further questions.

3.6.2 Introduction

- 3.6.2.1 The dDWMP was published on the 30 June 2022 and customers, stakeholders and regulators were invited to provide feedback via a formal consultation process. The consultation period ran for 12 weeks from the 30 June 2022 until the 22 September 2022 and feedback was provided by an online consultation survey and workshops (Figure 26).
- 3.6.2.2 The purpose of the formal consultation period was to gain feedback from customers, stakeholders and regulators to ensure their views were incorporated into our final plan. For detail on how we have engaged with customers throughout the development of the DWMP, refer to Technical Appendix 9 – Customer Engagement.

Figure 26 Diagram shows the process taken for draft consultation



3.6.3 dDWMP Consultation Survey

- 3.6.3.1 The consultation survey questions were included in the dDWMP main document relating to different aspects of the DWMP that stakeholders could respond to via an online survey on our website. The responses to this survey were sent directly to a mailbox dedicated to the DWMP.
- 3.6.3.2 We received over 50 responses to our dDWMP online consultation survey from customers, stakeholders and regulators.
- 3.6.3.3 Over 60% of those who responded to the survey said they “strongly agree” or “agree” that Uuw adequately engaged with them during the DWMP process (Figure 27). As an example, one stakeholder commented “United Utilities made considerable efforts to engage with stakeholders.” (Figure 28).

Figure 27 Draft consultation online survey results

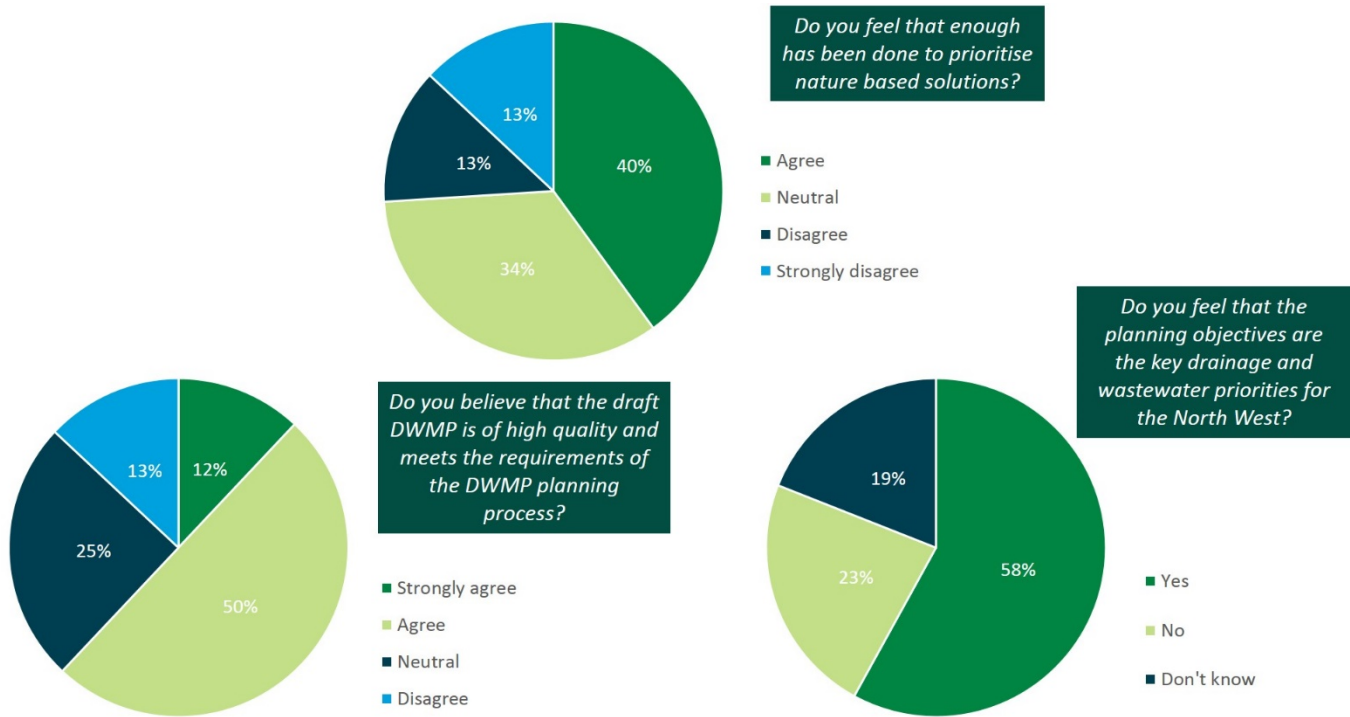


Figure 28 Examples of feedback received across stakeholders and regulators

“We are pleased to see that United Utilities has produced a comprehensive and easy to read DWMP. We are in broad agreement with the principles and approach outlined in the Plan, and support the adaptive approach suggested by the company to address current and future challenges.”

Stakeholder

“We commend the specific engagement sessions that UU held to explore and finalise the additional bespoke planning objectives.”

Regulator

“We consider that your dDWMP was generally well structured and technically well developed.”

Regulator

“We also note that as well as providing a DWMP geospatial platform (GSP) stakeholders were provided with a training pack and the offer of one to one sessions – this indicates a willingness to adapt engagement tools to suit the needs of stakeholders.”

Regulator

3.6.4 dDWMP Consultation Workshop

- 3.6.4.1 In September 2022, U UW hosted three online stakeholder workshops to present their draft DWMP. Over 70 stakeholders attended these workshops from 40 different organisations.
- 3.6.4.2 The aim of these workshops was to seek feedback from key stakeholders to help U UW further develop the DWMP and identify opportunities for partnership working. There were also opportunities for stakeholders to ask questions about the draft DWMP consultation.
- 3.6.4.3 The workshops were hosted virtually, using Microsoft Teams. Electronic voting rounds were held, using Slido, at various points during the workshops in order to consolidate the stakeholder feedback provided in the breakout rooms.
- 3.6.4.4 The workshops were independently facilitated to ensure no bias in the facilitation. An independent report was produced for the workshops (Appendix B). Comments were not attributed to individuals to ensure that all stakeholders were able to speak as candidly as possible.
- 3.6.4.5 The workshops were split into three sessions: Partnerships; Surface Water Management; and The Preferred Plan.
- 3.6.4.6 Over 80% of the attendees found the workshop to be “very interesting” or “interesting”. Over 80% “strongly agree” or “agree” that they had the opportunity to get involved in the discussions and make their point. Over 90% felt “very engaged” or “engaged” in the session. As an example, one stakeholder commented “*It has been an excellent performance by U UW to do what they have done.*”
- 3.6.4.7 Feedback from these workshop has fed directly into the development of the DWMP. A common piece of feedback was that stakeholders would like a better understanding of how the DWMP partnership opportunity pipeline was determined. Resulting from this feedback this process has been clearly outlined in section 3.4.2.3.

3.6.5 Statement of Response

- 3.6.5.1 The Statement of Response (SoR) was created to capture all of the feedback on the dDWMP consultation from regulators, stakeholders and customers. The SoR was published on the 15th December 2022 and can be through our corporate website (<https://www.unitedutilities.com/corporate/about-us/our-future-plans/Our-long-term-plans/dwmp-draft-publication-june-2022/>).
- 3.6.5.2 The key responses arising from the consultation were in the following areas:
- Options development, programme optimisation and the preferred plan;
 - Stakeholder engagement and partnership solutions;
 - Customer acceptability;
 - Storm overflows;
 - Wider strategic ambition of the DWMP; and
 - DWMP document structure and content.
- 3.6.6 The SoR summarises feedback U UW received on the dDWMP across a range of topic areas, our initial response, and how we intended to consider it within the DWMP. The document also highlights any measures that would be deferred until Cycle 2 of the DWMP.
- 3.6.7 A newsletter was circulated to our SPGs in December 2022 informing stakeholders of the publication of our SoR and encouraged them to read it as well as to thank them for their involvement in its creation.

3.7 Stage 7: Further Development of the DWMP partnership opportunities pipeline

3.7.1 Highlights

- The DWMP partnership opportunity pipeline includes a variety of different partnership opportunities at different levels of maturity both in terms of the scheme definition and also in terms of partnership maturity.
- UUW have a long history of partnership working and applying the lessons learned to future partnerships helps us to maximise future opportunities for working in partnership.
- Due to the complex nature of partnership working, we are not able to fully commit to any partnerships identified through the DWMP without further investigation and funding decisions from the Price Review process and partnering organisations.
- Through ongoing work, such as the development of our organisation-wide partnership framework, we plan to increasingly develop and use partnership solutions.
- The DWMP partnership opportunity pipeline has been further developed to feed into a number of UUW schemes including the Green Recovery Funding, the Fylde Hub and the Greater Manchester Integrated Water Management Plan.

3.7.2 Introduction

- 3.7.2.1 The DWMP partnership opportunity pipeline includes a variety of different partnership opportunities at different levels of maturity both in terms of the scheme definition and also in terms of partnership maturity. We work in partnership with a diverse range of organisations both regionally and nationally in urban and rural settings.
- 3.7.2.2 Figure 29 demonstrates where UUW has worked in partnership to create Water Friendly Farming, which has beneficial links to DWMP objectives.

Figure 29 Summary of Water Friendly Farming in the Upper Weaver

Water Friendly Farming

Working in partnership UuW used funding from the Water Environment Grant to help protect and improve the water quality in the Upper Weaver, Cheshire. Six sub catchments in this area were chosen due to their moderate to poor Water Framework Directive status

Farms in the catchments were provided with free advice, water quality management plans and small grants to implement the water quality improvement measures identified in the plans. These measures included:

- Yard works - to separate clean and dirty water and reduce foul drainage runoff and the risk of water pollution;
- Gateway/crossing point resurfacing - to prevent erosion and reduce the risk of water pollution from surface runoff;
- Fencing - to prevent livestock entering water courses, reducing erosion of banks and soil runoff;
- Livestock - interventions to provide livestock with drinking sources alternative to the watercourse in order to reduce bank erosion, runoff and water pollution from faecal contamination and mobilised sediments;
- Tree and hedge planting - to reduce soil erosion and runoff and



- Soil management - aeration, sward lifting, arable subsoiling and the provision of winter cover crops and under sown cereal crops to ensure that the more productive topsoil remains in fields and reduce runoff, soil erosion and water pollution.

Key outcomes

- 80 water management plans written
- 40 farms committed to works with funded interventions
- Over £150k of funding provided to farms

The project was completed March 2022.



- 3.7.2.3 Our history of partnership working and applying the lessons learned to future partnerships helps us to maximise future opportunities for working in partnership. Work is underway to explore and develop opportunities to deliver more value through both established partnerships and through new opportunities for collaboration.
- 3.7.2.4 Delivering projects with multiple drivers through different partnerships takes time and requires flexibility. Our business processes and culture reduce barriers to partnership working however due to the inherent uncertainty associated with partnerships there are still challenges to overcome:
- Partnership schemes can take longer to develop due to the engagement and coordination required among multiple third parties that have different goals and values;
 - A level of certainty (both in terms of funding and objectives) is often required before potential partners will engage with us to explore opportunities; and
 - Partners' funding arrangements may be time sensitive or subject to internal budget arrangements, which may not align to the five-yearly price review.
- 3.7.2.5 Due to the complex nature of partnership working, we are not able to fully commit to any partnerships identified through the DWMP without further investigation and funding decisions from the Price Review process and partnering organisations. It is therefore difficult to predict the likelihood of schemes progressing. However, through ongoing work, such as the development of our organisation-wide partnership framework, we plan to increasingly develop and use partnership solutions. The success of our current and historic partnerships provide a solid starting point for continuing to develop new partnerships and deliver collaborative solutions for the future.
- 3.7.2.6 The DWMP partnership opportunity pipeline has been further developed to feed into a number of UuW schemes including the Green Recovery Funding, the Fylde Hub and the Greater Manchester Integrated Water Management Plan to potentially mature some of the DWMP partnership opportunities into projects.

3.7.3 Green Recovery Funding

- 3.7.3.1 In 2020 Defra and the water sector regulators invited water companies to make proposals to help deliver a green economic recovery. These proposals look to advance investment within the existing price control period, from future price control periods into the current one and to introduce new and innovative ideas which can leverage partnerships. As part of our “Accelerating Partnerships to Deliver Natural Solutions” U UW managed to agree c. £15m of accelerated investment, of which £9m was allocated to delivering Sustainable Drainage Systems (SuDS) and Natural Flood Management (NFM) in three strategic catchments. These catchments are Greater Manchester Combined Authority (GMCA), Irwell, Fylde Coast and Eden.
- 3.7.3.2 The challenges that we face together as risk management authorities and stakeholders require us to adapt to changing climates and environments. To meet this challenge, we understand that a more nature based solution is required to deliver the best outcomes for the environment and communities across the North West, aligning to our Catchment Systems Thinking (CaST) philosophy.
- 3.7.3.3 U UW opened Green Recovery Funding opportunities to stakeholders for applications in August 2022 and November 2022. This funding allowed U UW to co-develop its systems, tools and processes as a partnership. This way, we can select schemes in an opportunistic way and deliver a diverse set of schemes ranging from small to large and ones delivered through U UW and through third parties local communities to larger risk management authorities.
- 3.7.3.4 The DWMP partnership opportunity pipeline was used to identify potential partnership application for the Green Recovery Funding. U UW screened these opportunities against the application criteria for the green recovery funding to highlight the projects with most potential.
- 3.7.3.5 Working in partnership with the relevant stakeholders, U UW was able to produce a number of Green Recovery Funding applications from the DWMP partnership opportunity pipeline.
- 3.7.3.6 The Green Recovery Funding has resulted in a number of successful schemes already being agreed to be explored further, including;
- The IGNITION Funding Stream 1 project to explore SuDS in Schools and other Local Authority owned sites;
 - Permeable paving and pocket parks in Bolton; and
 - Neighbourhood SuDS in Walkden, Salford.

3.7.4 The Fylde Hub

- 3.7.4.1 Natural Course is the UK’s only EU funded Life Integrated Project to assist in the delivery of the Water Framework Directive obligations, notably the achievement of ‘good ecological status’ in the North West River Basin.
- 3.7.4.2 Meeting Water Framework Commitments is a significant task for the UK, with challenges such as capacity, affordability, technical feasibility, stakeholder engagement and adoption of innovative approaches. Overcoming these barriers will not be achievable without coordinating the efforts of all stakeholders.
- 3.7.4.3 The Fylde Hub is an action that makes up part of the Phase 4 Natural Course programme of work. The Fylde Hub aims to form a centralised group with representatives from U UW, Natural England, Environment Agency, Wyre Rivers Trust, and Ribble Rivers Trust as well as key local authority representatives, to form a cohesive understanding of the Fylde catchment.
- 3.7.4.4 The objective is to collaboratively develop interventions related to both water quality and water quantity challenges at a place level, alongside funding mechanisms to finance the identified interventions.
- 3.7.4.5 A number of task teams have been established including; Misconnections, Natural Flood Management (Inc. SuDS and Wetlands), Monitoring and data and Agricultural engagement (Including sustainable soil

management). The DWMP is engaged in this process and the DWMP partnership opportunity pipeline has been fed into the Fylde Hub work streams for potential development.

3.7.5 Greater Manchester Integrated Water Management Plan

- 3.7.5.1 The Trilateral Partnership between the GMCA, the Environment Agency and U UW was established in September 2021 and aims to improve collaborative working (see section 2.3.7 for more details). Building on the foundations of the strategic partnership it was agreed at a roundtable event held by the Mayor of Greater Manchester on the 30th September 2022 that an Integrated Water Management Plan (IWMP) for Greater Manchester would be co-developed. The IWMP will focus on all aspects of Greater Manchester water cycle and bring together various strategic plans into an overall framework and ambition for Greater Manchester.
- 3.7.5.2 IWMP is a collaborative approach to the way we plan for and manage all elements of the water cycle (reflecting and managing issues specific to place). It is a multidisciplinary approach relating to planning, development, operational and tactical decisions to influence the water cycle and deliver shared outcomes.
- 3.7.5.3 We already face challenges in achieving resilience within a changing climate. Water supplies will come under increasing pressure from periods of dry weather, the risk of flooding and its impacts on our communities, infrastructure, and pollution. IWM can be undertaken in ways that work with and ideally restore ecosystems and their natural processes, creating multiple and enduring benefits.
- 3.7.5.4 The Greater Manchester IWM Plan is being co-developed by the GMCA, Environment Agency and U UW aiming for sustainable water management approaches to be applied holistically across Greater Manchester to enhance water quality, manage flood risk and increase biodiversity - this benefits people, prosperity and place.
- 3.7.5.5 The DWMP Partnership Opportunity Pipeline has fed into the Greater Manchester IWMP providing potential partnership opportunities for consideration within the plan.

3.8 Stage 8: Finalising the DWMP

3.8.1 Highlights

- We have updated our DWMP where possible to align with Ofwat’s strategic priorities.
- In December 2022 the Environment Agency formally published the updated Flood Risk Management Plans (FRMPs) and the River Basin Management Plans (RBMPs). We have completed an exercise to update our DWMP where possible to align with the updated FRMPs and RBMPs
- In January 2023, U UW hosted three online SPG workshops to present our DWMP and engage with SPGs regarding the further development of the DWMP Partnership Opportunity Pipeline.
- In addition to the January SPG Workshops we completed a number of ad hoc engagement sessions with several stakeholders including the Regional Flooding Coastal Committee (RFCC) to support the finalisation of the DWMP

3.8.2 Introduction

- 3.8.2.1 Prior to the publication of the DWMP in spring 2023 the final rounds of stakeholder engagement were completed via virtual workshops, ad hoc stakeholder engagement and the DWMP newsletter.

3.8.3 Aligning the DWMP

- 3.8.3.1 In February 2022 the government published their strategic priorities for Ofwat. We have updated our DWMP where possible to align with Ofwat’s strategic priorities. Section 3.7.3 and 3.7.4 outlines DWMPs involvement in partnerships focused on enhancing water quality and the environment. Technical Appendix 6 - Resilience highlights DWMPs focus on delivering a resilient water session. Technical Appendix 9 – Customer Engagement demonstrates DWMPs customer engagement.

- 3.8.3.2 In December 2022 the Environment Agency formally published the updated Flood Risk Management Plans (FRMPs) and the River Basin Management Plans (RBMPs). We have completed an exercise to update our DWMP where possible to align with the updated FRMPs and RBMPs.
- 3.8.3.3 To ensure we align with the National Infrastructure Commission (NIC) review on Surface Water Flooding for the 2nd National Infrastructure Assessment, UUW submitted a detailed call for evidence paper to articulate our position on matters relating to surface water flooding. This included over 30 recommendations around changes to policy, legislation and regulation to better manage surface water and create more flexibility for water companies to work in partnership to co-deliver programmes of work at scale. We worked closely throughout with GMCA who had a seconded resource to the report and this enabled GMCA and specifically the IGNITION project to be used as case studies as where projects had been delivered in partnership, informing best practice and ways of working. We welcomed the outcomes of the report and seek to further work alongside the RFCC specifically to deliver Action 2 aligning their business plan to explore mechanisms and best ways to manage urban creep with specific focus on paving over of driveways and other green areas of private properties.

3.8.4 January SPG Workshop

- 3.8.4.1 In January 2023, UUW hosted three online SPG workshops to present our DWMP and engage with SPGs regarding the further development of the DWMP Partnership Opportunity Pipeline. 72 stakeholders attended these workshops from 32 different organisations.
- 3.8.4.2 The aim of these workshops was to provide stakeholders an opportunity to engage in the final stages of the development of our DWMP, as well as enabling our stakeholders to ask questions and provide feedback ahead of the DWMP publication in May 2023.
- 3.8.4.3 The workshops were hosted virtually, using Microsoft Teams and split into four sessions: the statement of response; customer engagement; the DWMP partnership opportunity pipeline and the DWMP.
- 3.8.4.4 Within the first session we brought stakeholders attention to the Statement of Response that we published on the 15th December 2022. A focus was placed on the formal dDWMP consultation feedback we received and how we proposed to act on it within the DWMP.
- 3.8.4.5 During the second session we outlined how we have engaged with customers as SPG members had previously requested to have a better understanding of this topic.
- 3.8.4.6 The third session centred on the DWMP partnership opportunity pipeline including how we created it and how we have developed it further since dDWMP publication. The purpose of this session was to act on stakeholders' consultation feedback requesting greater clarity on how partnership opportunities were identified and prioritised.
- 3.8.4.7 The final section centred on the DWMP and highlighted the measures that will be deferred until Cycle 2 of the DWMP.

3.8.5 Ad-Hoc Engagement

- 3.8.5.1 In addition to the January SPG Workshops we completed a number of ad hoc engagement sessions with several stakeholders including the Regional Flooding Costal Committee (RFCC) to support the finalisation of the DWMP.

4. Learning and next steps

4.1 Highlights

- Through significant stakeholder engagement, which have informed the DWMP, there have been a number of learning points. Some can be acted on immediately, others such as inconsistencies data and modelling across organisations will take time to address
- Partnership development is an ongoing activity that is not neatly tied to planning cycles. Organisations operate on different funding cycles and as such are not always able to commit to schemes, which are in the distant future.
- UUW have a strong track record of delivering positive interventions through partnership working. The engagement carried out through DWMP and the production of the partnership opportunities pipeline forms the first step on our journey to partnership working in the investment period 2025–2030.
- The successes of current and historic partnerships provide a solid starting point for continuing to build partnerships and deliver collaborative solutions moving forwards. UUW will use the knowledge, best practice and experience from these partnerships to further evolve the partnership opportunities pipeline.

4.2 Introduction

- 4.2.1 Through significant stakeholder engagement, which have informed the DWMP, there have been a number of learning points. Some can be acted on immediately, others such as inconsistencies data and modelling across organisations will take time to address.
- 4.2.2 Partnership development is an ongoing activity that is not neatly tied to planning cycles. Organisations operate on different funding cycles and as such are not always able to commit to schemes, which are in the distant future.
- 4.2.3 The aims for stakeholder engagement in the development of the DWMP were two-fold:
- To co-create a plan for drainage in the North West; and
 - To develop partnerships and relationships so that when the time is right identified opportunities can be actualised.

4.3 Co-creating the DWMP

- 4.3.1 Throughout this document, a number of areas where stakeholder engagement has informed the plan’s development have been called out. This section aims to summarise some of the key examples.

Table 1 Key examples of how stakeholder engagement has shaped the plan

Engagement Stage	Area of plan	Detail
1	Strategic Context	Planning objectives were updated following engagement with stakeholders to include a metric on open space flooding. Prior to the engagement, this had not been considered as a metric
1	Strategic Context	Planning objectives were updated following engagement to set more ambitious metrics for flooding measures
4	Options development	The approach to secondary screening was adapted to include a six capital assessment following feedback that UUW should be including more environmental and social benefits in the assessment

Engagement Stage	Area of plan	Detail
5	Programme Appraisal	The approach to selecting preferred options was selected following feedback from stakeholders

4.3.2 In addition to these examples, the partnership opportunities pipeline, which this process has generated, will be critical to the delivery of the long-term ambitions set out in this plan and inform future business plan submissions.

4.4 Future areas for development

4.4.1 One of the areas that proved challenging was developing a consistent view of risk across stakeholders. This was partly due to inconsistencies in data collection and modelling across the flood risk management family. This risk has been shared within the Flood Risk Management Plan 2021 consultation as well as in the North West Regional Flood and Coastal Committee business plan.

4.4.2 This caused issues for the development of the DWMP when attempting to collate shared risk maps across the region, as it became apparent that Lead Local Flood Authorities collect and record this data in different ways.

4.4.3 Through the engagement for the first draft DWMP it also became clear that different forecasting approaches are used by different partner flood risk management authorities. UUW, for example had followed the guidance set out in the DWMP framework. Developing a joint approach to risk modelling is something that could also be improved for the next iteration of DWMP.

4.5 Delivering positive change through partnerships

4.5.1 UUW have a strong track record of delivering positive interventions through partnership working. The engagement carried out through DWMP and the production of the partnership opportunities pipeline forms the first step on our journey to partnership working in the investment period 2025–2030.

4.5.2 Following extensive stakeholder engagement activities and development of a rich partnership opportunities pipeline, we are now in the phase of actively evolving the partnership pipeline, engaging with a range of organisations to pursue partnership project opportunities (both existing and new). Part of this exploration phase is to assess the likelihood of the schemes progressing, taking into account a number of factors, such as; solution type, geography, funding and deliverability.

4.5.3 We work collaboratively with the aim to co-design, co-develop and investigate co-funding to jointly assess the feasibility of these opportunities and explore the potential to progress them along the partnership maturity journey towards formal project delivery.

4.5.4 The DWMP partnerships plan is one part of our overall partnership approach and we are currently working to refine and develop our partnership scheme plans in line with our business plan timescales. We will provide further details on our full partnerships programme in our upcoming Price Review business plan submission.

4.5.5 To support an effective partnerships culture we have developed our partnerships framework to enable governance through a well-considered approach. Within our framework and approach we have established, for example, policy, principles, process, guidance, formal documentation and tools. Together, this helps us be ready to pursue a wide range of partnership opportunities, and progress efficiently and effectively.

4.5.6 To secure the full benefits of partnerships, and manage the inherent risks and challenges, it is essential that we remain flexible and agile to enable timely and responsive action as partnership opportunities emerge and evolve. This is also key to adapting to the unique nature of all partnerships and incorporating elements of flexibility.

- 4.5.7 The opportunities identified through the DWMP will build on some of our existing partnerships. U UW has a strong track record of delivering in partnership. Some examples of current partnerships, which are delivering multiple benefits are highlighted below:
- Natural Course: this is the UK's only EU LIFE Integrated Project that builds capacity to protect and improve the North West water environment, now and for the future. It's a project between U UW, the Environment Agency, Greater Manchester Combined Authority, the Rivers Trust and Natural England.
 - The Rivers Trust: We have formed a strategic partnership with the Rivers Trust to work together to drive forwards the changes that are necessary to truly unlock Catchment Systems Thinking. This partnership will benefit not just customers in the North West of England but will share our learning across the country.
 - Moors for the Future: we remain a key partner of this long standing, wide-ranging partnership, focusing on moorland restoration in the South Pennines. Through this partnership we continue to help improve the resilience of moorland habitats, especially on catchment land, which feeds our reservoirs.
 - Love Windermere: we are part of the Love Windermere partnership which is working to better understand the factors affecting water quality so that action can be prioritised in the coming years. The action plan will be based on scientific evidence and it will consider the way farmland is managed around the lake as well as how rainwater drains from built-up areas, and the way sewage systems and private septic tanks are managed.
 - RSPB: we have a long standing relationship with the RSPB and we continue to work together across the region in a variety of different ways, working together to benefit water, nature and people.
 - CaST Account: In 2021, U UW created a dedicated Catchment Systems Thinking (CaST) Account, with an initial value of £300,000, to support charitable organisations in delivering catchment based projects in the North West, specifically within U UW operating area.
- 4.5.8 The successes of current and historic partnerships provide a solid starting point for continuing to build partnerships and deliver collaborative solutions for the future. U UW will use the knowledge, best practice and experience from these partnerships to further evolve the partnership opportunities pipeline.
- 4.5.9 Our long history of partnership working has evolved with our approach to Systems Thinking and strong innovation culture. Our partnership framework and culture of continuous improvement allows us to maximise the opportunities for partnership working, challenging traditional approaches and ways of working.

Appendix A

Refer to spreadsheet 'TA2 Stakeholder Engagement – SA001 Appendix A'

Appendix B

Refer to document 'TA2 Stakeholder Engagement – SA002 Appendix B'

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Water for the North West