

**United Utilities Water**

# **DRAFT Drainage and Wastewater Management Plan 2023**

## **TA2 Stakeholder Engagement**

**Document Reference: TA2**

**June 2022**

## Executive summary

The Drainage and Wastewater Management Plan (DWMP) is a long-term plan, which sets out how robust and resilient drainage and wastewater services will be ensured 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 more collaborative and integrated long-term planning alongside our partners across the region to tackle shared risks relating to drainage, flooding and protecting the environment.

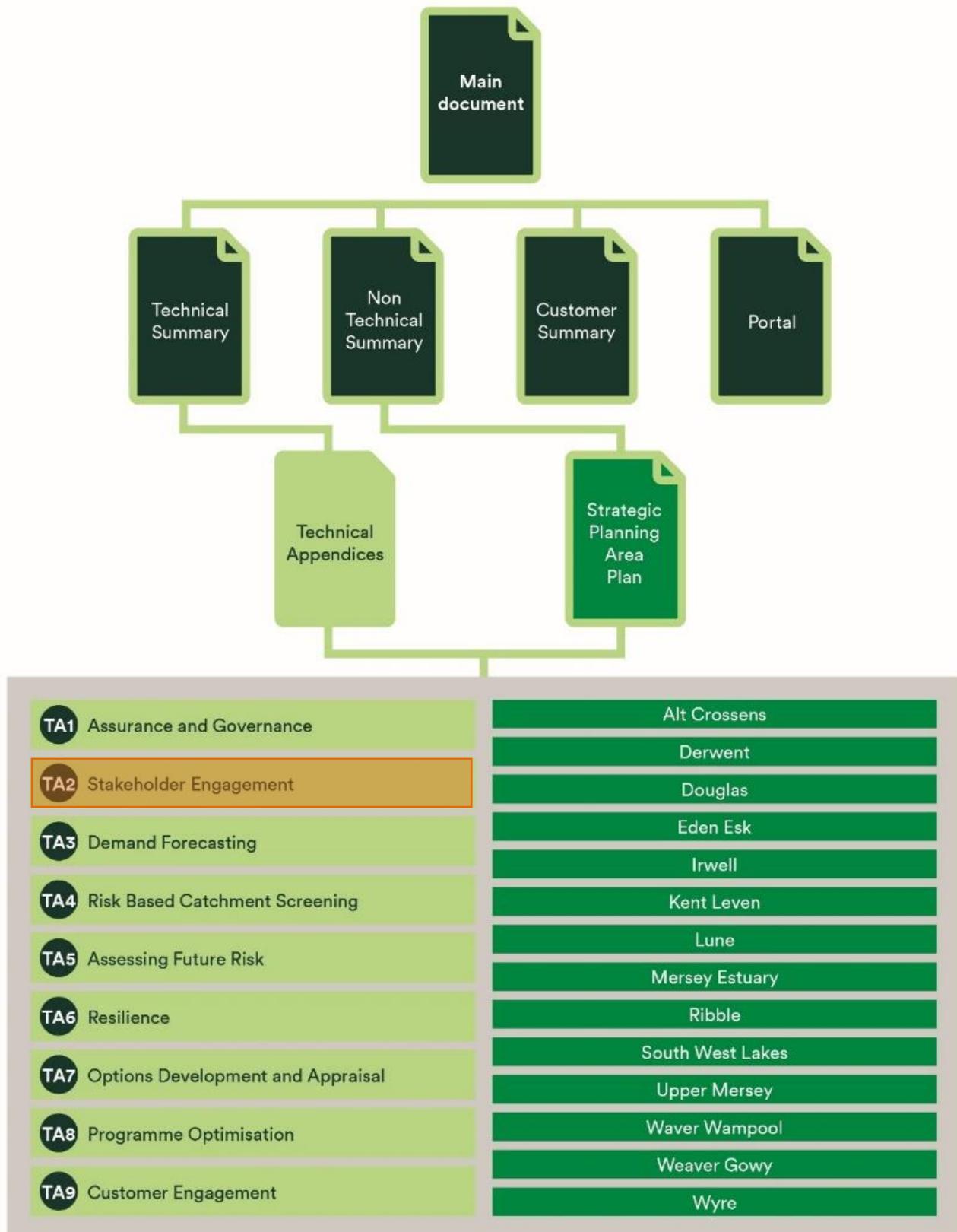
United Utilities Water (Uuw) have developed the draft DWMP with support from stakeholders, regulators and customers from across the North West. The Strategic Planning Groups have supported a collaborative approach to planning. Uuw have engaged throughout the development of the DWMP, from setting long-term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

This is an ever evolving process, and as such, we will look to build on our many existing partnerships and develop new ones to ensure integrated solutions to the challenges faced.

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 this plan, Uuw has tried to balance these views to deliver something which provides best value for all.

The DWMP is currently at draft and Uuw welcome feedback to this consultation ahead of the final plan, which will be published in March 2023.

Figure 1 DWMP document structure



## Acronyms

For a list of acronyms, refer to document C0003.

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# 1. Introduction

- 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.
- 1.2. 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.
- 1.3. This technical appendix summarises how U UW has engaged with stakeholders throughout the development of the DWMP. It evidences that the DWMP 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.
- 1.4. 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.
- 1.5. 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. This has enabled the creation of the partnership opportunities pipeline to help enable more partnership schemes.
- 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: 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. 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.
- 1.7. 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.
- 1.8. 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**

- 1.9. This 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.
- 1.10. 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.
- 1.11. 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.
- 1.12. 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 Introduction

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 partners, 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 partners 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 partners to explore the catchments. Partners 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 partners 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

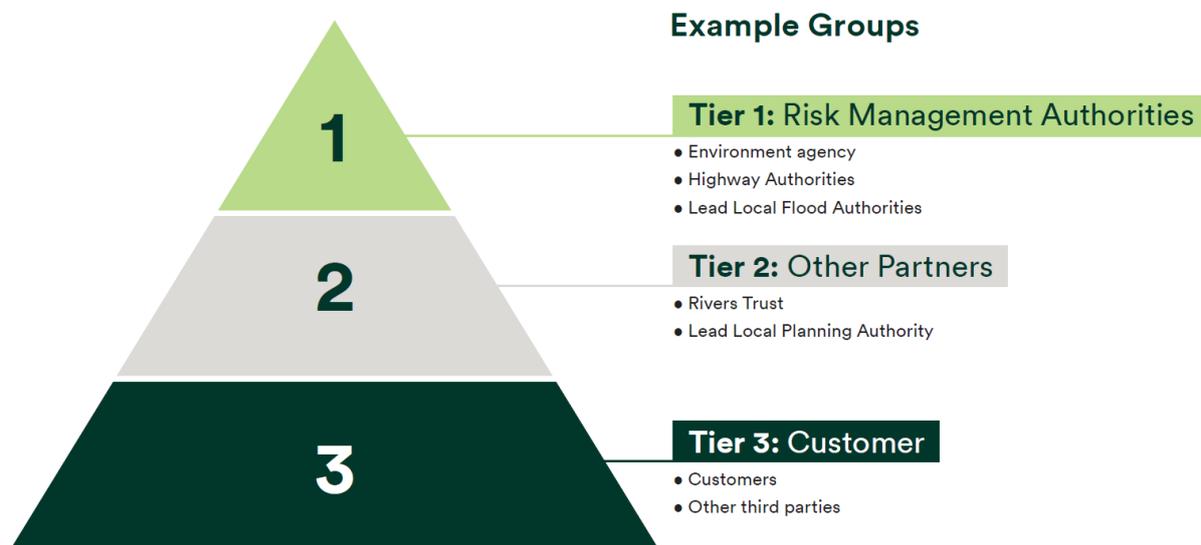
- 2.2.3.1 The Collaboration Portal has been established as an interactive portal, to host a range of content including updates and discussions on key strategic U UW work including: Catchment Systems Thinking (CaST), Drainage and Wastewater Management Plan (DWMP) and our Water Resources Management Plan (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.
- 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:
  - (1) 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?
  - (2) 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

## 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 4), 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.

**Figure 4 Online geospatial portal tiers**



The geospatial portal has been separated into three separate tiers, each with tailored views. This will allow stakeholders and customers to see information that is relevant to them in an accessible format.

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 GSP. Partners are encouraged to feed back their experience with using GSP.

2.2.4.5 The GSP is the first of its kind in the North West and the first time we have shared data in this way. In readiness for final DWMP publication in March 2023, we will look to develop further iterations of the GSP following feedback from partners. Updates could potentially include hosting third-party data on the system to build the partnership risk picture. Feedback from partners on the GSP will be critical to ensuring its use as a partnership tool.

## 2.3 Strategic stakeholders and partnerships

### 2.3.1 Introduction

2.3.1.1 There are many existing partnerships across the North West, which are well established and could be 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.

- 2.3.1.2 UUW also work 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.
- 2.3.1.3 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.
- 2.3.1.4 Assessing the future drainage and wastewater risks widens the opportunity to involve more strategic partners 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.

### **2.3.2 Strategic planning groups**

- 2.3.2.1 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.
- 2.3.2.2 Strategic Planning Groups (SPGs) were set up in each of the Strategic Planning Areas (SPAs) – 14 in total. Our SPAs are aligned to the EA operational catchment boundaries with slight adjustments for Tactical Planning Units (TPUs), which span more than one operational catchment (Figure 5). 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.
- 2.3.2.3 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.
- 2.3.2.4 While the members of each SPG varied slightly, key attendees for the groups included:
- local councils;
  - the Environment Agency; and
  - Catchment based approach hosts.

*Figure 5 Strategic planning groups were set up aligned to the strategic planning area boundaries*



- 2.3.2.5 There are 14 strategic planning areas in the North West and consequently 14 strategic planning groups were established.
- 2.3.2.6 A critical reason for engaging with SPGs was to ensure that the DWMP complimented and supposed existing external strategies such as the Environment Agency (EA) Flood and Coastal Erosion Risk Management strategy. SPGs were an opportunity for partners to engage and contribute to the DWMP, but also an opportunity for us to capture partner's strategic goals.

### **2.3.3 Planning together group**

- 2.3.3.1 The Environment Agency (EA) 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.
- 2.3.3.2 As close partners, it was agreed that there was merit in trying to ensure alignment in the plans.
- 2.3.3.3 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 partners 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.

- 2.3.3.4 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.
- 2.3.3.5 The success of this workshop led to the creation of the 'Planning Together Group'. This working group was made up of U UW and EA personnel with the aims of aligning objectives and developing joint communications given how the timescales for these plans were similar.
- 2.3.3.6 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.
- 2.3.3.7 There are three overarching objectives:
- (1) 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.
  - (2) 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.
  - (3) 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 EA Communities at Risk data with DWMP forecast flood risk and outfall locking assessments. In addition, EA future river level data has been used in our resilience assessments.
- 2.3.3.8 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 EA 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.
- 2.3.3.9 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 The Rivers Trust Strategic Partnership**

- 2.3.4.1 The U UW 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.
- Look to set up the mechanisms needed to leverage an effective blend of public and private investment by complementing market-led approaches.

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

2.3.4.3 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.

**Figure 6 Key activities of strategic partnership between the Rivers Trust and United Utilities Water**



### 2.3.5 Trilateral agreement between Greater Manchester Combined Authority, United Utilities Water and the Environment Agency

2.3.5.1 The Greater Manchester Combined Authority (GMCA) is a strategic partnership consisting of the ten Greater Manchester Local Authorities. UJW has a close working relationship with GMCA and works under a trilateral agreement, which is a signed commitment between the EA, UJW and GMCA to work collaboratively and in partnership. The purpose of the agreement is to drive forward environmental, development and infrastructure agendas within Greater Manchester.

2.3.5.2 A number of the trials and engagement approaches, which underpin the DWMP were developed in the GMCA area. These include:

- Place Based Planning Pilot in the Upper Mersey SPA; and
- The IGNITION project.

- 2.3.5.3 Place based planning is a holistic Systems Thinking approach for integrated water and wastewater management. UUW are trialling this approach in the Upper Mersey SPA. The aim of the trial is to bring together all core stakeholders, which have an influence over planning, development and management of water within the catchment. This will provide an opportunity to listen and share the activities, initiatives, opportunities and challenges faced in managing the water environment. A shared vision for how the catchment should be managed can then be developed, which will inform future decision-making.
- 2.3.5.4 IGNITION is a co-funded project between a number of strategic partners across Greater Manchester including UUW, GMCA and the EA ( Figure 7). 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.
- 2.3.5.5 A member of the team developing the DWMP was seconded to the Ignition project for two days a week to support the project and feed the learning back into the draft plan.
- 2.3.5.6 Through working with others, UUW is improving its understanding of nature-based solutions and the challenges in 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 7 Summary of the European Union funded project 'IGNITION'**

## IGNITION – innovative financing for investment in the natural environment.





### Partners

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



### What:

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.

### 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

## 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 five key engagement points, shown in Figure 8. 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 the following sections (3.2, 3.3, 3.4 and 3.5), there will be 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 at key points throughout the process and a collaboration portal and mailbox set up to allow stakeholders to provide feedback.

*Figure 8 Five stage framework for engagement with SPGs on DWMP development*

### A framework for engagement in the North West



- 3.1.3. This five 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 Introduction

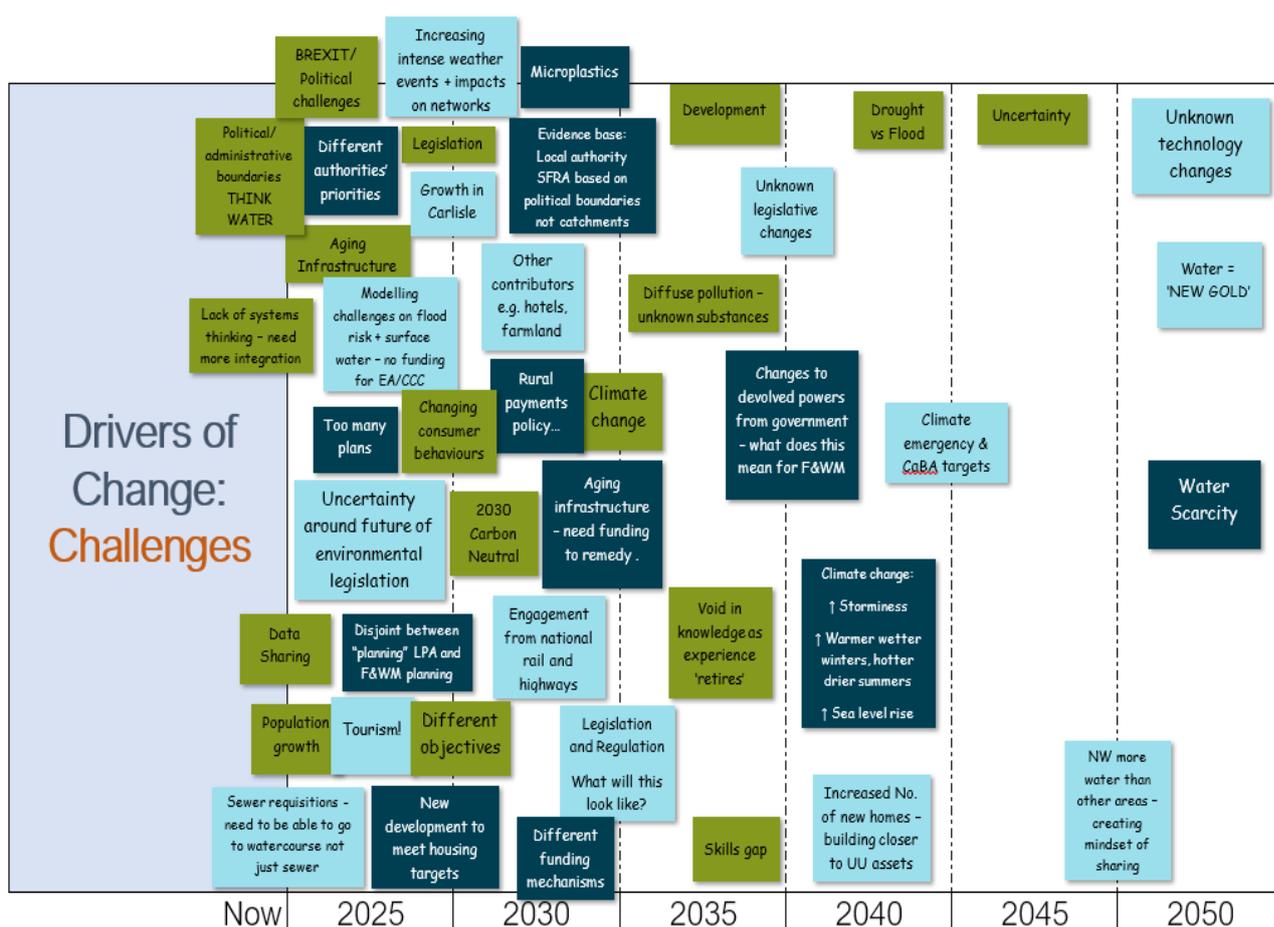
- 3.2.1.1 The first step of DWMP development was to understand stakeholder's long-term ambitions and share an initial view from U UW. This was to try and develop a set of long-term planning objectives and targets, which stakeholders in the North West would endorse. Objectives were to be set at a regional level and consequently engagement was delivered across three strategic areas; Cumbria; Lancashire and Cheshire; and Merseyside and Greater Manchester, each aligning a number of SPA's. These preliminary workshops were held in October 2019 following a period where U UW set its draft planning objective targets.
- 3.2.1.2 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 partners 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.
- 3.2.1.3 Workshop aims:
- (1) To develop an understanding of long-term visions for organisations operating in the North West – 'What does the North West look like in 2050?'
  - (2) To gather feedback on draft planning objectives, aiming to understand if any objectives are missing and whether proposed targets are stretching.
  - (3) To understand where we share strategic risks with other organisations, this directed where there could be potential themes for working in partnership.
  - (4) To agree how engagement on DWMP should be carried out going forwards.
- 3.2.1.4 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.
- 3.2.1.5 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.
- 3.2.1.6 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.
- 3.2.1.7 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.

### 3.2.2 Aim 1: Developing a shared vision for the North West

3.2.2.1 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, U UW 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 9. 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 9 Stakeholder views on future challenges for the North West from one of the workshops



3.2.2.2 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.

### 3.2.3 Aim 2: Developing long-term targets

- 3.2.3.1 UUW first presented its draft planning objectives for the DWMP to the stakeholders (Figure 10). 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.
- 3.2.3.2 UUW secured valuable feedback on the initial draft objective, including on whether partners 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 10 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**



- 3.2.3.3 These draft planning objectives were a starting point to spark conversation and allow UUW to understand priorities of potential partners.
- 3.2.3.4 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 UUW 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 objective<sup>1</sup>).

- When asked to prioritise UUW's initial draft objectives, internal sewer flooding was consistently the highest priority for participants compared to external sewer flooding.
- 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.

3.2.3.5 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 Aims 3 and 4: Approaches to collaboration and partnership

3.2.4.1 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.

3.2.4.2 Due to the interconnectivity of different drainage systems and the environment, UUW believes that working together with other partners 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 UUW DWMP programme appraisal process.

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

3.2.4.4 From this session, UUW 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 UUW and other parties. This informed the approach to SPGs.

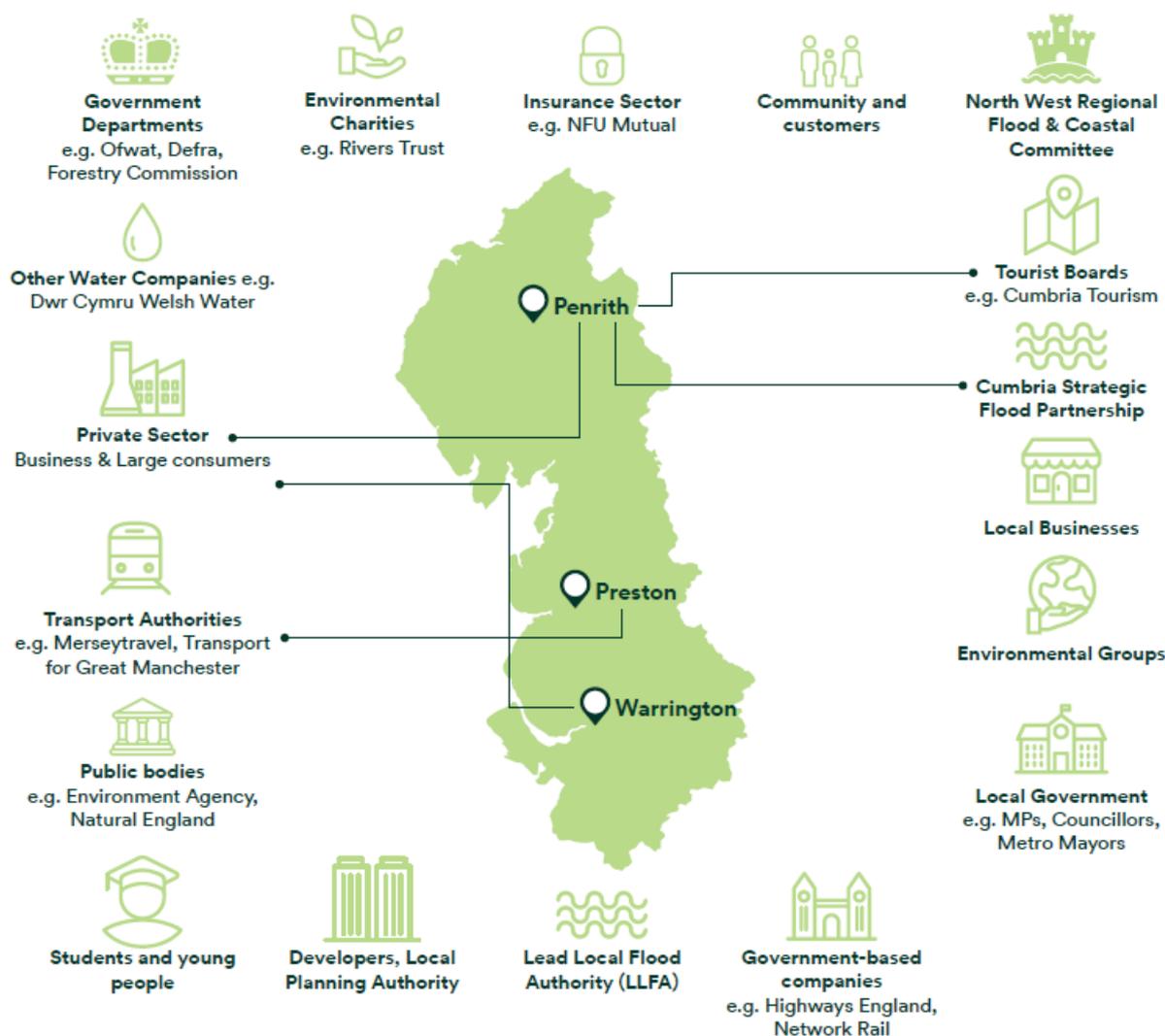
3.2.4.5 Key points raised that influenced the plan were:

- 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.
- 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 (see Figure 7).
- Time constraints were identified as a major barrier to partnership working. Therefore, UUW tried to streamline the approach as much as possible. Moving to online engagement sessions helped this as it eliminated travel time.

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

<sup>1</sup> This is currently as per the industry-wide PR19 definition.

**Figure 11 Suggested types of organisations that U UW should try and engage with in the development of the DWMP**



### 3.2.5 Responding and adapting our objectives

- 3.2.5.1 Feedback on objectives was critical to ensuring the ambition set out in the DWMP had the endorsement of partners. Following the sessions, U UW reworked the planning objectives, taking on board the comments provided by partners. The original objectives were adapted to include three main objectives with a number of underpinning metrics. The main alterations were the addition of a metric focused on flooding of open spaces and more ambitious flooding targets.
- 3.2.5.2 Draft planning objectives were adapted following consultation with stakeholders to ensure that the plan would align with stakeholder expectations.
- 3.2.5.3 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 partners. 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 12 Final planning objectives for the DWMP

<b>Planning objective</b>	 We will collect, treat and recycle wastewater in compliance with our permits, now and in the future, to protect the natural environment.	 We will protect, restore and improve the natural environment of the North West through our actions.	 We will sustainably reduce the risk of sewer flooding in the North West.
<b>Metric</b>	Wastewater quality compliance	Pollution incidents Storm overflow performance	Internal flooding External flooding Flooding of open spaces Sewer collapses Risk of 1:50 year storm

### 3.2.6 Engagement with Local Planning Authorities

3.2.6.1 Following identification of local developments 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 UUW were proposing. UUW 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 Introduction

- 3.3.1.1 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 UUW. 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.
- 3.3.1.2 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.
- 3.3.1.3 Between January and March 2021, for every SPA (Figure 5), workshops focusing on UUW areas of risk (BRAVA) and partners’ 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.
- 3.3.1.4 Unlike previous workshops, these meetings had to be held online due to the COVID-19 pandemic. The meetings were self-facilitated by UUW and held over Microsoft Teams using the online tool, ‘Miro’ to support the collaboration aspect of the workshops. Workshops were divided into two parts.
- 3.3.1.5 Any feedback for the SPG workshops was requested to be shared directly with UUW via email, however, no feedback was received. Those who did attend the workshops were very engaged and contributed significantly during the sessions.

### 3.3.2 Part 1: Sharing results

- 3.3.2.1 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.
- 3.3.2.2 Where available, the proposed River Basin Management Plan (RBMP) and Flood Risk Management Plan (FRMP) measures were highlighted or high risk areas, based on EA flood maps and water quality targets from the RBMP. This was a part of the joint communications strategy identified through the Planning Together Group (2.3.2.5).
- 3.3.2.3 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 13). To facilitate discussion for part 2 of the workshop additional information on high risk hotspots within tactical planning units (TPUs) was also shared.

**Figure 13 Example of the BRAVA results information**

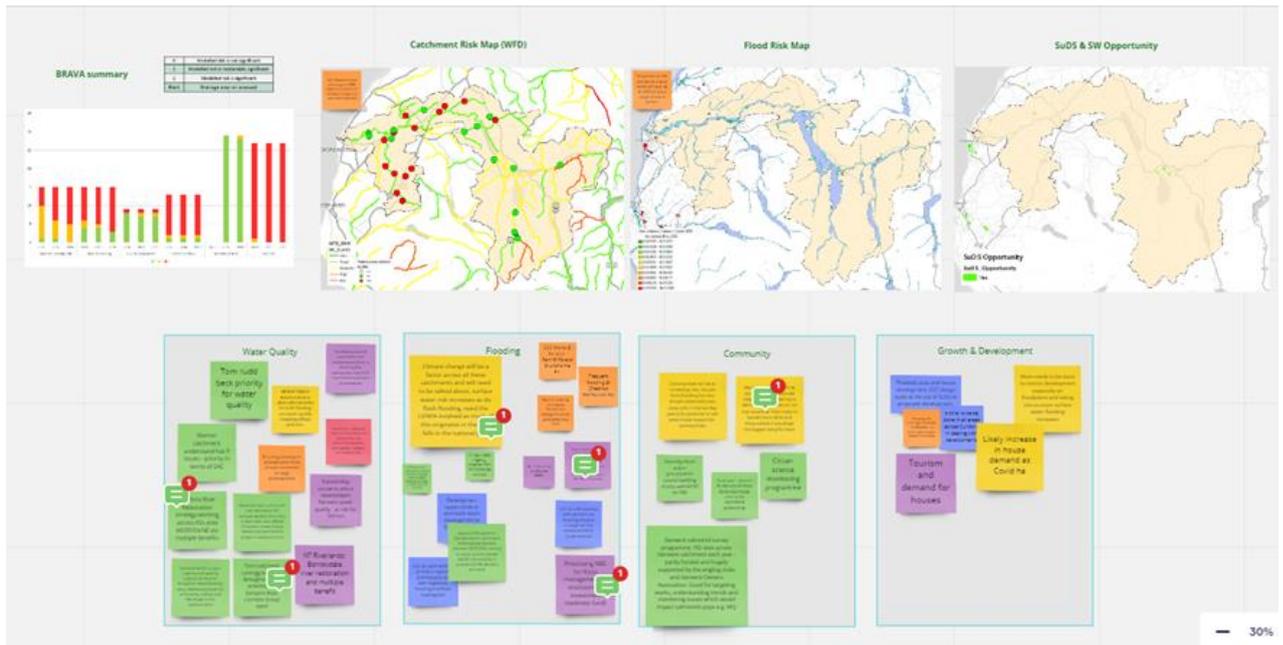
WwTW Name	Internal Flooding Risk			External Flooding			Flood Risk in Open Spaces			Flood Risk in a '1 in 50' year storm			Collapse Risk			Blockage Risk	
	2020	2030	2050	2020	2030	2050	2020	2030	2050	2020	2030	2050	2020	2030	2050	2020	2030
Barnoldswick																	
Barnside																	
Billington																	
Blackburn																	
Bolton-By-Bowland																	
Burnley																	
Burnley Higher Timberhill																	
Chipping																	
Clitheroe																	
Colne																	
Colne Greenfield House Farm																	
Darwen																	
Gisburn																	
Grindleton																	
Halton Place																	
Halton West Ribble																	
Hapton																	
Hellifield																	
Helwith Bridge																	
Holden																	
Horton-In-Ribblesdale																	
Hurst Green																	
Hyndburn																	
Kingsmill																	

- 3.3.2.4 Results were presented for every TPU. Red represented a BRAVA score of 2, amber represented a BRAVA score of 1 green represented a BRAVA score of 0 and grey represented that an assessment had not been conducted.

### 3.3.3 Part 2: Opportunity identification

- 3.3.3.1 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.
- 3.3.3.2 During the interactive Miro Board session, partners 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 14 shows an example output from one of the SPG's.

**Figure 14 Example Miro Board output from one of the SPG workshops**



3.3.3.3 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.

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

3.3.4.1 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.

3.3.4.2 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).

3.3.4.3 The information from the Baseline Risk and Vulnerability Assessments was used to help select an area to study urban SuDS retrofit. The pilot is currently underway.

**Figure 15 Case study on how information from DWMP is supporting partners****IGNITION, Walkden SuDS**

The IGNITION projects is a €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 United Utilities. 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. United Utilities 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, United Utilities 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

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

- 3.3.5.1 To understand shared flood risk across the North West, UUW worked with the EA 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.

**3.3.6 Network Rail and National Highways**

- 3.3.6.1 Acknowledging feedback from the first SPG on strategic context, UUW engaged with Network Rail and National Highways. These organisations are both infrastructure providers like UUW 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 UUW 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 TA7 – Options Identification).
- 3.3.6.2 UUW overlaid areas of known risk to Network Rail with the BRAVA results UUW 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 UUW 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.

**3.3.7 Cumbria County Council**

- 3.3.7.1 In addition to the BRAVA SPGs, a request was made to all LLFAs and the EA 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 (CCC) shared their areas of risk.
- 3.3.7.2 CCC 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 Introduction

- 3.4.1.1 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.
- 3.4.1.2 Due to the COVID-19 restrictions, engagement for this stage continued to be virtual. A similar format as the stage 3 and 4 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 Identification).
- 3.4.1.3 During these sessions, planning objectives were also revisited to understand whether stakeholder priorities had changed since the initial engagement.

### 3.4.2 Partnership opportunities pipeline

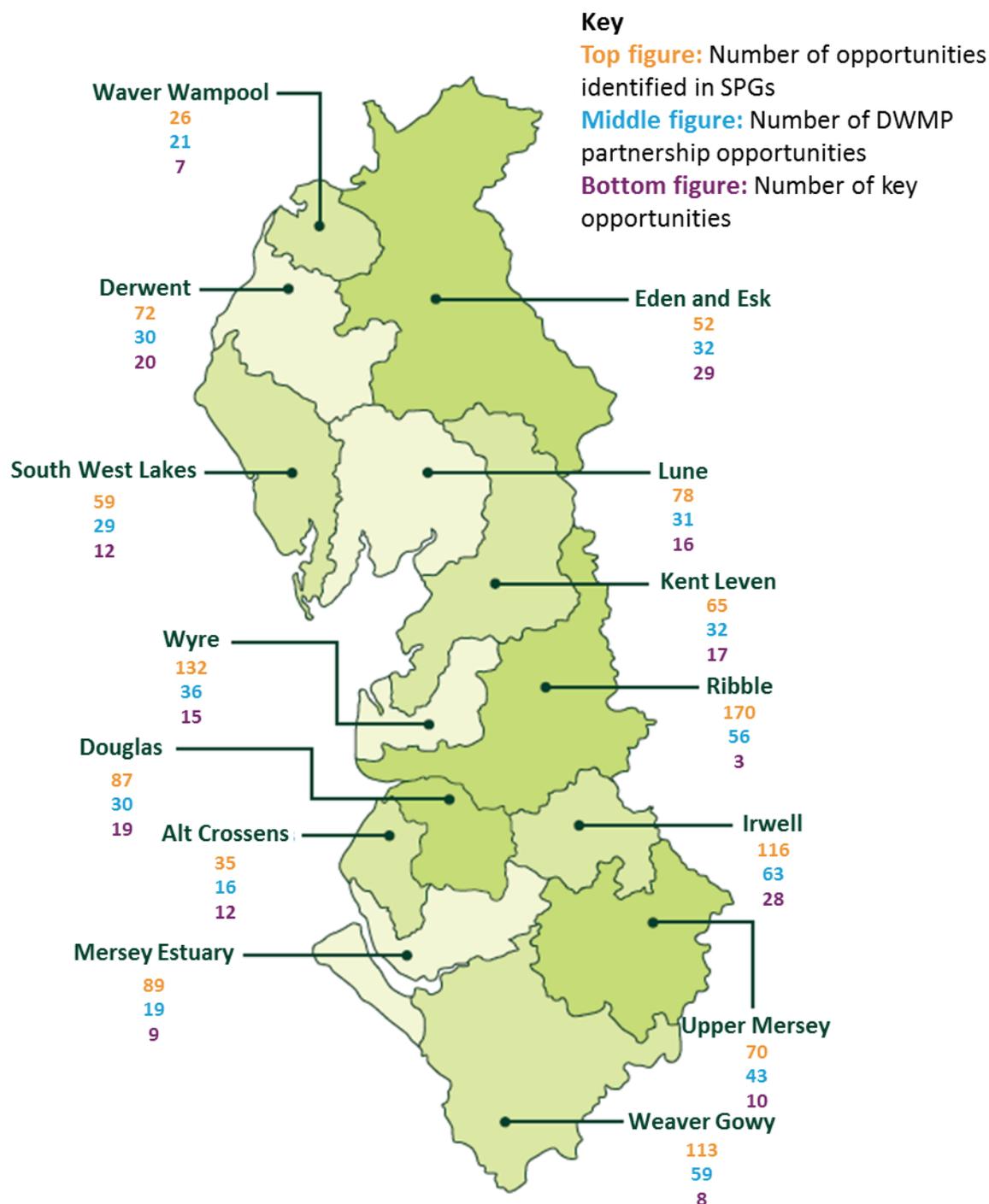
- 3.4.2.1 Following stage 3 and 4 engagement, U UW reviewed the potential opportunities identified through the SPGs and follow-up activities (Figure 16).
- 3.4.2.2 Where possible, these were mapped and associated with a specific risk identified through BRAVA or our resilience assessments. This allowed U UW to refine the opportunities, which were believed to have the most potential.
- 3.4.2.3 This refined list was presented back to the SPGs for 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 Approach to options development

- 3.4.3.1 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 partners understood how developing options for DWMP was different to previous strategic programmes in how it will account for wider benefits.
- 3.4.3.2 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.
- 3.4.3.3 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 17). 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.

3.4.3.4 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, UuW reduced the cost of the solution by 5% in its optioneering to encourage selection of these options. Eg. 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%.

**Figure 16 Partnership opportunities identified through SPG workshops were refined to form a partnership opportunities pipeline**



- 3.4.3.5 The identification of opportunities varied across the different SPAs
- 3.4.3.6 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 17 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

#### 3.5.1 Introduction

- 3.5.1.1 The final stage of engagement prior to draft 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.

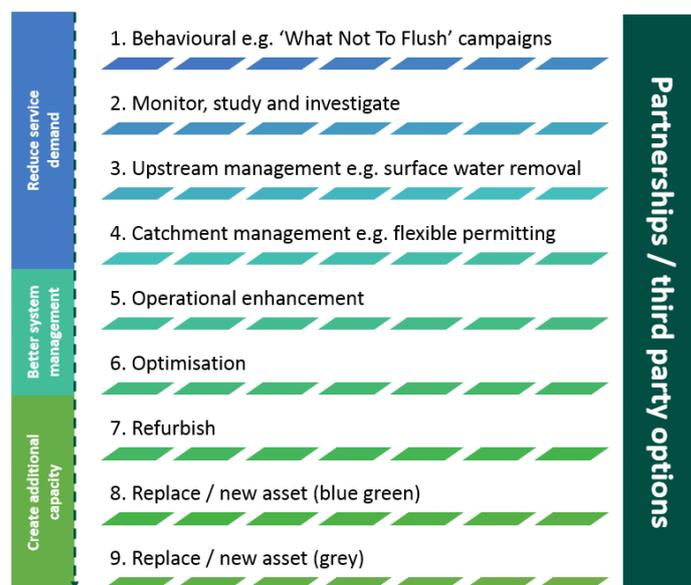
#### 3.5.2 Consultation on approach to selecting preferred options

- 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 – Options Appraisal and Programme Optimisation (TA8).

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 18), which had been introduced to stakeholders during Stage 4 of the engagement.

**Figure 18 Options hierarchy approach to selecting preferred options**



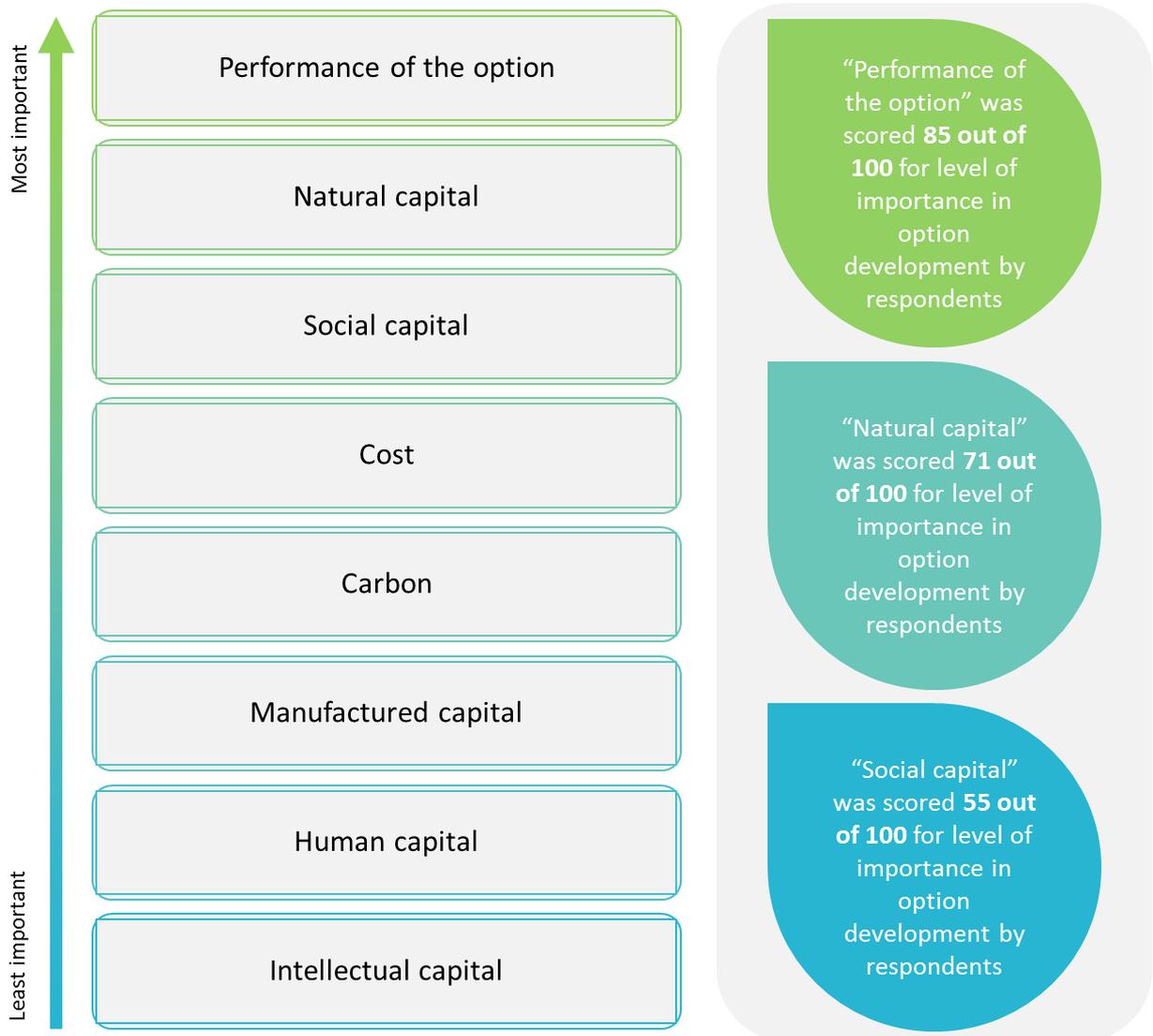
3.5.2.4 This approach was developed following customer engagement on preferred types of intervention. When selecting a preferred option, available options from the feasible option list at the top of the hierarchy are selected before those at the bottom ie. If there is a viable option to solve a problem 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 19).

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



**Figure 20 Statistics from the feedback on methods of engagement**



## 4. Learning and next steps

### 4.1 Introduction

- 4.1.1. Through the hundreds of hours of stakeholder engagement, which have informed the draft 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.
- 4.1.2. 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.
- 4.1.3. The aims for stakeholder engagement in the development of the DWMP were two-fold:
- (1) To co-create a plan for drainage in the North West; and
  - (2) To develop partnerships and relationships so that when the time is right identified opportunities can be actualised.

### 4.2 Co-creating the DWMP

- 4.2.1. 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
5	Programme Appraisal	The approach to selecting preferred options was selected following feedback from stakeholders

- 4.2.2. 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.

### 4.3 Future areas for development

- 4.3.1. 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.

- 4.3.2. 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.
- 4.3.3. 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. U UW, 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.

## 4.4 Delivering positive change through partnerships

- 4.4.1. U UW 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.
- 4.4.2. The opportunities identified 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 great outcomes are highlighted below:
  - (1) Natural Course: this is the UK's first 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.
  - (2) Groundwork: we continue to work in partnership with this social and environmental charity to deliver community projects in neighbourhoods where our engineers were working on potentially disruptive capital schemes. This partnership delivers projects including training and employment programmes, play areas, community allotments, sustainability programmes and community cohesion projects with positive social impacts in every local authority region in the North West of England.
  - (3) LOVEmyBEACH: this joint project between ourselves, Keep Britain Tidy, the Environment Agency and local authorities continued for another successful year. It tackles unsightly litter on our coastlines, and encourages local hoteliers and businesses not to put unsuitable materials down the loo or sink to avoid sewer blockages.
  - (4) Moors for the Future: this decade-long, wide-ranging partnership, focusing on moorland restoration, continued into its penultimate year. We remain a key partner, helping to improve the region's moorland, especially catchment land, which feeds our reservoirs, through the MoorLife 2020 project.
  - (5) RSPB: we continue to work across the region in a variety of different ways with the Royal Society for the Protection of Birds. For example, at Dove Stone reservoir in Saddleworth, we have a stunning, jointly-owned nature reserve and we continued to develop plans to improve the visitor experience at this popular tourist location. On our catchment lands in Bowland, Lancashire, we have worked with the RSPB to create the conditions for the threatened hen harrier to survive.
  - (6) CatchmentWise: learning lessons from our award winning water catchment management programme (SCaMP), CatchmentWise is an important programme that sees us support local groups and projects focused on improving water quality by tackling pollution at source.
- 4.4.3. The successes of current and historic partnerships provide a solid starting point for continuing to build partnerships and deliver collaborative solutions moving forwards. U UW will use the knowledge, best practice and experience from these partnerships to further evolve the partnership opportunities pipeline.

- 4.4.4. The opportunities identified in the partnership opportunities pipeline will be developed further in accordance with the U UW partnership framework. The framework sets out our approach to partnership working ensuring partnerships have the key building blocks in place for successful collaboration. The framework includes a series of tools to support the development of partnership from identifying opportunities through to the development and management of partnerships, including performance monitoring and governance.
- 4.4.5. Our long history of partnership working has evolved with our industry leading 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.

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**Water for the North West**