# Drought Plan 2022 Annex 6: Management and communications

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## **Abbreviations**

CAB Citizen Advice Bureau

CBI Confederation of British Industry
CCW Consumer Council for Water
DMG Drought Management Group
DTG Drought Technical Group
DWI Drinking Water Inspectorate

EA Environment Agency

ELT Executive Leadership Team
HTA Horticultural Trades Association

IDP Internal Drought Plan LoS Level of Service

MOSL Market Operator Services Ltd NAV New Appointments and Variations

NFU National Farmers Union

RSPB Royal Society for the Protection of Birds

RWG Retail Wholesalers Group

SWS Southern Water

UKWIR United Kingdom Water Industry Research

WRSE Water Resources South East

WRZ Water Resource Zone WWF World Wildlife Fund

WWT Wildfowl and Wetland Trust



## 1. Introduction

This annex sets out the steps Southern Water (SWS) will take to communicate and work with our customers, retailers, stakeholders, employees, water industry regulators and other water companies during a drought.

Effective management is vital during a drought to ensure timely and efficient steps can be taken to mitigate the impact on customers, safeguard the environment, agree and carry out monitoring and communicate with customers and stakeholders internally and externally.

It is also important to ensure that we are in an informed position to contribute positively to regional and national activities and collaborate with other water companies, regulators and the government. Our plan is designed to deliver the most cost-beneficial level of communication and management, to ensure we meet our obligations and customers' expectations, while also ensuring value for money within an overall drought budget.

Communication is critical and this annex includes updates to reflect the lessons learnt during earlier droughts in the South East in 2005-06, 2011-12 and 2016-18, as well as the heatwave in the summers of 2018 and 2020 and increase in water use due to the COVID-19 pandemic. It also considers the change in approach required during lockdowns and to meet social distancing and safe working guidelines.

This plan is designed to be agile and flexible to adapt to all levels of social distancing and restrictions, as well as a potential increase in visitors to the area for holidays during the summer.

We have also taken into account documents including UKWIR's 'Drought and demand: potential for improving the management of future drought'<sup>1</sup>, Understanding drought and resilience'<sup>2</sup> report by Consumer Council for Water (CCW) as well as our own on-going business-as-usual customer insight work since the 2019 Drought Plan (DP19).

This plan continues to reflect the outcome of the Hampshire abstraction licences Public Inquiry (the Inquiry) in which an agreement was reached between the Environment Agency (EA) and SWS under Section 20 of the Water Resources Act 1991 (the Section 20 Agreement) to maintain supplies to customers and protect the rivers Test and Itchen.

The time limited agreement allows us to develop and implement alternative sources of supply and incorporates a timetable of interventions that require management and communication actions be taken earlier than otherwise would normally be needed during drought.

Our 2022 Drought Plan (DP22) sets out the responsibilities of each SWS directorate, timetables for action, information on water restrictions, drought permits/orders and examples of previous droughts. It forms a central point of information for all SWS employees and contractors and covers:

useful information on our water resources and supplies



<sup>&</sup>lt;sup>1</sup> UKWIR: <u>Drought and Demand: Potential for Improving the Management of Future Droughts</u>

<sup>&</sup>lt;sup>2</sup> Consumer Council for Water: Understanding drought and resilience

- monitoring water levels to determine our drought status
- the actions we would take under different stages of a drought:
  - communicate with our customers, stakeholders and regulators
  - control demand for water
  - increase supplies of water

Although each drought is different and requires individual management, our management and communication actions are designed to reflect each key stage of a drought, which are broken down into:

Normal No Drought

Level 1 Impending Drought (Communications/leakage reduction)

Level 2 Drought (Temporary Use Bans)

Level 3 Severe Drought (Non-Essential Use Bans)

Level 4 Emergency Drought
Post drought Lessons learnt

## 1.1 Drought monitoring

During normal conditions, drought monitoring is carried out by our operational teams and reviewed for action by the strategy teams, through a monthly drought dashboard (see Annex 4 for further details on drought monitoring). This includes data from our own monitoring network and from the EA.

It allows us to keep a regular check on our water resources and to share this information with employees, customers and stakeholders to keep everyone informed.

It is the responsibility of the Water Resources Policy and Regulation team to use this information to determine when water resources have breached a trigger status and to ensure drought actions are followed, including management and communications.



## 2. Management

When drought triggers show a drought is impending, we will convene a number of management groups, whose responsibility it is to manage our response. This is to ensure actions are taken in good time, so that we are prepared to deal with a drought as it develops and we can maintain our levels of service (LoS) to customers.

The trigger for the management groups to be set up is the declaration by the Water Resources Policy and Regulation Manager that a water resource zone (WRZ) is in impending drought.

The drought teams will then be set up with the support of the Executive Leadership Team (ELT), and their role is to implement the Drought Plan and authorise budgets and communications with customers, stakeholders, regulators and the wider industry.

As mentioned above, drought actions will be needed earlier in the Western area relative to our drought stages to ensure timely interventions are taken to maintain supplies. As part of the drought dashboard, we will closely monitor flows on the River Test as this will trigger the need for us to apply for a River Test surface water Drought Permit, earlier than we would normally have to apply for.

Consequently, we will convene a smaller management group and this will likely be needed in 'normal' conditions. This group would then be absorbed into the fuller drought management structures if the situation deteriorates.

## 2.1 Structure, roles and responsibilities

In the first instance when the impending drought trigger is reached a Drought Technical Group (DTG) will be formed. One of the first actions of the DTG will be to update statutory consultees, including the EA and Natural England (NE), on the current water resource pressures we face.

If the DTG believes a drought is likely to develop, or has already been triggered, it will call for a Drought Management Group (DMG) to be convened. The roles and responsibilities of these two groups are outlined in Figure 1.

The titles of different roles are likely to change through re-organisations, but the duties/tasks and responsibilities will be covered through the posts put forward.



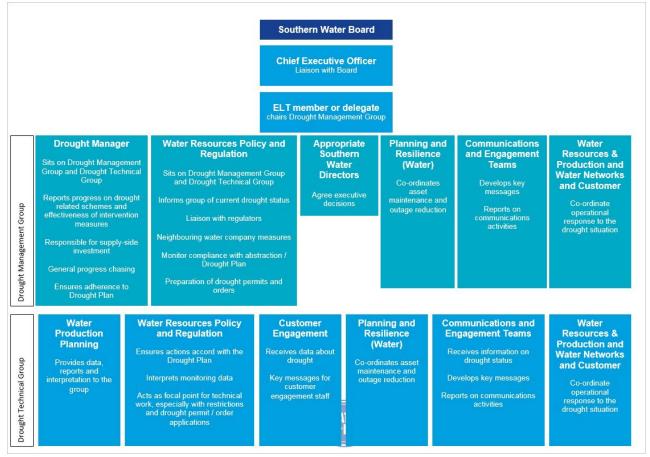


Figure 1: Roles and responsibilities of various SWS teams during a drought.

## 2.2 **Drought Technical Group**

The DTG is responsible for monitoring and reviewing the drought, as well as monitoring the supply-demand balance and developing and delivering communications. It will:

- collate and analyse technical information (e.g. actual levels compared to trigger levels) to interpret
  the developing water resources situation;
- follow the Drought Plan;
- make recommendations and provide advice to the DMG;
- propose advice on changes to the day-to-day operation of water sources;
- produce water situation reports with details of water levels and triggers;
- schedule and carry out meetings and calls with statutory consultees;
- develop and deliver communication to customers and stakeholders; and
- develop and deliver communication to employees and partners.



## 2.3 **Drought Management Group**

The DMG consists of senior managers and directors and reports to the Chief Executive Officer and the SWS Board. It will:

- review reports from the DTG;
- formulate the development of our drought strategy locally and regionally;
- meet monthly or more frequently if the situation warrants more urgent decisions;
- make decisions to reduce the impact of a drought on the operation of water sources;
- engage with regulators, Water UK and other water companies;
- authorise investment to deliver the Drought Plan; and
- ensure the Drought Plan is followed.

# 2.4 Drought Manager and Water Resources Policy & Regulation Manager

A Drought Manager will be appointed at the time the DTG and DMG are formed and will act as project manager for all drought activities, including scheduling, budget, procurement, meetings, audits, reporting and governance. This role is intended to reduce the administrative burden on the key water strategists, allowing them to focus on managing the drought. Both the Drought Manager and the Water Resources Policy & Regulation Manager will sit on both DTG and DMG and act as the key link and communication channel between the two groups.

## 2.5 Communications and Customer Services managers

The Head of Communications will take the lead on establishing the roles and responsibilities within the Environment and Corporate Affairs team and will co-ordinate collaboration with the Insight and Water Efficiency teams to ensure appropriate engagement with customers and stakeholders.

The Customer Services teams, including the Retail team and Vulnerability team, will also assign a lead representative who will work in collaboration with the Head of Communications to align customer messages and approach. This may include appointing a dedicated Drought Communications Lead and Drought Customer Lead to oversee and co-ordinate all activities and sit on the DMG.

All communication key messages and actions will be authorised by the DMG as a whole.

## 2.6 Reporting

Minutes of meetings of both groups will be taken to provide an audit trail of the key decisions, actions and responses to the drought. From an early stage of an impending drought, regular liaison will be required between these two groups, the EA and, where appropriate, other water companies.

A summary of the actions the DMG and DTG will undertake for each drought trigger, as well as the roles and responsibilities of each directorate, are outlined in Figure 2.



|   | Normal                     |                  |                               |                     |                 |                                |  |                       |                               |                            |   |  | Impending                       |                                    |  |  |                                     |   |                       |                             |  |                     | Drought                                    |  |   |                               |                         |                             |   |                                   |                             |  | Severe   |  |                       |                               |                                   |                       |                             |                                    |  |  |
|---|----------------------------|------------------|-------------------------------|---------------------|-----------------|--------------------------------|--|-----------------------|-------------------------------|----------------------------|---|--|---------------------------------|------------------------------------|--|--|-------------------------------------|---|-----------------------|-----------------------------|--|---------------------|--|--|---|-------------------------------|-------------------------|-----------------------------|---|-----------------------------------|-----------------------------|--|--|--|-----------------------|-------------------------------|-----------------------------------|-----------------------|-----------------------------|------------------------------------|--|--|
|   |                            |                  |                               |                     |                 |                                |  |                       |                               |                            |   |  |                                 |                                    |  |  |                                     |   |                       |                             | Actior   | าร                  |  |  |   |                               |                         |                             |   |                                   |                             |  |  |  |                       |                               |                                   |                       |                             |                                    |  |  |
| Department responsibility                 | Drought monitoring reports | Reservoir refill | Distribution input monitoring | Production planning | Managing outage | Sustainable abstraction policy | Ensure leakage is at or below OFWAT target | Asset risk assessment | Meet water efficiency targets | Communication & engagement | Internal notification of Impending Drought status | Implement drought management structure | Operate sources in drought mode | Supply / demand balance monitoring | Increase work to find and fix leaks beyond our targets | Prepare environmental monitoring for Drought Permits /<br>Orders | Neodiste neighbouring bulk supplies | regorate reginouning burk supplies External Water UK representation | Communication actions | Customer Engagement actions | Declare and communicate drought status internally and externally | Impose restrictions | Communicate and grant exceptions from TUBs | Prepare and submit Drought Permit / Order applications |   | Further reduce leakage levels | Develop drought schemes | Customer Engagement actions | Implement regional drought strategy and water sharing | with neighbouring water companies | Plan for a third dry winter | Declare and communicate drought status internally and externally | Apply for Drought Permits / Orders to support supply | Apply for a Drought Order to further restrict demand | Further reduce outage | Further reduce leakage levels | Implement further drought schemes | Communication actions | Customer Engagement actions | Implement Emergency Drought orders | Industrial page and the principles of the princi |  |
| Wholesale water<br>services               | •                          | •                | •                             | •                   | •               | •                              | •  | •                     |                               |                            | •   | •                                      | •                               | •                                  | •  |  | •                                   |   |                       |                             | •  |                     |  |  | • | •                             | •                       |                             | •   | ,                                 | •                           |  |  |  | •                     | •                             | •                                 |                       |                             | •                                  | •  |  |
| Engineering and construction              |                            |                  |                               |                     |                 |                                |  |                       |                               |                            |   | •                                      |                                 |                                    |  |  |                                     |   |                       |                             |  |                     |  |  | • | •                             | •                       |                             |   |                                   | •                           |  |  |  | •                     | •                             | •                                 |                       |                             | •                                  | •  |  |
| Customer and commercial services          |                            |                  |                               |                     |                 |                                |  |                       | •                             | •                          |   | •                                      |                                 |                                    |  |  | •                                   |   | •                     | •                           | •  | •                   | •  |  |   |                               | •                       | •                           | •   |                                   | •                           | •  |  | •  |                       |                               |                                   | •                     | •                           | •                                  | •  |  |
| Risk & Compliance                         | •                          |                  | •                             |                     | •               | •                              |  | •                     | •                             | •                          | •   | •                                      | •                               | •                                  |  | •  | •                                   | •   | •                     |                             | •  | •                   | •  | •  | • | •                             | • •                     | •                           | •   | ١,                                | •                           | •  | •  | •  | •                     |                               | •                                 | •                     |                             | •                                  | •  |  |
| Corporate strategy and regulatory affairs | •                          |                  | •                             |                     |                 | •                              | •  |                       | •                             | •                          |   | •                                      |                                 | •                                  |  | •  |                                     | •   | •                     |                             | •  |                     |  | •  |   | ,                             |                         |                             | •   | ,                                 | •                           | •  | •  | •  | •                     |                               | •                                 | •                     |                             | •                                  | •  |  |
| General counsel and<br>company secretary  |                            |                  |                               |                     |                 |                                |  |                       |                               |                            |   | •                                      |                                 |                                    |  |  |                                     |   |                       |                             |  | •                   | •  | •  |   |                               |                         |                             |   |                                   | •                           |  | •  | •  |                       |                               |                                   |                       |                             | •                                  | •  |  |
| ELT                                       |                            |                  |                               |                     |                 |                                |  |                       |                               | •                          |   | ٠                                      |                                 |                                    |  |  |                                     | •   | •                     |                             | •  | •                   |  | ٠  |   |                               | •                       |                             |   | •                                 | •                           | •  | ٠  | ٠  |                       |                               |                                   | •                     |                             | ٠                                  | •  |  |
| Chief financial officer                   |                            |                  |                               |                     |                 |                                |  |                       |                               |                            |   | •                                      |                                 |                                    |  |  |                                     |   |                       |                             |  |                     |  |  | • | •                             | •                       |                             |   | ,                                 | •                           |  |  |  | •                     | •                             | •                                 |                       |                             | •                                  | •  |  |

Figure 2: Allocation of drought actions based on drought triggers.

## 3. Communications plan

We have developed a Drought Communications Plan to make sure we can communicate effectively with customers, stakeholders, regulators and other partners and critical organisations during all stages of a drought.

This plan has been updated since we published our DP19. This update has particularly taken note of:

- the COVID-19 pandemic and its effect on water use and alternative channels of engagement;
- insight gathered from SWS customers including young people, vulnerable customers, businesses and a broad range of bill payers (see Annex 1);
- insight from customers across the wider South East through engagement with the Water Resources South East (WRSE) group; and
- insight from regulator and CCW reviews on engagement.

The plan is based on an escalation of activities as a drought develops and is designed to be agile and flexible to respond to the individual circumstances of each drought.

It centres on collaboration with regulators, neighbouring water companies and the wider sector to ensure all activities are aligned and supportive. Where possible, communication activities will be delivered in partnership with organisations, such as local authorities, to maximise reach and effectiveness.

It is critical that employees are given accurate and timely information at all stages, so that they are able to communicate effectively with customers in line with material in the public domain.

All public-facing material used in our drought communications, as well as during our consultation on our draft and final drought plans, is subject to a security review to make sure sensitive information about water sources, such as their location, is not disclosed, nor any information which could compromise national security.

## 3.1 Key updates to our Drought Plan

Our activities are designed to maximise the use of existing communication channels, such as our website, social media channels, call centre, bills, customer channels, workshops and events and expand to other channels, such as advertising on radio and/or television.

If restricted face-to-face contact and social distancing is necessary, the emphasis will be on digital channels, supported by direct mailing and engagement through third-parties, where required, for harder to reach audiences.

More innovative channels which have arisen to support engagement and consultation during the COVID-19 pandemic include:

- Live webinars with QA sessions
- Expanded use of informative films, animations and vlogs
- Interactive online platforms where customers can explore presentations and information in multiple formats at a time to suit them and share feedback through a wide range of channels

These approaches have proven beneficial in broadening the reach and accessibility of public consultations.



Our approach is also guided by the results of insight which has been gathered. For example, in a 12-month engagement with young people in a Water Futures pilot, we learned that three-quarters of young people are worried about climate change making droughts more likely and are willing to do their part. They expressed a preference for catchy social media content with key information about 'what's going on' backed up with simple, clear ways they can take action. They asked for material which feels relevant to them, gives them a voice and comes in bite-size chunks, potentially with celebrity endorsement.

Engagement with customers following communication in the heatwave/COVID-19 pressure of August 2020 (Figure 3) also provided useful insight into the effectiveness of channels and messages. Customers reported that email is now an expected method of communication as part of business-as-usual and should be used in early stages. Door drops dial up urgency and the need for action and texts are useful for live updates and urgent cut through messages once customers are already aware of a situation.

Nearly 70% felt encouraged to seriously think about their water use; 72% felt the advertising was important and just over half felt the hints and tips helped a lot and were good ideas.

In response to the materials used customers said colour grabs their attention and implies a call to action. Asking for help additionally creates a 'buy in' to the situation. The feedback included suggestions to use a range of methods (email, letters, text) to build up awareness at different times of the drought, with different messages in each wave and a clear explanation about what the problem is, the risks and what is expected of customers.



Figure 3: Example of communication during August 2020 heatwave water shortage.

## 3.2 Spotlight on Hampshire and the Isle of Wight

This communication plan is particularly important for the Western area (Hampshire and the Isle of Wight), as it will experience more frequent restrictions and drought actions in the short term. Engagement with household and business customers, as well as stakeholders, is a vital part of the Section 20 Agreement to raise awareness of the latest water resources situation and interventions that will be required as a result.

For Hampshire, in particular, the risk of interventions is much higher than it has been in the past so explaining the reasons for this and what people can do to help is important.

In relation to the implementation of monitoring, mitigation and compensation measures for the River Test, Candover scheme and River Itchen drought permits/orders that have been agreed as part of the Section 20 Agreement, partnership work with third parties will be essential. For example, the EA will lead the



implementation of the majority of mitigation measures for these options, with some specific enhancements for Southern Damselfly and White Clawed Crayfish likely to be delivered by the Hampshire and Isle of Wight Wildlife Trust.

## 3.3 **Drought phases**

Our Communications Plan is based on a phased approach working alongside the Drought Plan, with activities increasing as a drought worsens. It is also closely linked to regional and national activities with other water companies, with a view to sharing information and developing a common approach to managing resources and engaging with customers.

The triggers for communication actions are aligned with the drought stages we follow for all drought actions:

Normal No Drought

Level 1 Impending Drought (Communications/Increased leakage)

Level 2 Drought (Temporary Use Bans)

Level 3 Severe Drought (Non Essential Use Bans)

Level 4 Emergency Drought
Post drought Lessons learnt

Our Drought Plan outlines the communication and water efficiency activity we will undertake during each of these phases, and how it will be delivered and monitored.

During each phase, the communication team will be preparing material, and identifying partnership opportunities and activities in readiness for the next phase, should the drought increase in severity.

Figure 4 illustrates the link between escalating communication activities and the drought conditions and actions.



#### Southern Water monitors the No restrictions on water use General water efficiency climatic situation on a regular in place messages about using basis - particularly rainfall, as Enhanced leakage & water water wisely this is used to define a period efficiency activity by the **Drought** warnings of drought Increasing media campaign The EA produce weekly Operation of sources switches about potential need for drought reports temporary bans should to 'drought mode' Increased monitoring of other drought situation worsen As drought situation worsens, indicators such as the soil prepare for introduction moisture deficit (SMD), of temporary bans groundwater levels, river flows and reservoir levels Drought conditions worsening Drought conditions Drought management actions Drought indicators Notification of temporary bans Increased frequency of Introduce temporary ban on monitoring of key indicators water use in accordance with legislation Operational supply demand Wider media campaign to Prepare & apply for Permit / balance monitored to identify Order applications for 'normal inform public that temporary risk of deficit drought' sources bans in place Re-commission disused Regional co-ordination of water Indicators suggest drought conservation messages e.g. conditions are worsening sources www.beatthedrought.com Implement Permit / Order at key sources Prepare and apply for Order to restrict non-essential water use Severe drought conditions Drought indicators Drought management actions Messages Severe rainfall deficit Prepare & apply for Permit / Increasing intensity of drought Order applications for 'severe Significant deficit in the supply messages drought' sources demand balance is forecast Notification of extreme Implement Permits / Orders at restrictions such as rota cuts / Groundwater levels and river additional sources / nonstandpipes flows at lows of 1 in 50 to essential water use 100 years Consider additional options Increasing risk of no winter (e.g. tankering, emergency refill/danger of reaching desalination emergency storage Prepare & apply for Emergency Drought Order Post drought Drought management actions Drought indicators Messages Sufficient indicators move back De-escalation of drought End of drought above the trigger thresholds activities General water efficiency No significant SDB risk forecast Post-drought review messages

Figure 4: Relationship between drought indicators, actions and messages.



## 3.4 Outline objectives of our Communications Plan

The Communications Plan has several key objectives, which are to:

- raise public awareness and provide regular updates on the water resources situation;
- provide a clear explanation of why there is a drought and why it is a problem;
- inform customers and stakeholders about the work that we are doing to secure water, such as increasing leak detection and repairs, promoting water efficiency and developing new resources;
- provide a clear explanation to customers of the steps they can take to help, why their help is needed and the risks if no action is taken;
- provide communication which is adaptable and accessible for all;
- encourage household customers to save water at home and in the garden through increased awareness of on-going water efficiency campaigns;
- raise awareness with retailers and business customers of the water resources situation and action they can take;
- raise awareness with sectors in the hospitality sector to reach visitors to the supply area, particularly during summer months;
- announce and raise awareness of any water restrictions in a timely manner;
- make sure customers and stakeholders are aware of and understand the restrictions and exceptions;
- provide clear information about the relationship between rain, water resources, the environment and water use;
- work collaboratively with other water companies, the EA, the WRSE drought group, Water UK and the National Drought Group, as well as other organisations to raise the profile of the drought and ensure consistent, clear messages for customers;
- continue to work with water companies with whom we have bulk supply contracts to ensure bulk supply contracts are updated and both parties are clear on contractual arrangements during drought conditions;
- continue to work with water companies to ensure application readiness of drought permit/orders where there is a need for joint working to undertake environmental assessments, monitoring and mitigation;
- keep stakeholders informed about the situation and work collaboratively;
- raise awareness of the drought and our activities internally with all staff;
- raise awareness of our long-term planning and innovation; and
- measure the effectiveness of communication messages and channels with customers at all stages, in terms of awareness and water saving activities, and continually adapt and evolve to ensure best practice. Share results and learning with the industry

## 3.5 Key audiences

Before, during and after a drought we will increase our communication with everyone in our region who is likely to be impacted by a shortage of water and restrictions, in a way which is most useful to them. The main audiences we will target are:

Customers – domestic and business



- Customers on the Priority Services register with tailored communication and channels for example information in braille/large print, audio information, messages tailored for people with learning disabilities
- Customers whose first language is not English translations of material and messages
- Young people non bill-payers and early bill-payers
- Retail partners for business customers, schools etc.
- New Appointments and Variations (NAVs)
- Large industrial customers
- Environmental groups wildlife trusts, World Wildlife Fund (WWF), Royal Society for the Protection
  of Birds (RSPB), fisheries, Rivers Trusts etc.
- Representative bodies Confederation of British Industry (CBI), National Farmers Union (NFU), Horticultural Trades Association (HTA), Chamber of Commerce, British Waterways etc.
- Sports and interest groups angling, canoe, football, cricket, bowling
- MPs, ministers, Defra
- Local councils all tiers
- Regulators Ofwat, EA, NE, Drinking Water Inspectorate (DWI)
- Public services fire, police, health authorities
- Consumer groups CCW and Citizens Advice Bureau (CAB)
- Neighbouring water companies
- WRSE, Water UK, Waterwise
- Employees and contractors
- Media print, radio, broadcast, online
- Social media
- Local resilience forums

## 3.6 Key messages

The key messages communicated during a drought will be simple, clear, consistent and tailored to the situation and audiences.

Wherever possible and most effective to do so, messages and material will be co-ordinated with regional water companies and/or wider UK water companies to ensure clarity and consistency for customers and efficiency in roll out.

The messages will be communicated in a consistent manner, utilising multiple channels tailored to each audience.

We have materials prepared and used in previous drought situations, as well has heatwave and cold weather incidents. These input into a bank of core messages prepared in advance, which can be quickly tailored to the individual circumstances for utilisation in a short space of time.

Material can be updated, approved and circulated within a few weeks, and in some cases one or two days, for example, social media and website tools.



#### The key messages will include:

- Early warnings around a risk of drought
- Benefits of water efficiency saving water, energy, money and protecting the environment
- Explaining the meaning of a drought
- The reason(s) we are in a drought
- Droughts are part of water resource planning; we are prepared
- The reason(s) for us to act now
- The geographical area the drought covers
- Information on rain and the impact on reservoirs and groundwater supplies
- The actions we are taking to supply and save water
- The actions we are taking to reduce leakage and the process for reporting leaks
- Providing information on how homes and businesses can help save water (important to communicate 'why' ahead of 'how')
- Water-saving in gardens
- Internal plumbing leaks and water-saving devices use of approved WaterSafe plumbers trained in the water regulations to save water
- Information on the Water Label and choosing water-saving appliances
- Our initiatives to support water saving audits, devices, advice, incentives (e.g. donations to charities or schools)
- The difference that our actions will make
- Droughts affect everyone messages from third parties, e.g. Met Office; NFU; sports organisations/players; gardeners
- Consultation on introduction of water restrictions how people can take part
- Proposed timeline of activities
- The restrictions are in place, what they cover, who do they effect and why
- Individuals, groups and activities that are exempt from restrictions
- Targeted advice for vulnerable customers/customers on the Priority Services Register about additional support
- Early warning for business customers, via joint messaging, on potential of NEUBs
- Impact on the economy
- Our efforts to secure new water
- The effect on the environment and how we are protecting it, using local examples
- Thanking customers for their support; sharing the impact of their support
- Sources for more information and support and the ways to access them
- Extreme drought ways to significantly reduce water use to 50/80 litres per person per day to avoid rota cuts and standpipes
- Potential impact of extreme water measures
- The impact that customers' efforts are having
- The end of drought



These messages will be conveyed throughout all our communications, with the level of detail, timing and frequency adapted for the audiences and developing situation.

In the Western area, to align with the Section 20 Agreement, there will be a need to tailor some of the key messages to ensure customers understand the situation and need for early drought interventions. More specific messages will include:

- Why the water supply situation in Hampshire is different to what it has been in the past
- How customers can help reduce demand to reduce the frequency of formal water use restrictions
- What we are doing to reduce leakage and help customers save water
- Why restrictions might need to be implemented more often when previously they have not been needed in Hampshire since 1976
- Why we need to apply for a drought permit on the River Test more often
- Why we may prepare and submit applications for drought permits/orders but then not need to use them
- How the rivers Test and Itchen will benefit from the additional protection the licence changes will provide
- How the mitigation measures which are being implemented will minimise the impact of the River Test Drought Permit, as well as the River Test, Candover scheme and Itchen drought orders if needed, on the environment
- Why there is a close link between water resource availability on the Isle of Wight and that in Hampshire
- What we are doing to increase resilience to droughts in Hampshire and the Isle of Wight in the longer term through our Water for Life programme

## 3.7 Key channels

We use multiple channels to communicate with customers, stakeholders and other interested parties in order to reach as wide an audience as possible in the most effective manner.

During 2020-21, we needed to adapt our methods and channels to engage with customers to reflect the continual social distancing restrictions and lockdown. This has prompted the use of more innovative and digital ways methods of engagement which are likely to prove increasingly important in the future as the workforce adopts to alternative ways of working. This also has the scope to improve the reach of engagement.

Below are the core channels we will use during the escalating levels of drought.

- News releases, audio and film interviews for radio stations and online platforms
- Photography
- Social media posts including graphics, animation, film, live QA sessions/bite-size chunks of information with a clear call to action
- Graphics to clearly communicate restrictions, exemptions and water-saving actions
- Dedicated section on website to house material, including FAQs
- Interactive online tool to describe the stages of drought and the restrictions/exemptions allowed during each stage – with postcode search



- Films, animations, vlogs for multiple platforms
- Stakeholder emails/e-newsletter
- Retailer bulletins, newsletters and monthly account meetings
- Live and recorded webinars to share information and answer FAQs tailored for households, business sectors, retailers, stakeholders
- Briefing notes for customer services and all customer-facing employees
- Emails/text messages/letters/leaflets/postcards for customers
- Local inspectors supporting customers (particularly those on the Priority Services Register)
- Articles for staff bulletins, emails and daily announcements
- PowerPoint packs for internal and external presentations
- Advertising potential regional radio/TV campaign co-ordinated and delivered through a regional or national Drought Group/Water UK with joint funding, online advertising through Google and social media channels and regional newspapers
- Trusted third-party channels



## 4. Drought communication actions

As described earlier, the Communications Plan will take a phased approach, following the same key drought levels as our operational and management actions:

Normal: No Drought

Level 1: Impending Drought (Communications/Increased leakage)

Level 2: Drought (Temporary Use Bans)

Level 3: Severe Drought (Non Essential Use Bans)

Level 4: Emergency Drought
Post drought: Lessons learnt

## 4.1 Normal: no drought

Communication and engagement with all customers, stakeholders and our communities about water use, water scarcity, water supply, rain and water levels and the importance of using water wisely are critical to developing a better understanding before a drought develops.

Insight gathered from customers in recent years has shown most people feel water is reliable and plentiful. Many acknowledged that water is not something they consciously think about much and they could be more efficient.

This insight demonstrates the importance of engaging with customers continuously in non-drought conditions on water resources and their use.

As part of its on-going communication activities the Communications Team promotes water efficiency and shares general information on water supply, rain, water sources, leakage and planning.

When supplies are healthy, hydrometric indicators are within their normal ranges and no drought triggers have been reached, we carry out business-as-usual activities to make the best use of the stressed supplies.

A key pillar of our business-as-usual activities is our Target 100 programme. We are committed to supporting customers to reduce their water use to an average of 100 litres per person per day by 2040. We are also aiming to reduce leakage by 50% by 2050.

The programme is encouraging, supporting and incentivising customers to understand the value of the water they use and supporting them to save through:

- Smart meters installing 100,000 smart devices by 2025 so customers can track their use in near real-time
- Communication campaigns investing £10 million to provide education and information to customers on water use
- Home visits investing £5 million to provide advice and free water-saving products and help detect leaks in customers' homes, with free repairs on leaking toilets
- Developers engagement with developers to improve the water efficiency of new homes

This is supported by wider business-as-usual activities which also include:



- an over-arching programme to raise awareness of the link between daily water use, energy and money savings and the impact on the local environment, including messages and advice on saving water at home and saving water in the garden;
- advice and messages on saving water in hot weather and cold weather;
- water efficiency for metered customers who are struggling to pay their bills, through the affordability team:
- regular updates on rainfall, levels of water sources and leakage levels;
- information on the current drought status and restrictions;
- engagement with retailers to promote water efficiency to business users; one-to-one relationship with large water users;
- talks to school and community groups by our Waterwise speakers (lockdown allowing) and sharing a range of education packs, games and suite of education films;
- engagement with stakeholders at workshops, panels and in our regular e-newsletter;
- promotion of water efficiency activities, rainfall and water resources through the media and social media;
- free save-a-flush bags and access to discounted products;
- partnerships with local council partners, community groups, environmental organisations and housing associations to share water efficiency messaging and promote home visits through their channels;
- finding and fixing leaks in line with our business goals and raising awareness about how to report a leak;
- water efficiency at our own sites and offices; and
- information in employee bulletins, core briefs, on the intranet and Managers' 'Need to Know' briefings.

The promotion of water-saving campaigns is aligned where possible with regional activities through WRSE, Water UK and Waterwise (e.g. Water Saving Week) and key dates such as World Earth Day.

As described earlier, particular focus is put on the Hampshire and Isle of Wight supply areas to highlight the increased frequency of drought actions in the short term, through the Water for Life Hampshire programme. This raises awareness of the pressure on the Chalk streams, the River Itchen and River Test, in drought conditions and the programme currently being progressed to secure new resources and reduce demand by 2027.

Exploring water use with non-household water users is also important during non-drought situations. Research by the NFU with its members suggests a need for more measures to be in place for farmers to become more water resilient and less reliant on water mains. This is being explored further through our role in WRSE and its multi-sector group, of which NFU is a member.

Similarly, engagement with golf courses suggested there was an assumption that TUBs and NEUBs would not affect the golf industry, as many have their own water sources. However, they highlighted the consideration of biodiversity and protecting nature and a need to work together in drought situations for better outcomes.

We are currently engaged in a water efficiency pilot as part of an action plan developed by the Water Efficiency Steering Group of the Retail Wholesalers Group (RWG) – working with Defra, regulators, CCW, Waterwise and Market Operation Services Ltd (MOSL). The group is exploring ways to raise the profile of



water-saving activities with retailers and businesses and trialling a number of routes. Our pilot is taking place in Hampshire.

## 4.2 Level 1: Impending drought

When a water resource indicator breaches its impending drought trigger, an impending drought is declared in the affected WRZs and this is communicated around the company.

At this stage, the DTG would be set up, including representatives from Communications and Customer Engagement and these departments would also set up their own internal drought groups and leads.

The messages at this stage will focus on water resource levels and rainfall, leakage and water efficiency. The emphasis will be on raising awareness of the impeding drought with all customers and supporting them to be more water efficient. There would also be clear information on the actions we are taking e.g. increasing our efforts to find and repair leaks, develop new resources and promote water efficiency through Target 100. The messages will be tailored to the time of year the impending drought is triggered and the range of audiences.

On-going insight with customers suggests many view droughts as a 'global issue' and not an issue in a country surrounded by sea where it rains frequently. Therefore, at this stage it's important to set the messages in a local context, in terms of the environmental impact, rainfall figures and water levels.

At this stage, we would liaise closely with neighbouring water companies and regional and national groups to understand the bigger picture and, where possible, co-ordinate messages and activities for clarity and maximum impact.

The key messages and communication material will have been developed in advance of the trigger for an impending drought, as monitoring reveals the benchmark approaching. This will allow some communication activities and water efficiency promotion to begin as early as within a week of an impending drought being declared, such as media and social media activity and online information. The production of bespoke drought material such as films, animations and bespoke graphics could take up to a month to create, approve and publish.

In the Western area, impending drought triggers have been reached more frequently in recent years and we have needed to prepare and submit applications for drought permits, which to date we have not needed to implement. Customers, retailers and stakeholders were made aware of this process, bringing a heightened on-going awareness of the potential for more frequent drought actions in the area and what this involves.

#### 4.2.1 Actions

At Level 1 we would:

- set up specific Communications and Customer Services drought teams and organise weekly meetings;
- set up evaluation and monitoring mechanisms and agree the extent and approach to monitoring, potentially with other water companies also in a similar drought status;
- agree high-level messages with the ELT; tailor messages for audience segments e.g. households, vulnerable customers, businesses, industry, retailers;
- develop comprehensive FAQs to circulate through all channels to customers;



- liaise with Water UK, WRSE and neighbouring water companies on joint messaging and campaigns;
- liaise with neighbouring water companies to ensure there are proactive discussions around the availability of shared resources and bulk supplies for mutual benefit;
- prepare FAQs for customer-facing employees to support their work;
- engage with retail partners to agree a communication strategy for business customers; and
- plan for additional resources should the drought develop.

#### In terms of customers, we will:

- engage with the media on early drought messages and water efficiency e.g. provide news releases, photography, audio recordings and short film recordings, rainfall figures and offer more in-depth interviews to highlight the problem and actions;
- develop a series of graphics, interviews and film and audio recordings/vlogs to promote the key messages on multiple platforms;
- promote water efficiency, leakage and early drought messages through our social media channels and those of partner organisations - Twitter, Facebook, Instagram and LinkedIn;
- update our website for the possible introduction of restrictions e.g. raise the profile of the interactive postcode search restrictions tool to help customers find out what they can and cannot use water for in their area currently;
- emails, text messages and e-newsletters directly to customers (where data protection regulations allow);
- add information to water bills and customer billing portal;
- co-ordinate with partner websites and communication channels such as newsletters and talks e.g. local authorities, environmental groups, Citizens Advice, U3A, business forums, Chamber of Commerce etc.;
- share information for schools and provide talks, assembly films etc.;
- record webinar with employees to raise awareness, explain the impending drought situation, actions that SWS is taking and how customers can play their part;
- cost and develop letter or leaflet through door in targeted areas if required;
- cost and develop an outline plan for an advertising campaign, targeting impending drought WRZs newspapers (print and online), Google, social media, bus stops etc.;
- prepare customer email and text messaging to raise awareness and prepare for drought restrictions; and
- update retailers through bulletins and develop schedule of update conference calls, with follow-up notes for those unable to attend.

#### For other stakeholders, we will:

- inform through e-newsletter and offer briefings, hold online webinar with an opportunity ask questions;
- add early drought messages to community and school talks;
- update regulators, MPs, ministers, council CEOs and CCW on impending drought status through one-to-one briefings; and
- engage with key partners to consider joint campaigns, HTA, NFU.

#### Internally, we will:

■ inform employees of impending drought through company bulletins, online announcements and team meetings; and



appoint drought champions within teams to act as main channel for information.

In terms of water efficiency, we will:

- focus water efficiency audits and campaigns in impending drought WRZs;
- increase offerings of free and discounted products;
- further promote water efficiency at community events and roadshows (pandemic allowing) and through partner organisation's newsletters, websites and briefings;
- prioritise water efficiency through business-as-usual activities, e.g. on bills and on the website; and
- prioritise the promotion of water-saving activities on the home page of website.

Research with customers during the August 2020 heatwave showed their preferences for communication (Figure 5), which will be considered as campaigns are rolled out at Level 1 and prepared for Level 2.

#### **Future comms**

(Southern Water customers)

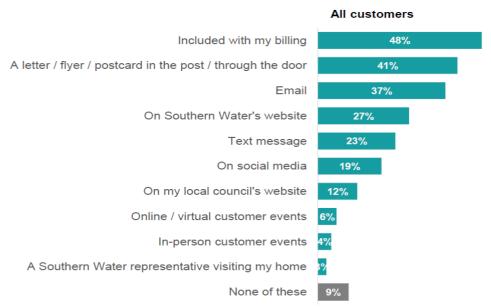


Figure 5: Preference for communication during August 2020 heatwave water shortage.

#### 4.2.2 Monitoring

At the onset of our drought communications, we would establish a monitoring and insight programme, as an extension of our business-as-usual engagement. This could include:

- Register and analysis of customer feedback (as per business-as-usual)
- Register and analysis of stakeholder feedback (as per business-as-usual)
- Website metrics including dedicated drought pages (as per business-as-usual)
- Social media metrics with a focus on drought and water efficiency messaging (as per business-asusual)
- Specific insight tasks with on-going customer panels household, business, retailers, young people, vulnerable customers and hard-to-reach customers – to gauge the effectiveness of messages, understanding and motivation to save water



- Co-ordinating wider insight and monitoring with neighbour water companies, potentially through WRSE and sharing data
- Monitoring take-up of free/discounted products and water audits
- Monitoring of any changes in water use in areas where the communication and water efficiency measures are targeted

## 4.3 Level 2: Drought

If water resource indicators breach the drought trigger status, the first step is to declare a drought in the affected WRZs and communicate this internally to employees.

During a drought, we will need to take actions which impact on customers, the environment and neighbouring water companies, so communication is essential both internally and externally.

At this stage we would carry out the actions listed below, having already prepared or launched the majority of the necessary communication tools and channels during the Level 1 stage. The majority of the actions can be initiated within a month of a drought trigger, some much earlier. The activities below are cumulative to those in Level 1.

In order to implement the Section 20 Agreement, the actions below are needed in the Western area before the drought trigger is reached. Furthermore, due to the agreed sequencing of actions in the Section 20 Agreement, the notification, publication and public consultation requirements of the River Test Drought Permit will come before other drought actions, including TUBs.

In Level 2, we would:

- update key messages, informed by learning from previous droughts and insight, to focus on water levels, restrictions, exemptions, SWS's actions and how customers can play their part;
- update regulators, CCW, Water UK, WRSE and neighbouring water companies on drought status;
- align messages, applications and introduction of TUBs with other water companies wherever practical and co-ordinate with regional and/or national campaign;
- place statutory adverts for introduction of water restrictions and support consultation;
- continue to raise awareness of SWS's drought actions and longer-term Water for Life programmes, particularly around leakage reductions;
- ensure guidance on any restrictions is clear and consistent across all channels;
- agree approach on discretional concessionary exceptions and ensure this is circulated clearly to employees;
- review staffing levels to support increasing levels of customer, media and stakeholder contact and engage support where required;
- liaise with fire service, local authorities and resilience forums over any restrictions;
- weekly data exchange with EA on resource levels;
- ahead of all drought permit/order applications, liaise with regulators, in particular the EA and NE, to review the monitoring, mitigation and compensation programmes, and share drafts of application documents; and
- prepare messages and communication plan for Level 3 restrictions and actions.



In the case of customers, we will:

- email, text and/or write to customers to inform them of the drought and restrictions;
- provide information about drought and restrictions with all customer-facing material and contact e.g. tests at customers taps, leakage teams, incidents, customer forums;
- include information about restrictions on our emails/letters/envelopes to customers about other matters (where appropriate);
- add a message to customers to hear when waiting to speak to a customer service advisor;
- place statutory public notices in the London Gazette and regional newspapers to introduce TUBs in the affected WRZ, giving at least seven days' notice, and raise awareness generally;
- if drought permits/orders are sought, place statutory public notices in the London Gazette and regional newspapers and raise awareness generally;
- develop short video clips and QA sessions to promote drought messages online with clear information on what is restricted, exemptions and how to find out more;
- contact vulnerable customers on the Priority Services Register to keep them informed, manage their concerns and ensure customers who require a constant supply of water for medical conditions are prioritised;
- update FAQs for customers, tailored to specific audiences, and make public on multiple channels ensure accessible formats are available e.g. braille, large print and alternative languages;
- extend the media campaign to declare the drought and escalate to national media organise press
  visits to reservoirs (if pandemic permits) and provide media spokespeople for interview, pre-record
  radio and film interviews and footage for distribution, downloadable photos and fact sheets;
- extend the dedicated drought section on the SWS website and promote drought and water resources information;
- promote the restrictions postcode information tool on the SWS website;
- add a link to the website for customers to sign up for drought updates;
- continue to promote drought information through social media Facebook, Twitter, Instagram, LinkedIn;
- brief local influencers/bloggers to help disseminate helpful information;
- share case studies of best practice in water saving;
- distribute information on drought and restrictions at community events and place them in libraries and other public venues (if pandemic allows), and share digital information for websites and newsletters for partner organisations;
- continue to promote and target water efficiency, water audits, free and discounted products and leak alerts through all channels;
- launch advertising campaign to raise awareness in most relevant publications (pandemic restrictions permitting) e.g. newspapers, radio, cinema, council publications, libraries, Facebook, Google, partner websites, ferries;
- Increase frequency of bulletins and conference calls with retail partners, in particular hospitals, nursing and care homes as a drought worsens; and
- engage with retail partners on messaging and advance warning of restrictions for their customers if drought worsens

In the case of stakeholders, we will:

 develop a drought briefing pack for employees to disseminate information with stakeholders during business-as-usual activities;



- continue updates to stakeholders through email/e-newsletters and offer one-to-one briefings, online workshops and site tours (pandemic permitting);
- hold online meetings/webinars with the SWS teams to share information and answer questions (using films, graphics and polls to engage the audiences) – tailor webinars for specific audiences – e.g. retailers, small business, farmers etc.;
- work with Water UK, WRSE and neighbouring water companies on joint stakeholder and government briefings;
- engage with trade organisations such as the HTA where business customers are likely to be impacted by future restrictions;
- engage partners such as Waterwise, WWF, the Wildfowl and Wetland Trust (WWT) and local wildlife trusts to raise awareness of pressure on water resources and the environment;
- initiate a specific stakeholder engagement plan ahead of applications for drought permits/orders. This can include an e-newsletter/letter to our stakeholder database for the affected area, with an offer of one-to-one and online group briefings ahead of applications being submitted; and
- produce exhibition boards to support drought briefing events (pandemic permitting).

#### Internally, we will:

- update employees through bulletins, online staff announcements and emails, in team briefings and through posters in offices and at operational sites;
- update FAQs on drought and restrictions for all customer-facing employees and make sure they are easily available, including leaflets/postcards to give out;
- share key drought messages through CEO email/blog;
- engage drought champions to support communications with customers and employees; and
- promote drought messages on our company vehicles.

To promote water efficiency, we will:

- increase water efficiency campaign activities presence in shopping centres, gardens centres, summer events, mascots to attend community events (pandemic permitting);
- further share messaging through partners' digital channels through blogs, vlogs, animation and graphics; and
- further focus and increase water efficiency campaigns and audit programme in drought-hit WRZs.

#### 4.3.1 Messages

At this stage the water-saving messages will focus on the restrictions imposed under TUBs and clearly communicate to customers what is allowed, what is prohibited, what the exemptions are and for whom.

In addition, continue with messages around general water-saving behaviour in homes and gardens for domestic customers, supported by targeted audits, communication and free and discounted water-saving products.

The messages will re-iterate why water-saving is important and how it can make a difference, what we are doing, and the impact on the environment.

We will share tailored water-saving information with retailers for business customers and engage with sector organisations, e.g. HTA, in anticipation of them taking action ahead of NEUBs.



Monitoring will continue as described earlier in Level 1, with specific insight to understand awareness of TUBs and exemptions and response to messages and collated water savings. This will inform updates to approaches and messages.

We will also prepare messages and material, with a focus on retailers and businesses, should the drought worsen.

## 4.4 Level 3: Severe drought

If a drought escalates and reaches severe drought status, it is likely that further restrictions will be required – NEUBs – which will have an impact on businesses and organisations in the region.

In addition, the environment is likely to be under further pressure as water resources reduce and we may be applying for drought permits/orders to abstract more water, introduce new sources or request new licences.

Co-ordination with neighbouring water companies, WRSE, Water UK, regulators, CCW and the government becomes more critical as a drought worsens and impacts further on households and the economy.

The communication actions we would take in a severe drought are cumulative to those taken in Level 1 and Level 2. In general, we would:

- place statutory public notices in the London Gazette and regional newspapers and raise awareness generally if drought permits/orders are sought;
- provide publicity, literature and legal notices for NEUB restrictions;
- provide information for a public inquiry if required for drought orders;
- engage with retail partners and NAVs on introduction of NEUBs;
- update FAQs and briefing notes for employees and circulate;
- update key messages and align with other water companies, regional and UK groups;
- update drought champions and employees on escalating restrictions;
- initiate a dedicated Customer Services team to support customers affected by NEUBs;
- maintain contact with vulnerable customers through the dedicated Vulnerability team to ensure messages are accessible to all (for example, in braille/large print) and customers with mental health challenges are supported as messaging intensifies.

In the case of customers, we will:

- update all customers by letters, email, text and through e-newsletter as required and tailored to ensure accessibility for all;
- increase frequency of bulletins and conference calls with retailers with a focus on monitoring and mitigating the impact on businesses and providing clarity on the restrictions and exemptions;
- liaise directly with businesses where required, in agreement with retail partner;
- extend and continue the media campaign, with updates on resources, rainfall and impact on households, businesses and the environment;
- update graphics and film, audio, photography material to communicate clear, simple messages to a range of audiences;
- extend and continue advertising campaign work with Water UK/National Drought Group to collaborate on further shared resources to maximise budgets and ensure consistency;



- hold press conferences/editor briefings (face-to-face or online);
- hold live webinars to share information and answer questions tailored to audiences;
- increase frequency of updates on social media channels;
- update the drought section on the website with latest restrictions;
- increase work with partners to promote the activities;
- continue to promote the actions we are taking to tackle the drought; and
- promote blogs and vlogs by us and partner organisation.

#### For stakeholders, we will:

- update stakeholders through bespoke e-newsletters, emails, letters and briefings;
- offer invitations to briefings (face-to-face or online);
- explore further joint working with local authorities;
- increase joint activity with other water companies, WRSE, Water UK, CCW and regulators;
- use partners' (EA, WWF, Water UK, Waterwise) information tools to widen communication channels and promote joint statements;
- target engagement with business and trade organisations and bodies; and
- in the Western area communications with regulatory stakeholders will include the ecological considerations that will then influence the choice of drought actions taken.

#### Internally, we will:

- continue to update staff through internal channels; and
- increase recruitment of drought champions to support customers.

In terms of water efficiency, we will:

- expand the water efficiency campaign, audits and promotions;
- work with retailers on specific campaigns to support business customers impacted by NEUBs;
- work with schools and sports clubs to explore alternative approaches to water use and share examples of best practice.

#### 4.4.1 Messages

At this stage the messages will focus on the restrictions imposed under NEUBs and TUBs and clearly communicate to customers what is allowed, what is prohibited and what exemptions are allowed and for who.

The messages will re-iterate why water-saving is required, what we are doing on our part, and the difference that everyone can make to support the environment.

The messages would continue around general water-saving behaviour in homes and gardens.

Monitoring will continue as described earlier for Level 1 and Level 2, with an increased focus on the impact on businesses, the economy and the environment. Consideration will also be given to preparing messages and material should the drought worsen further.



As a severe drought intensifies, the level of restrictions is likely to increase, therefore all activities outlined above will be continued and revisited to update all partners, communication channels and messages. We would:

- continue a high-profile media and advertising campaign;
- extend range and reach of advertising television and online in partnership with regional and national organisations e.g. Water UK;
- update FAQs, briefing notes and key messages and circulate internally;
- update all media, customer, partner and digital channels with new developments;
- continue close liaison with stakeholders in particular business groups and forums who are affected by the new level of restrictions;
- update publicity and literature for non-essential restrictions and ensure only latest information is being communicated to customers;
- increase drought champions to support customers to answer detailed questions about restrictions and exemptions, in particular within the Vulnerability team and Retail team to support vulnerable groups and businesses;
- update employees and contractors through existing channels;
- liaise with regulators, CCW, ministers, Water UK and water companies to plan for continued drought; and
- continue insight work with household and business customers, vulnerable customers and retailers to understand the impact of restrictions, their level of engagement in saving water and their expectations for next steps.

#### 4.4.2 Pre-emergency drought

If a severe drought continues to worsen and moves towards emergency drought and a realistic prospect of extreme interventions such as rota cuts or standpipes, much stronger water-saving messages could be introduced to encourage customers to reduce their personal water use to as low as 50 or 80 litres per person per day – following the example in Cape Town, South Africa, in 2018.

We would utilise a water-use calculation table developed by the industry which clearly demonstrates how households can reduce their water use to these levels – with information on the amount of washing loads per week, dishwasher use per week, toilet flushes per day, time in shower etc.

Such a water-saving campaign would be supported by very clear information on the context of the drought, why it was so challenging, the actions being taken by us and other water companies to tackle the drought and the impact on the environment.

We anticipate such action and communication is likely to be led at a regional or national level.

Our customer insight work, and that undertaken by WRSE, repeatedly demonstrates that customers would find the introduction of extreme measures such as rota cuts and standpipes unacceptable.

WRSE's online deliberate research in 2021 of customer preferences to inform long-term water resource planning found the recent COVID-19 restrictions gave many participants confidence they could cope with some prolonged water-use restrictions, like hosepipe and NEUBs.



The general feeling, though, was that more severe restrictions would be particularly difficult to cope with. Only aspects such as flushing the toilet just once or twice a day or reducing the use of dishwashers were seen to be manageable. Otherwise, the overall limitations associated with severe water restrictions were viewed as unacceptable.

Insight gathered in preparation of our Business Plan for 2020-25 showed in extreme drought vulnerable customers expected higher level of service than either business or household customers.

81% of vulnerable customers said, 'during a severe drought, water should be available to customers for three hours per day to ensure enough water for essential use'.

### 4.5 Level 4: Emergency drought

The likelihood of an emergency drought occurring in our region is extremely remote, due to our approach to planning for a wider range of more extreme droughts.

Currently the risk stands at 1-in-500 years on average although this will vary depending on the availability of drought intervention measures in each WRZ.

However, should a drought become an extreme event, we might need to consider working with the government to apply for an Emergency Drought Order.

Emergency Drought Orders allow water companies to restrict supplies to customers through rota cuts and/or the introduction of standpipes, and they require authorisation from the Secretary of State for the Environment

Should it be necessary to apply for such an order, all the communication steps above would continue and be escalated, and we would liaise closely with Water UK and the government on communication activities. If such a situation were to be reached, communication activities would be directed on a national level.

An Emergency Drought Order would necessitate a minimum of 72 hours warning to the local fire authority.

We also have a statutory responsibility under the Civil Contingencies Act 2004 which would likely apply in an emergency drought situation for civil protection purposes.

As a utility company we are a 'Category 2' responder under the Act and as such we would co-operate and share information as needed with 'Category 1' and other 'Category 2' responders. The framework for this is through the relevant Local Resilience Forums which we already engage with to ensure we are prepared for such eventualities.

## 4.6 End of a drought

Communicating the end of a drought, is just as important as the beginning of a drought. As water resource levels gradually return to normal, we would:

- continue with regular updates to the media, all customers, retailers and partners;
- provide positive reinforcement for customers where their actions have reduced water consumption and an expression of appreciation for their efforts;



- update employees through internal communication channels;
- clearly announce lifting of restrictions through all channels outlined previously;
- update FAQs, website and social media channels;
- update retail partners on lifting of restrictions and customer messages;
- gather feedback from customers, stakeholders and partners;
- evaluate communication channels and messages and undertake customer research;
- continue water efficiency promotions and audits towards Target 100;
- continue to promote the work we are doing in the long term and the nature of the South East as a water-stressed region;
- communicate the impact on the environment of the drought and considerations for future water resource planning; and
- carry out an internal review of communications, share lessons learnt with Water UK, CCW, WRSE and other water companies and update the Drought Plan.



## 5. Key media in our region

# 5.1 Regional newspapers

Andover Advertiser Basingstoke Gazette

Battle Observer

Bexhill on sea Observer

Bognor Guardian Bognor

Observer Brighton & Hove

Leader Canterbury Times

Chichester Observer

Crawley News

Crawley Observer

**Dover Express** 

**Dover Mercury** 

East Grinstead Courier

East Grinstead Observer

East Kent Gazette

Eastbourne Gazette

Eastbourne Herald

Faversham News

Faversham Times

Folkestone Herald

Gravesend Messenger

Hampshire Chronicle

Hastings & St Leonards Observer

Herne Bay Gazette

Herne Bay Times

Isle of Thanet Gazette

Isle of Wight County Times

Isle of Wight Gazette

Kent & Sussex Courier

Kentish Express

Kent Messenger

Kent on Sunday

Littlehampton Gazette

Medway News Medway

Standard Mid Sussex

Leader Mid Sussex

Times Midhurst

**Observer Romsey** 

Advertiser Rye

**Observer Shoreham** 

Herald Southern Daily

Echo

Southampton Advertiser

Sussex Express

**Thanet Times** 

The Argus
The News (Portsmouth) West
Sussex County Times West
Sussex Gazette Worthing
Advertiser Worthing Herald



## 5.2 Radio stations

**BBC** Radio Kent **BBC** Radio Solent **BBC Sussex Arrow** Breeze 107 Capital FM South Coast 106 Express FM Heart FM Isle of Wight Radio Jack FM (South Coast) Juice Brighton KM FM Original 106 Sovereign FM Spire FM Spirit FM More FM Wave 105FM

## 5.3 TV stations

BBC South ITV Meridian BBC South East ITV Meridian South East

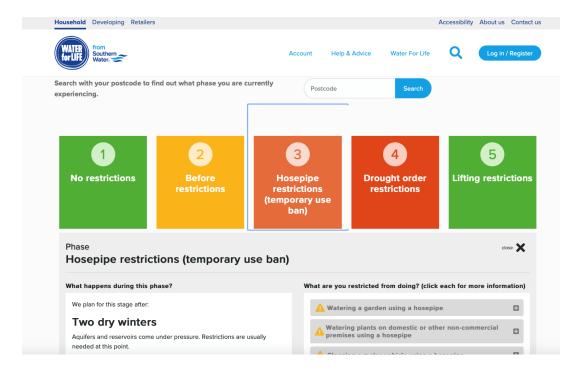
## 5.4 Websites

BBC for Sussex, Kent and Hampshire Websites of local and regional newspapers and radio Local authority and local resilience forum websites Community and parish council websites.



# 6. Examples of water-saving and drought messages and material

## 6.1 Drought restrictions online postcode checker



## 6.2 Newspaper adverts







## 6.3 Social media



## 6.4 Customer leaflet



## 6.5 Digital advertising





## 6.6 Community notice



