



LIVING IN HACKNEY SCRUTINY COMMISSION SUPPLEMENTARY PACK

Tuesday, 14th January, 2020

at 7.00 pm

Parkwood Primary School, Queens Drive, London, N4 2HQ

Committee Membership

Cllr Sharon Patrick (Chair)

Cllr Sade Etti (Vice-Chair)

Cllr Anthony McMahon

Cllr M Can Ozsen

Cllr Ian Rathbone

Cllr Penny Wrout

Cllr Anna Lynch

Tim Shields
Chief Executive

Contact:
Tom Thorn
Scrutiny Officer
Tel: 020 8356 8186
Email: Thomas.thorn@hackney.gov.uk

The press and public are welcome to attend this meeting

AGENDA

Tuesday, 14th January, 2020

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London Borough of Hackney Living in Hackney Scrutiny Committee: 14 January 2020

Report following burst water main on Queen's Drive, N4
08/10/19

Introduction:

Thames Water Utilities Limited is the UK's largest water and wastewater services company. Every day, we supply around 2,600 million litres of tap water to 10 million customers across London and the Thames Valley, along more than 31,000 km of water pipes from 97 Water Treatment Works.

We also remove and treat more than 4 billion litres of sewage for 15 million customers along 100,000 km of sewage pipes to 351 Sewage Treatment Works.

Thames Water is regulated by the Water Services Regulation Authority (Ofwat). Ofwat is the economic regulator of the water and sewerage industry in England and Wales. Ofwat acts independently from the Government and aims to ensure consumers receive value for money. Ofwat establishes the limit on how much individual water companies can charge their customers and aims to protect the standard of service customers receive from their supplier.

Map of Area Supplied by Thames Water Utilities Limited:



Burst water main on Queen's Drive, N4 on 8 October 2019

Summary of the incident:

A 36inch (in diameter) water main burst in Queen's Drive, N4 2BB, on 8 October 2019. The pipe itself is one of our "trunk mains", a classification given to larger diameter mains in a water distribution system that convey large volumes of water at high pressure from water treatment works to local service reservoirs.

The first call came from one of our customers at 07:55 alerting us to the situation. It is not unusual for a spike in customer contact to be the channel by which we first understand the severity of a burst main. Engineers were at the scene within 30 minutes and initially, supplies to 25,000 properties over a relatively wide area were affected by low water pressure or having no supply at all. Initial attendance primary role is to assess the situation, work with emergency services and identify options to reduce the impact of the burst. Due to the severity of the incident, it was managed as a Level 4 event, our highest category with management responsibility at Director level. In this case the incident response was led by our Operations Director.

The incident was clearly very serious and caused significant distress and disruption to our customers and the local community as well as the wider impact on customers who experienced interruptions with their water supply. We are very sorry this happened and are committed to acting on learning from the incident and supporting our customers and the local community until they are back in their homes. We recognise for some customers, those most severely impacted this will take up to 12months.

177 customer properties were damaged by floodwater, some with minor effects but for others to a much more severe extent meaning a significant number of customers required alternative accommodation immediately. Our loss adjusters worked to support these customers and rehomed those who needed alternative accommodation. Customer representatives identified those on our Priority Service Register (PSR) and ensured they were given priority in terms of assessing and responding to their specific needs. PSR customers are those who have registered with us as having additional or special needs, who are vulnerable and who we can give extra help to if needed in case of supply interruptions.

The interruption to water supplies across the area was reduced over the course of the morning, lasting between three to four hours for most customers. However, the need to fully isolate the burst site resulted in the isolation of approximately 10,000 properties. During the evening we were able to re-direct flows into the area restoring the vast majority of supplies by late evening. Some properties local to the burst site remained out of water until the morning of the 9th when further changes to the network were made to restore supplies. Some airlocks in the system remained, especially around the immediate burst site and specialists were deployed to resolve them.

During the supply interruption two bottled water stations were initially deployed, one at Barnard Court and one at Queen's Drive itself. A further site was later opened at the Emirates Stadium. Bottled water was delivered to all known water dependant customers and contact was made with those customers on our Priority Services Register. During the event 130 pallets of water (130,000 litres) was deployed.

The Department for Environment, Food and Rural Affairs, Ofwat, the Environment Agency, the Greater London Authority, London Resilience Forum, Hackney Council, Hackney ward Councillors and the Member of Parliament were all updated and engaged throughout this incident.

The cause of the burst

There is no clear and obvious reason for the pipe failure. The pipe condition is in relatively good condition with minimal erosion of the pipe wall. The analysis did reveal that a repair on a joint at the location of the burst site, potentially up to 50 years old, may have created a weak point with potential traffic loadings over a prolonged period, possibly also contributing. Monitoring on the main observed no abnormalities in the period before the burst itself.

The repair

Repairing the pipe has been a difficult process due to the number of nearby utilities and the extent of the damage to the carriageway as a result of the burst. The main has now been repaired and with the feedback from the independent analysis confirming the general condition is good it will be brought back into service in January 2020. In addition to the main repair, we have also undertaken surveys on the three trunk mains within this pipe track. This identified nine minor leaks. The minor leaks are all on joints and in effect considered as “seeping” and not unusual for a cast iron network. Even so we have repaired six of these leaks and will complete the remaining three shortly. The main will be returned to service when these leaks have been repaired.

Operational event learnings:

Following review and feedback, it was clear the communication between Thames Water and Hackney Council’s Emergency Planning department could be improved. As part of our incident learning we have identified that we could have engaged Hackney officers to support in providing assistance in identifying suitable bottled water stations, helping to prioritise vulnerable customers and coordinating our activity in the field more closely.

In order to understand the extent of the impact there was a reliance on telemetry on our network and customer contact information. Unfortunately, this resulted in a large number of customers being affected that we were unaware of. Moving forward, we will be implementing more “on the ground” manual checks such as static pressure monitoring to assist in identification and scale of customer impact on a more accurate basis.

Our customers were unsure who on site could help with their individual issues and our customer teams, while present, could not be clearly identified from our technical and fix resources.

It is recognised that there was an early need to increase the level of 1-2-1 care for those customers affected to include personal case managers and increased loss adjuster support not just in the immediate aftermath of the incident but also in the subsequent days, weeks and months following. Early identification of an individual’s personal circumstances is key to tailoring the response and level of support to ensure we minimise emotional distress and offer appropriate and easily accessible support to manage day to day practicalities. Our customers experience of this support was not consistent and so we took after following the

incident to put extra support in place with dedicated ongoing support and presence at the local community centre and increased the frequency of our communication to customers via a residents' newsletter.

We have identified a need to continue to improve on the level of stakeholder and customer communications during such a large incident to ensure we provide critical and timely updates during and post incident. Since the incident we have upgraded our website, specifically the homepage which has now gone live with a dedicated new incident management page.

Communications

Our social media channels, website and local media outlets were all updated throughout the event. Ward Councillors and the local Members of Parliament were kept updated. Our Incident Response Vehicle, along with customer representatives and loss adjusters, were on site throughout the week to update and support customers.

Our call centre staff were briefed on the incident, so they were able to support customers contacting us with the latest information. We also made direct contact with PSR to alert them to the situation and to make arrangements for bottled water to be delivered if required.

During the burst event, 130 Priority Service Register customers were affected by having no water. Once the burst was fixed, these customers were called to check everything was back to normal. This includes 19 water dependant customers, to whom we delivered bottled water.

Looking after residents

Since the start of the event, dedicated Customer Representatives have been on site, and continue to support customers affected with any questions or concerns and to coordinate any further support they may require.

On 15 November 2019, we closed our mobile Incident Response Vehicle on Queen's Drive and moved into the Azalea Court Community Centre in Finsbury Park Place, so residents had a designated and comfortable environment to speak to a Customer Representative or Loss Adjuster.

We have continued to make sure our website has been updated since the day of the burst and a dedicated community page has been set up for residents to find up to date information. Four newsletters have been delivered to residents and our Customer Representatives have also maintained local door-knocking to give face-to-face updates on progress of ongoing repair works.

Close communication with local community representatives has also enabled us to better understand some individuals' issues and to identify customers who may need extra help.

In order to raise and manage any follow-up actions our health and safety representative regularly walked around the affected area to make sure rubbish was removed, any broken covers were dealt with and new leaks were reported to be fixed.

193 customers have been allocated with a dedicated case manager, and 31 vulnerable customers are being actively monitored and contacted to see if they need further help.

One of our Customer Representatives has also assisted by acting as a translator for the Turkish community.

Loss Adjusters, with support from Thames Water personnel, have remained on site since the burst (with the exception of the Christmas period) when our current facility, Azalea Court, rented from Hackney Council, was closed.

We have provided support to residents in terms of accommodation, information on drying timescales, assistance with transport, moving and various generic queries. In addition, the adjusters and claims handlers have assisted customers in applying valuations for items on the beyond economic repair lists provided by the drying contractors. These are items which have been removed from the property with the householder's permission. We have had four to five adjusters and claims handlers on site with further claims handlers support available remotely.

To help improve security to vacant properties during the restoration process we have deployed security guards and have since increased their patrols in the area. Bills for customers have also been put on hold and a fund for individuals with needs to buy small goods/fund taxis, or to cover the cost of attending appointments has been set-up.

In order to maintain the focus on supporting our customers we have retained a Gold Command structure chaired by our Customer Experience Director which meets on a weekly basis to ensure focus throughout our organisation remains on returning people to their properties as quickly as possible.

Property damage and alternative accommodation

Sedgwick, our loss adjuster partner arrived in Queen's Drive at 09:56 and remained on site all day and till almost midnight.

Once the water had stopped and the scale of the damage fully realised, two drying contractors were appointed, Disastercare and Polygon. Both were on site starting work early on 9 October. Each contractor was given their own designated area to manage along with Floodcall. Further personnel were brought to site as they became available and arrangements made to rent further drying machines which were then delivered to site and utilised by the drying contractors as and when needed.

Aspect were engaged immediately by Sedgwick. Aspect are roofing, plumbing and electrical contractors and can engage gas engineers as required. They also provide project management services where needed and are thus being used on many Council properties to provide a bespoke service. They were used immediately to arrange electricity supplies working closely with UK Power Networks to keep power on for drying and lighting, for clearing wet properties.

In addition, we had support from a tanking/flooding expert who has supported the drying of a number of properties on Queen's Drive that had specialist equipment installed.

Harwell restoration specialists were instructed on 9 October for issues where important business documents were required to be preserved, and furthermore from a family who had

suffered damage to most of their precious family photographs and other valuables. All are undergoing restoration at Harwell's premises in Oxford.

Initially our accommodation sourcing partner ICAB were tasked with finding hotels for all residents who couldn't remain in their properties. However, as the numbers grew, a second agency, A3, were engaged to obtain hotel rooms to enable us to get as many residents as possible into hotels.

Many families are staying with friends or have accommodation arranged via their own insurer, or, arranged directly via an agency which our insurer is paying for. Others have opted to stay in their own home in undamaged areas or on a floor above the water damage.

We are working closely with Hackney's housing department to repair council-administered properties and the leasehold properties where the buildings insurance is arranged by Hackney Council. This is proving to be challenging and is taking longer than we first envisaged due to issues regarding asbestos flooring. We may again need to move some council tenants if their medium-term accommodation cannot be further extended.

Of those properties where we have control of the drying process around 35% are now dry. Subject to the extent of the work requiring completion, the vast majority of those properties should be reinstated and back to normal occupation by the 6-month mark.

Most of the work is being carried out by independent contractors procured by the homeowners themselves. As such we do not retain control of the process although we continue to work closely with the affected claimants to ensure that work progresses, and that we can get them back into their property as soon as reasonably practicable.

Those taking up to 12 months will include the most severely damaged properties, especially those basement properties close to the site of the burst. We envisage that around 30 properties may take around a year to repair and for the residents to move back in. The rest will fall between 6 and 12 months. We will do all we can to assist in this process and support the affected residents.

For those claims being managed by customers own Insurers we cannot provide timescales.

Compensation

Given the scale and severity of this incident and the impact on our customers, we took the decision to revise our Goodwill Payments / Discretionary Compensation Policy and have significantly increased our payments to customers affected by this event.

For those customers who experienced moderate flood damage, but remain in their property, we have made a payment of £300 per property. However, for those homes which suffered major flood damage, where a resident has been rehoused in temporary accommodation, we have made a payment of £5,000 per property. These amounts are significantly over and above the minimum our regulator would require because we recognise the impact on our customers. These amounts are also completely independent of and in addition to insurance claims for putting homes right and arrangements for alternative accommodation. This discretionary payment was simply our way of trying to say sorry and ensure those customers most in need had some reassurance.

We have attempted to assess each customer's situation on a case by case basis. As a result, some residents only received the £300 initially as they stayed in their homes but on investigation, we decided that they should have moved out due to the severity of damage and increased their payment to £5,000.

Some customers have expressed dissatisfaction with regard to the amount itself, the fact that the discretionary payment was per household and the method of payment being cheque. Whilst we acknowledge this feedback and will use it to inform our approach going forward our intention was to issue the payment as quickly and efficiently as possible to make sure customers had some financial support during a very distressing period.

A discretionary payment of £3,000 was paid to Parkwood Primary School in recognition of distress and inconvenience as they were unable to fully utilise their playground, and £1,000 was given to Hackney Council for community events and a children's Christmas party. We also delivered toys, games, colouring equipment and refreshments to two community centres during October half-term.

Working with Hackney – Incident Management

Although we acknowledge that closer working during the event itself would have been beneficial, we have had a close and effective working with Hackney Council since the operational aspect of the event ended.

Our representatives have attended weekly and then bi-weekly meetings with Hackney officers to maintain close and efficient working. Some initial concerns with regard to sharing customer data due to our interpretation of General Data Protection Regulation guidance have been overcome, and we are now reviewing our incident management arrangements, with a view to having new processes in place from March 2020. This will include aspects relating to information sharing under the Civil Contingencies Act 2004 guidance around providing appropriate information in the public's interest.

In January 2020 we have a session booked with Hackney and Islington Council's to understand how they operate their respective 'Gold Command' structure in an incident and what triggers they have in place to support incident management, which will help us to align our ways of working to meet their expectations and needs.

In February 2020 officers from Hackney Council will be visiting us at our Operations Control Centre in Kemble Court, Reading. Officers will be shown our tools and processes to better understand the data and information we have available to us to support us in identifying and managing incidents through to resolution. To further support this, in this session we'll be taking them through our new strategy document so they can see the proactive work we're doing to bridge our gaps and work more effectively with external stakeholders.

These meetings were discussed with Councillor Caroline Selman and Aled Richards on 28 October and we have been working with their team to get these promises delivered in an agreed timeframe.

We have also sent a weekly view of the shift rota for our day and night shift Duty Managers to the Emergency Planning department at Hackney to provide named contacts should an incident occur.

This year we will begin recruitment for dedicated Emergency Planners who will provide that direct link and point of contact throughout incidents, and this will also provide us with an opportunity to work more proactively to prepare and plan for such incidents alongside the councils and Local Resilience Forums.

ENDS

Leakage and future investment

Thames Water's network of pipes stretches for 31,550 km, which is almost long enough to wrap around the world. Through these pipes we supply 9.8 million people in 3.9 million properties (households and businesses) with high quality drinking water.

The challenge of running our water network is considerable, with 55% of our pipes being under the streets of London and almost two-thirds of our pipework being over 60 years old (with around a third actually being over 100 years old). In addition, about two-thirds of the leaks we repair on our pipes are non-visible leaks, with no indication of the leak ever being visible at ground level or to the naked eye. These leaks seep into the ground below the surface and are not easy to find. We have an extensive team of over 500 that work around the clock to find them using data, and technology (eg acoustic listening devices and metering).

What is leakage?

Leakage is made up of any water that we are unable to account for as having been used by someone. This includes any water that is lost from the pipe network into the ground. It also includes any water use of which we are not aware, such as illegal use and any higher-than-estimated use by households and businesses that don't have a meter.

To estimate leakage, we compare the measured volume of water we put into supply against the volume we estimate is being used. The difference between these two values is what we record as leakage. We measure leakage in millions of litres per day (Ml/d). As an idea of scale, an Olympic-size swimming pool (50m x 25m x 2m) contains 2.5 million litres of water.

Around a quarter of the leaks we fix are on pipes that belong to our customers, and although we are not responsible for those pipes, any leakage from them counts towards our leakage figures.

What's our target and how are we doing?

In agreement with our regulator Ofwat we've set annual leakage targets up to 2020. Leakage levels change throughout the year, therefore to measure and report our performance we take our daily leakage figures ((Ml/d) and average them for each month and in turn across the year.

For the last four years actual leakage compared with our targets is shown in the table below. We beat our target in 2015/16 but have missed it for the last three years. (These results have been externally audited and confirmed). This has resulted in an extensive investigation by our regulator and Thames Water signing a legal undertaking to commit the necessary resources to bring leakage back down to the target level by 31March 2020.

	2015/16	2016/17	2017/18	2018/19	2019/20
Annual leakage target (MI/d)	649	630	620	612	606
Actual annual leakage level (MI/d)	642	677	695	690	-

In essence our target for 2019/20 of 606 MI/d now requires a reduction of 12% from our 2018/19 annual average. This reduction would be the highest level of reduction seen since 1999/2000. We're committed to doing all we can to hit this target. .

While we continue to do all we can, we recognise that achieving 606 MI/d will be a significant stretch. This is due to the inherent challenge of reducing leakage below our all-time lowest level and the uncertainty around how our network will respond to the significantly increased levels of planned activity needed to achieve our target. When taking these risks into account, we believe 627 MI/d is a more realistic leakage forecast for 2019/20. Even at this level, the reduction would be 9% and represent the highest level of leakage reduction in one year since 2007/08

Leakage reduction remains one of our top priorities and we continue to strive to deliver our 606 MI/d target. Keeping our stakeholders updated about our leakage performance and forecasts also remains a priority.

Action to tackle leakage

Our average leakage level has been higher than our targets over the last few years. Because of this, leakage is a top priority for us and we have a strong focus on our performance. This is producing results, with our leakage level in November 2019 being 13% lower than a year ago.

Our latest performance is in the context of the 27% reduction in leakage that we have delivered over the past 15 years. We know our customers want us to do even better, so we have developed ambitious plans for the future. Our plans focus around two key areas. First, innovation to more effectively and efficiently identify leaks, and improving the productivity of our leak repair work.

Innovation and productivity

We've increased the resources we're putting into tackling leakage, which means we're spending more than £1 million every day on leakage prevention and maintenance of our network. We're already fixing a record number of leaks – more than 1,400 every week on average. We achieved this by increasing the number of teams dedicated to fixing leaks by 21% in 2018/19, which delivered a 22% increase in fixed leaks. But we want to do even more, so this year have recruited more repair teams and changed the way we work to improve the productivity of those teams.

Separately, we know that around a quarter of the leaks we fix are leaks on customer's own pipes. While these are private leaks, which customers are responsible for fixing, we continue to work with our customers to repair these leaks.

We're also constantly looking for new technology and approaches to help us in our mission.

For example, we're doing this through:

- Special in-pipe cameras to help locate difficult leaks.
- 'Fingerprinting' our water zones to create a baseline and help us better understand where and why leakage occurs
- Trialing new leakage detection technology and techniques including training a leakage sniffer dog

Improving our data

To help us make good decisions on resources and leakage reduction initiatives, it is important that we have the most accurate and up-to-date data possible. This is because our leakage figures are affected by more than just the water that leaks from our pipes.

A key part of updating our leakage data is refining the assumptions we make about water use by unmetered households, which is affected by factors such as population growth and development of housing stock. In the past we made these updates on an annual basis, but we have now accelerated the process to a six-monthly cycle. As part of this acceleration, we've also reviewed our approach to the analysis of population and customer usage and have brought in new data to cross-reference against the information we already hold.

Updating our leakage data in this way is important as it will help us improve our leakage reduction capability and delivery. This is because having more accurate data will allow us to more accurately understand the locations where "unaccounted for water" (as described earlier) is highest and hence on where leakage is occurring to allow us to concentrate our detection and repair efforts on the parts of our network where we can reduce leakage the most.

Preliminary indications from this work for the first half of this year suggest that we've underestimated unmetered household demand, which means we've overstated our leakage figures. A conservative initial estimate suggests our leakage figures have been overstated by at least 20 million litres per day (Ml/d), although the work is still subject to further validation and external audit. We have included this provisional adjustment in our leakage figures in this report and have backdated it to April 2019.

In addition, we have used better data to help us target parts of our network where taking action will save the most water. For example, we:

- Used data from the 327,000 smart meters installed to date to more effectively target leakage reduction work that's prevented over 20 Ml/d of leakage since April 2019.
- Installed 27,000 acoustic loggers to date, which helped us detect around 44 Ml/d of leakage since April 2019.
- Developed tools to reduce the time taken to locate leaks and identify areas requiring leakage detection activity or the resolution of data anomalies.

Preventing future bursts on our trunk mains network

Surveys have been carried out on the three trunk mains in this part of the network since the burst, identifying nine, minor leaks at joints in the pipes. This is not unusual as this is the mechanism for the majority of leakage on our network, as iron pipework expands and contracts during the year. Of these, six leaks have now been repaired and we are planning the repair of the remaining three small leaks, before returning the main into service.

We have increased the frequency of surveys through all three parallel mains passing across Queen's Drive to monitor the asset's performance. Any leaks identified will be prioritised and repaired proactively.

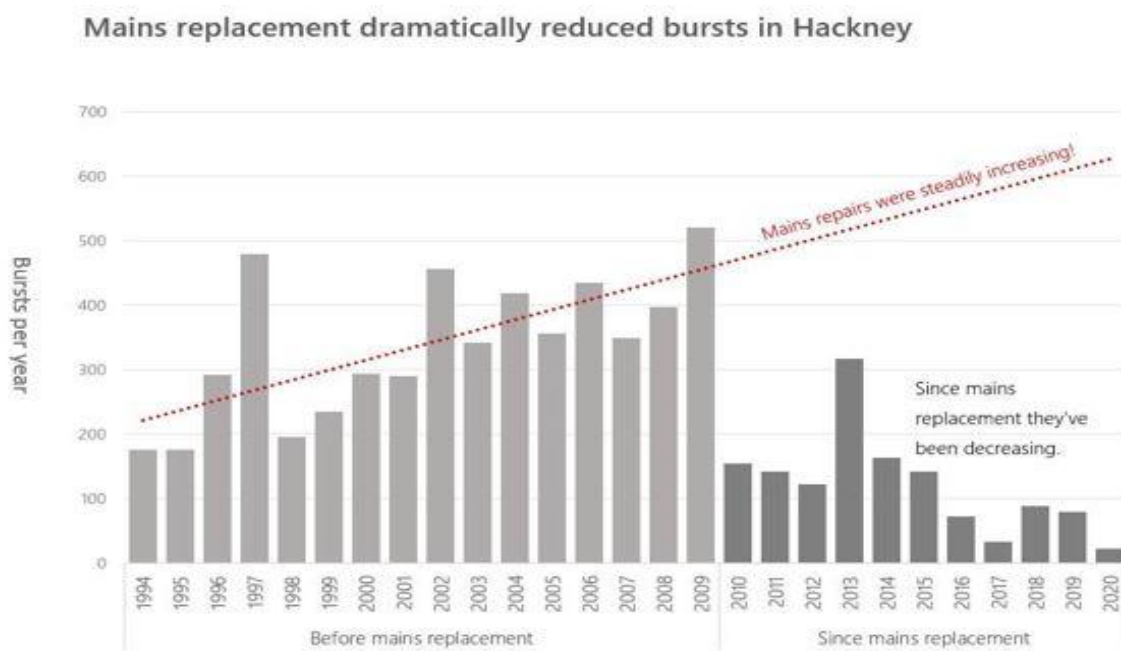
The main itself is being brought back to service in January. We have taken the decision to initially return it to service at reduced flows and pressures, when we will reassess this with the intention of returning the main to its normal operating conditions.

We have trunk main monitoring units on this main and one main that runs parallel. These provide flow and pressure data to our Control Room, giving us a detailed understanding of these sections of trunk main and can give us an early warning of potential issues.

We have also put in place a team of dedicated analysts in our control room to review data from our network of monitors and to improve our understanding of some of our highest risk sections of trunk main. Also, we are developing a software and process tool to improve visibility of data in our control room.

London Borough of Hackney mains replacement:

In the London Borough of Hackney there are 357km of distribution mains and a further 63km of trunk mains, which are our largest pipes with a diameter of over 12". Around two thirds of Hackney's distribution network has been replaced since 2010 with plastic pipes – meaning that Hackney has one of the highest rates of mains renewal of any borough in Thames Water supply area.



The pipe that burst at Queen's Drive is not scheduled for replacement. Following any burst on our trunk mains we carry out a full investigation, including analysis of the damaged section of pipe. If this concludes the rest of the pipe could need relining or replacing, then it will be factored in to our investment plans for the future.

We've not replaced any pipes in the Queen's Drive area in recent years. We have fixed ad-hoc leaks as and when they've appeared, but there have been no major mains replacement schemes needed in the area.

When we look at where to focus our investment, we will replace those pipes which are most in need first, so this doesn't always mean the oldest are replaced first, as several factors cause pipes to deteriorate including the geology of the area.

Our business planning process

We set a business plan over 5 years through a price review process with our regulator, Ofwat. This is an important process as it determines the level of investment, allowed revenue and returns, customer bill profiles and corresponding performance targets

Some key dates:

September 2018 – Our Draft Business Plan submitted to Ofwat

January 2019 – Ofwat provides a complete response to our draft plan

April 2019 - Revised plan resubmitted to Ofwat

December 2019 – Ofwat publish final determination of our plan

Our investment plans 2020-2025

Since receiving Ofwat's final determination, we are analysing the very lengthy and detailed documents. From receipt, there are eight weeks to decide whether to accept - or challenge - the determination. We will now carefully consider our options and announce our decision shortly.

Because of this, we are not yet in a position to say what we will be doing to invest in water mains in Hackney – or any other area in our region.

However, we would like to continue our conversation with you as the picture becomes clearer and would be happy to write and or meet to explain this in due course. We are also very keen to talk about how we can work with the Borough to make sure we have the access we need to make improvements in the least disruptive way possible.

Longer term investment

We are now looking beyond the next five years. London's water supply infrastructure has developed piecemeal over a period of centuries, and we have reached the point where we need to think strategically about how we ensure it is fit for the challenges of the future, specifically population growth and climate change. This includes, for example, ensuring that

we have the capacity that is needed to serve areas of growth; and putting in place a greater level of resilience to water supplies and distribution where there is not enough at present.

We will also be examining where the water comes from, how we evolve the London Ring Main that moves huge volumes across the city, the trunk mains network it feeds and the local distribution networks.

We will shortly be launching a new transformative project which will consider how we “re-plumb London” and will be working closely with stakeholders and our regulator to develop the plans and justification for this exciting project.

ENDS

Thames Water
Customer Relations
PO Box 492
Swindon
SN38 8TU

Telephone: 0800 0093965
Fax: 01793 424291
Email: Customer.Feedback@thameswater.co.uk

7 January 2020

Our Ref: 33432009

Lea Bridge Road

Dear Councillor Patrick

Thank you for your letter of 10 December, to our Local and Regional Government Liaison, Nikki Hines, raising concerns following the burst water main on Lea Bridge Road, in October 2018. Please accept my apology for the delay in replying to you. As Customer Experience Director, I'd like to respond to you personally about this situation.

There is no doubt the tremendous impact this event has had on residents since the incident occurred, for which I'm truly sorry. Following a careful review, we would like to donate a sum of £10,000 to the community as a gesture of goodwill. Whilst I recognise a monetary value cannot take away from the immense stress and disruption caused, it is our way of saying sorry and trying to contribute to something positive for local residents to enjoy, moving forward. If you could kindly confirm whom this cheque should be made payable to and the best address to send it to, I'd be very grateful.

As you're aware, we'll be present at the Living in Hackney Scrutiny Commission meeting on 14 January and welcome the opportunity to address any further queries or concerns about this issue, in person. I will be attending alongside our Chief Operating Officer, Steve Spencer.

Separately, with regards to the concerns raised by Councillor Rathbone in relation to a resident at 142 Lea Bridge Road, I've asked Tish Maybanks, a Senior Case Manager from our Executive Office, to provide a detailed response to you, no later than 21 January, addressing this. To offer reassurance to you, I can confirm our Insurers' Claims Handlers, Willis Tower Watson, are in direct contact with the customer and have been throughout their journey with us.

I trust you find this information useful and I look forward to meeting you on 14 January. In the meantime, if you've any further queries or concerns, I've asked Tish to be available. You can contact her on **0800 009 3965**, from 8am to 5pm, Monday to Friday, and she'll be happy to help. In the meantime I look forward to meeting you on the 14 January.

Yours sincerely

Kelly Macfarlane

Director of Customer Experience

