



Water Efficiency Campaign (WEC)

Marketing Tender Event
10 July 2025

ofwat

Welcome to Water Efficiency Campaign (WEC)

What we would like to do today:

- 1 **Introduce ourselves to you**
- 2 **Tell you more about the campaign, the logistics, next steps and how you can get involved**
- 3 **Answer any questions that you may have**



A fair process for everyone

This is an open, fair and transparent process for all.

Kindly, note the following:



We will be publishing this slide pack with the specification for reference and for anyone that can't make it today



Today officially marks the start of the tender process



We will publish all your questions and our answers from the session on Find a Tender



All subsequent questions and communications should be directed via the eProcurement portal*

*Please note we are not permitted to reply to any direct requests for information via email, messaging etc.



Introduction to Ofwat

Mark Wiltsher

Senior Director of Communications
and Engagement

The water efficiency problems we face

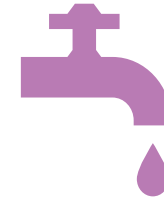
The amount of water we use has doubled in the last 60 years and, as our population grows and climate change persists, there is growing pressure on our water supply



An average household in England uses around 137 litres of water per day per person, yet recent studies show the public thinks they use around 20 litres (Environment Agency).



Business water use is also rising, and many businesses are not motivated to save water, despite a target of 9% reduction in business water use by 2038 in the Environment Act 2021.



By 2050, England will face a 5 billion litre daily gap between the water available and needed. In Wales, summer rainfall is expected to decline by 15% with more frequent extreme weather.

There's a 1 in 4 chance over the next 30 years that households and businesses will experience water supply cuts

There are already ambitious plans to address the deficit including metering, leakage reduction, new supply options like reservoirs, desalination, water recycling and upgrades to water treatment works, but we must also do everything we can to ensure the public and businesses appreciate the value of water.

Over half of what's needed to fill the daily gap will need to come from reducing demand for water – around 2,000 million litres of water per day. This is about the same amount of water needed to supply the cities of London, Cardiff, Belfast, Glasgow, and Edinburgh combined.



Ofwat: who we are and our current context

Ofwat is the non-ministerial government department responsible for regulating the water sector in England and Wales, established in 1989 following the privatisation of the water and sewerage industry.

Ofwat's job is to hold water companies to account, to challenge them to behave as they would if they were subject to competitive markets, to ensure that efficient companies can finance themselves, to promote effective competition wherever appropriate and to make sure that the sector continues to deliver the 'promises of privatisation'. Ofwat must act in accordance with the UK and Welsh Governments' Strategic Policy Statements.

Ofwat's primary statutory duties:

Further consumer objective to protect the interests of consumers, where appropriate by promoting competition

Secure that water companies properly carry out their statutory functions

Ensure that water companies can finance their statutory functions

Further long-term resilience of water companies' water supply and wastewater systems

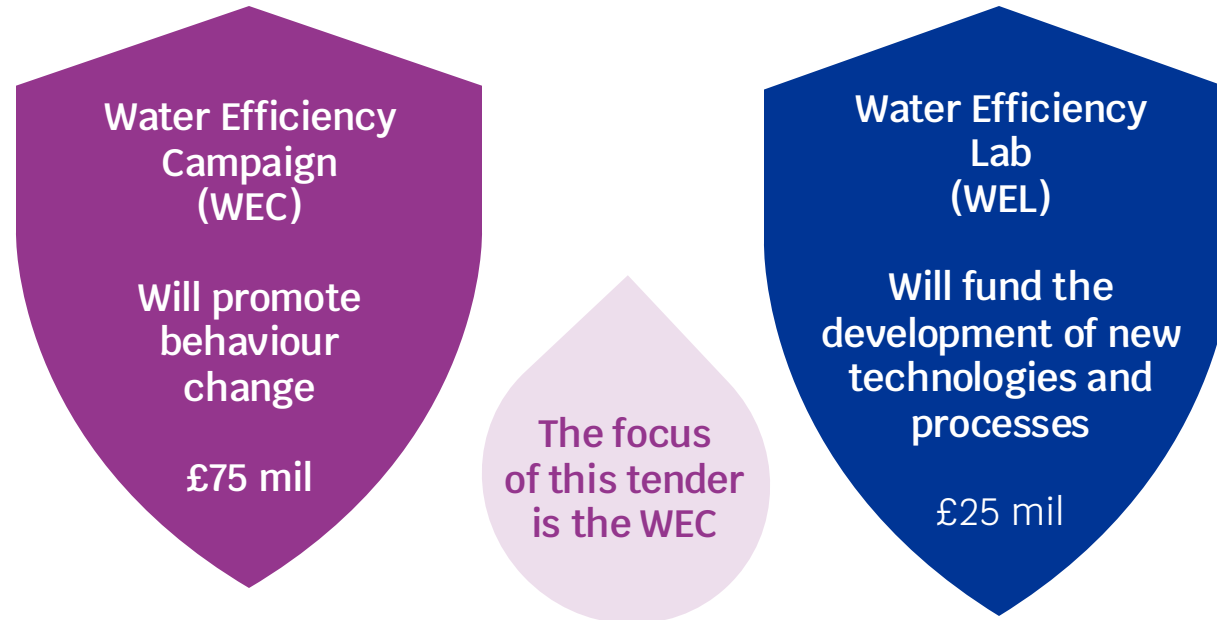
Independent Water Commission (IWC), Sir Jon Cunliffe

An independent review of the water sector regulatory system in England and Wales is currently being undertaken. The review will make recommendations to government on reforms to the water sector in England and Wales. The interim report highlighted a lack of consumer trust, posing a challenging backdrop for launching a behaviour change campaign. The full report is due this month however the Government has indicated that it does not intend to unpick funding decisions confirmed in the last Price Review (PR24) which includes the Water Efficiency Fund which the Water Efficiency Campaign is funded through.



What is the 'WEF, WEC and WEL'?

In February 2025, following consultation, Ofwat announced the Water Efficiency Fund (WEF) would be established to drive a transformative, sustained, and measurable reduction in public water demand across England and Wales



The £100 million Water Efficiency Fund (WEF), initially runs until 31 March 2030. The money is split between the WEC ~£75 million and the WEL ~£25 million over the period.

The two teams within Ofwat will operate in tandem, using carefully targeted consumer insights, creating a consistent branding across the sector and working closely with partners and government to extend reach.

This tender is for a Delivery Body to support the WEC. The Delivery Body will be Ofwat's end-to-end delivery partner for the Water Efficiency Campaign (WEC). It will bring together strong marketing expertise, consumer insight, and knowledge of the water and/or utility sectors. The Deliver Body will design, deliver, and evaluate a behaviour change campaign that makes an impact, is grounded in evidence and insight, and reflects the needs and expertise of the sector.



Laying the foundations for the campaign

We are building the infrastructure for this campaign from the ground up. Ofwat has a new experienced marketing team and this is the first time that we will be engaging in a marketing campaign.

- **Resourcing the Ofwat marketing team:** appointing a Head of Marketing and Stakeholder Engagement Lead.
- **Defining the procurement route:** a comprehensive review of processes and procedures to ensure a fair, open, and legally compliant procurement exercise that delivers value for bill payers
- **Delivery Body definition:** determining the mix of skills and capabilities
- **Governance:** setting up robust structures, including the formation of an Advisory Panel
- **Cross sector collaboration:** continued engagement with the water industry, stakeholders and colleagues to build momentum and share expertise and insight
- **Summer 2025 pilots:** understanding current campaigns and gathering relevant insights, data, and evidence to explore the options for an overarching strategic narrative. Please note that this does not mean that we do not expect the Delivery Body to develop the strategy.



Opportunities for real change

This is a rare and exciting opportunity to be part of something truly transformational: our ambitions are sky high, our budget is confirmed and now we're looking for an ambitious Delivery Body to help us deliver real and lasting change!

Bring bold and innovative thinking to a once-in-a-generation opportunity



Drive real, lasting change in how we value and use water

Create a new narrative on water efficiency that truly values its essential role in sustaining life

Deliver a large-scale, innovative, and evidence-led campaign

Lead a significant and lasting reduction in water demand across England and Wales

Help protect the health of our rivers and help customers keep their water bills as low as possible





Stakeholder and Sector engagement

Felicity Beverley
Director of Engagement and Marketing

The importance of engagement

To meet the scale of the challenge, we need to think differently and work more collaboratively than we have in the past. Success won't come from regulation alone, it will take imagination, empathy, and bold, cross-sector collaboration

Collaboration, partnership, and convening with the sector's many passionate, enthusiastic stakeholders will be key to the successful delivery of the WEC

The design of the WEF and WEC, while unfamiliar to many outside water, has been based on the successful Ofwat Innovation Fund where the sector is working together in a different way.

We want to build a similar collaborative culture across it builds on the successes and lessons learned from the Innovation Fund:

- Driving cross sector collaboration across companies and wider stakeholders – ‘leaving our corporate badges at the door’, ‘peer to peer’ solution focused, thinking beyond our silos
- Developing a culture of sharing knowledge for the benefit of the whole sector and ultimately ensuring best value for customers and the environment
- Regular and transparent engagement with water companies especially, but also other stakeholders, to engender trust and further collaboration
- Transparency of longer-term plans to enable the sector to plan resources effectively and put forward their best efforts. A no surprises approach

The contracting and financing has worked well in the [Innovation Fund](#) and is familiar to the water companies.



Stakeholders

Working with stakeholders across the water sector and beyond will continue to be essential to the success of the Water Efficiency Campaign

Stakeholders have the levers for the campaign to succeed – this goes beyond partnership marketing to developing long-term trusted relationships with influential individuals and organisations, including but not limited to:

Defra and Welsh Government
with policy initiatives that we need to work with to maximise the opportunities for consumers

Regulators
with an interest and impact on water efficiency

Water companies
have £259m for water efficiency measures in the same period as WEC

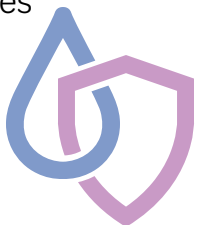
Regional mayors/ combined authorities, local authorities
have their own local priorities, challenges and opportunities

What this means for the Delivery Body

We are looking for proposals that show how bidders will navigate a complex and fast-changing sector, work collaboratively with water companies across England and Wales, and manage varying expectations, priorities, and regional opportunities and challenges.

Developing governance and engagement structures and process to:

- Develop deep understanding of the water sector, government and regulatory levers to make the campaign a success
- Consulting with the water companies on all aspects of the campaign
- Understand and adapt to country and regional/ local requirements and needs
- Working with Ofwat Water Efficiency Fund and Innovation Fund, and working with Ofwat on identifying other relevant policy initiatives



The Advisory Panel: working with sector and campaign experts

The Advisory Panel brings together experts in behaviour change campaigns and representatives of water sector organisations to help shape the strategic direction of the campaign, support its development, and provide constructive challenge

CORE OBJECTIVES

- 1 Provide best practice expertise on behaviour change campaigns
- 2 Support collaboration across the water sector – including sharing of resources, advice and insight on sector developments, views etc
- 3 Review and feedback to the WEC Delivery Body each year on its annual plan, including proposed strategy and performance metrics
- 4 Review progress and consider challenges / opportunities presented by the Delivery Body, using its expertise to help address knowledge or evidence gaps, bring in trusted voices, and improve the effectiveness of behaviour change interventions

What this means for the Delivery Body:

- The panel offers quarterly strategic input through idea-sharing and informal guidance from experts in behaviour change and representatives from across the water sector
- Some members sit on both the WEF and WEC panels so an opportunity to test ideas. Ofwat staff will coordinate between them to ensure alignment and effective insight-sharing
- The advisory panel has no role in the procurement process or appointment of the Delivery Body



Summer 2025 ‘pilots’ and campaign strategy development

While the procurement process to appoint our campaign delivery body is underway, we’ve accelerated progress on the WEC through the Summer 2025 pilot campaigns to provide additional support to companies and develop our longer term campaign to hand over to a Delivery Body in December.

Ofwat’s water efficiency campaign team is small, with two full-time members. We’ve appointed a marketing consultancy to support long-term strategy development and consumer insight—functions typically handled in-house and with consultancy support by larger government departments. The consultancy is not permitted to bid for the Delivery Body or be contacted by bidders.

We have a six-month sprint of work to support us over a busy summer of procurement.

What are we doing?

- We’re partnering with a group of six water companies to pilot water efficiency campaign messages and mechanics as part of their existing water efficiency and/or drought communications. These small, water company-branded pilots will test messages during a drought summer in six different regions at different stages of drought.
- They’ll offer valuable learning, additional insight, and support for the water companies’ drought communications.
- We’re also gathering insights from existing water company campaigns and commissioning consumer research to fill gaps. This will accelerate understanding of audience behaviours and segmentation, helping shape the strategic direction of the full WEC.

Ofwat will be holding a webinar to present our initial strategy development and any insights available from the water company pilots in August which will be open to all bidders



Summer 2025 collaborative 'pilots' and campaign strategy development

What this means for the Delivery Body:

- The pilots will generate valuable insights to inform Ofwat's long-term campaign strategy, which will be completed in December and handed over to the Delivery Body for strategic planning.
- They will receive analysis of water efficiency insight from water company insights not currently in the public domain. This builds the evidence we have from the Artesia report and Thinks Insight Rapid Evidence Assessment on water efficiency
- Primary consumer research results
- Strong stakeholder relationships and working groups with governments, water companies, and other early partners will have been established through collaboration over the summer
- The appointed Delivery Body will have the opportunity to engage with Ofwat's campaign strategy, challenge the supporting consultancy's thinking, and hold constructive discussions with water companies, the advisory panel, and other stakeholders

Ultimately, we are accelerating delivery of the Water Efficiency Campaign by equipping the appointed Delivery Body with robust insight and high-level campaign strategy whilst supporting water companies' efficiency work

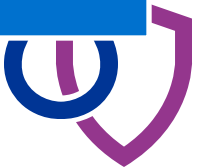
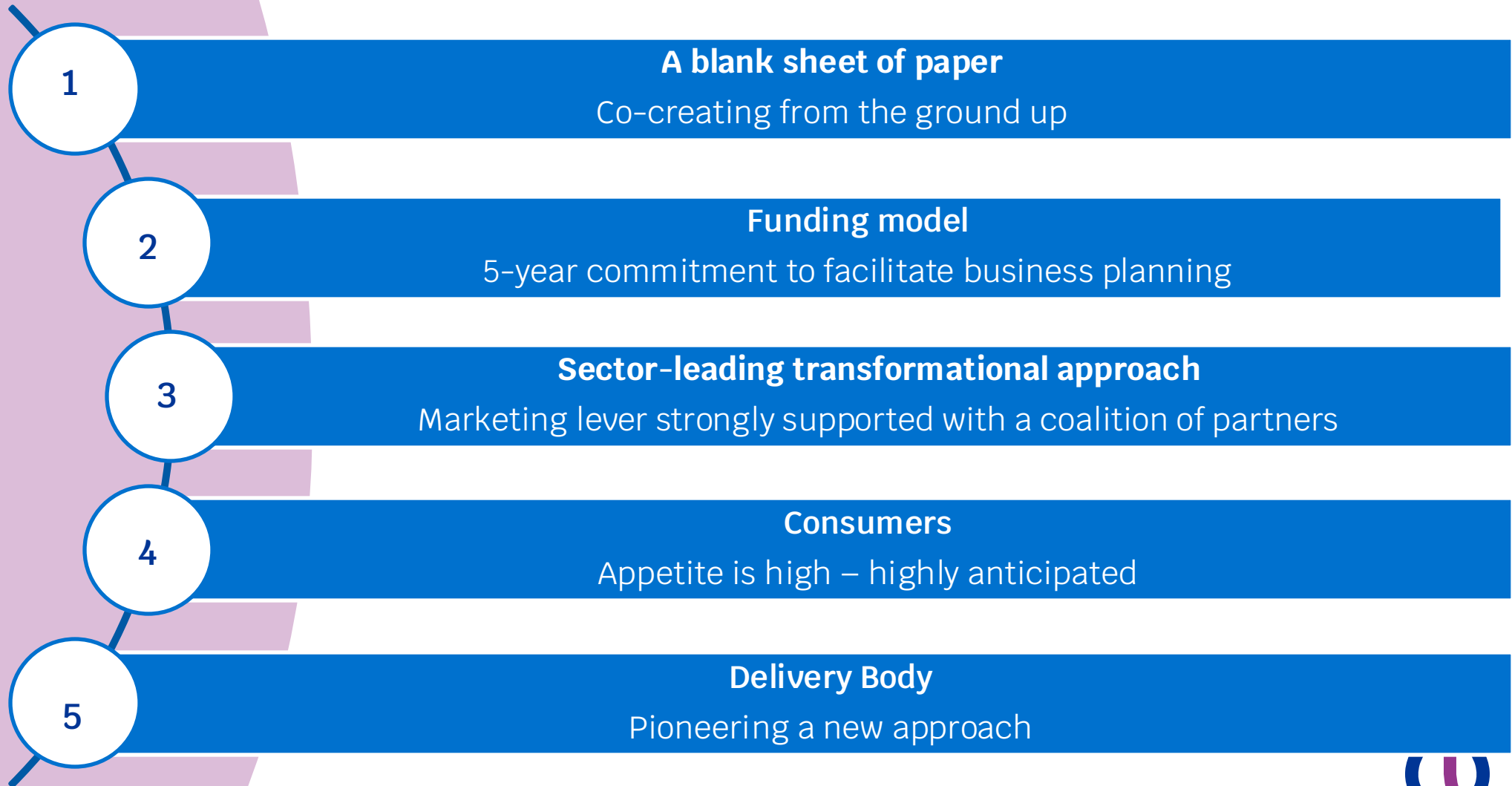


Introduction to the campaign

Natasha De-Bique

Principal Head of Marketing

The WEC – A big challenge with a big ambition



Why this campaign, why now?

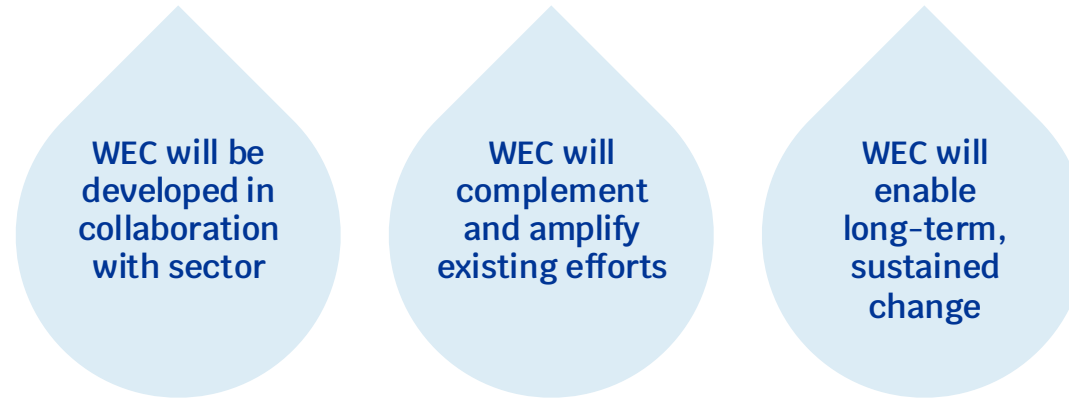
We have run two extensive consultations to determine the most effective approach: our key findings support the need for a long-term behaviour change campaign working productively with as many partners as possible

- ✓ **Good work has been happening across water industry**
- ✓ **Gaps remain** in knowledge, evidence, skills, collaboration, measurement, and publicly available evaluation of behaviour change interventions
- ✓ **Collaboration was identified as being key to the WEC** to address the gaps, strengthen delivery capability and positively position the WEC in a challenging operating environment
- ✓ **WEF was frequently identified as the ideal springboard** for enhanced collaboration to achieve behaviour change
- ✓ **The size and scale of the fund was seen as a unique opportunity** to develop larger and more ambitious communications that are effective



What will the WEC do?

Shift the mindset and culture around water efficiency



Ofwat is well-placed to:

- Convene the sector and facilitate collaboration across stakeholders
- Lead strategic narrative – the ‘why’ to push consumers into action
- Develop campaign architecture and supporting platform for amplification at a local-level
- Provide a consistent source of funding over the period to keep issue top of mind
- Set high-level KPIs to aid measurement and evaluation – building the case for future funding

The difference between water company communications and the Water Efficiency Campaign (WEC)

Water companies continue to deliver their own water efficiency campaigns, including drought communications during dry weather. These are regionally focused, led by experts who understand their customers, and responsive to localised conditions. This activity remains essential.

By contrast, the Water Efficiency Campaign (WEC) is a distinct, centrally funded initiative. It supports a co-ordinated, sector-wide approach across England and Wales, underpinned by a ring-fenced budget. The WEC is designed to deliver meaningful and sustained behaviour change at scale.

Who should we be talking to?

Our remit is wide, covering England and Wales – across household (HH) and non-household (NHH) audiences

This campaign is ultimately about changing behaviours in businesses and consumers, so it will be critical to ensure they remain in front of mind throughout.

This will rely on accurate and up to date insight and working with leading consumer groups, including but not limited to:

Consumer Council for Water
are the experts on the consumer voice in water in England and Wales

People from all backgrounds
and communities will need to be involved to ensure diversity in household and non-household representation

Consumers and environmental NGOs
bring vital local knowledge, lived experience, and trusted networks that the campaign must tap into

Independent voices
known and trusted by the public, can also play a powerful role in connecting with audiences and amplifying the message



What is a Delivery Body?

The Delivery Body will be Ofwat's end to end delivery partner for the WEC. Think of it as a campaign dream team – combining sharp marketing know-how, consumer expertise with current knowledge of the water and / or utility sectors.

Provide robust governance and agile assurance

- Set up and comply with a governance protocols that withstand scrutiny.
- Robust project management and governance e.g. participate in relevant meetings, have a Secretariat function to deal with PQs, FOIs consumer queries, etc.
- Demonstrate value-for-money.
- Support the Ofwat team with regular dashboards and reporting.

Credibility

Develop a best-in-class behaviour change campaign

- Brand development.
- Design and implement a campaign that shifts public behaviour – reduction in water usage across households and businesses.
- Skillset to include (not exhaustive): advertising, creative, branding, channel planning, digital, social, media buying, partnership marketing, multicultural expertise, PR, evaluation.

Expertise

Stakeholder engagement – develop and support productive relationships

- Build and nurture relationships with stakeholders based on honesty, authority and credibility.
- There is a desire for the campaign to be the central 'pull' and provide co-ordination for government and water conservation activities.
- Champion the WEC and confidently engage stakeholders to be part of the campaign.

Collaboration

Working in collaboration with Ofwat



Who will the Delivery Body interact with?

The Delivery Body will work in partnership with Ofwat, water companies and stakeholders

Ofwat

- Provide strategic leadership for the campaign, leading strategy & targets
- Inform and review the development and delivery of the WEC, providing regulatory oversight
 - Facilitate collaboration, and productive partnerships with the water companies and wider stakeholders
- Encourage the open sharing of learning and resources across the sector

Water companies

- Can leverage the campaign to enhance their local water efficiency campaigns drawing on their deep consumer knowledge and insight.
- Will enter into a contract with the Delivery Body
- What this means in practice will be developed over the summer as part of the scoping and strategy work

Stakeholders

- Provision of insight and learnings from their sector
- Amplify the campaign across their channels
- Supportive voice and critical 'friend' of the campaign – reputation enhancement and advice
- Partnership marketing, case-studies, information, feedback etc.



What does success look like?

We will be working with the Delivery Body to develop a robust evaluation framework. We appreciate behaviour change at scale is a long term, consistent effort

As part of the WEF deliverables, an Evaluation Partner has been appointed to evaluate the overall performance of the Innovation Fund and the WEF (both the WEC and WEL) over the first two years. Please note that this does not affect the need for a bespoke WEC evaluation.

- **The remit of the WEF evaluation partner is to:**
 - support the evaluation of the WEC, making suggestion as to how the impact of the WEC can best be measured and understood
 - review two annual progress reports from the Delivery Body; assess performance and advise on any optimisations
 - develop a report, towards the end of year two, based on all reported outcomes from the WEC and the WEL to estimate the overall impact of the WEF and advise how this could be built upon and made more accurate in the remaining three years of the WEF
- **Government target:** reduce use of public water supply in England per head of population by 20% from the 2019/20 baseline by 31 March 2038
- **Evaluation framework to include:** lead indicators (outputs); secondary indicators (outtakes), primary KPI metrics (outcomes) leading to desired behaviour change and (impact) 'real-world' effect.
- **KPIs to be developed** in relation to the functioning of the Delivery Body (SLAs, customer satisfaction etc.) in line with agreed duties.





Procurement

Tina Fegent

Procurement Partner

Procurement key headlines for Water Efficiency Campaign (PROC.0100)

Procurement route

Ofwat will be running the procurement as a Competitive Flexible Procedure, under the new Procurement Act 2023 legislation.

This route was chosen because it:

- Enables flexibility, wider market access, and greater supplier choice
- Supports a Delivery Model better suited to open competition
- Avoids overlap with ongoing CCS framework exercises.

Contract value

- The funding covers everything – fees, creative, disbursements, implementation, research, tracking and all as ITT is for the Water Efficiency campaign which has a value of up to £75m over the period of the contract.
- The associated costs of managing the campaign – including media buying

Estimated contract duration

From contract award (expected November 2025) to 31 March 2030

Pre-Procurement Notice (PPN)

The Pre-Procurement Notice was published on 20 June 2025



Rules for participation and next steps

1. Procurement Specific Questionnaire (PSQ)

- The PSQ will be published on 10 July 2025 via the Find a Tender Service (<https://www.find-tender.service.gov.uk>)
- Suppliers must submit the PSQ by 24 July 2025.
- To complete Part 1 of the PSQ, suppliers must register on the Central Digital Platform via the Find a Tender Service, upload core information once, and share their supplier ID
- As part of the PSQ, suppliers must also complete two questions relating to Technical Ability.
- Suppliers who pass the PSQ stage will be formally Invited To Tender

2. Multiple Bids and Collaboration

- Consortium bids are encouraged and welcome.
- Smaller organisations are welcome to collaborate with multiple parties to increase their chances of success.
- Please ensure clarity in roles and responsibilities within any consortium.
- The specification document includes guidance on the role and expectations of the Delivery Body

3. Submission and Queries

- PSQ submissions and questions about the PSQ should be directed to: WECProcurement@Ofwat.gov.uk
- Following issue of the full ITT to shortlisted suppliers, a formal Clarification Question Period will take place.



Invitation to Tender (ITT) – Access via myTenders

Only suppliers who pass the PSQ stage will be issued the Invitation To Tender (ITT)

- The ITT will be issued via Ofwat's e-procurement portal, **myTenders**: <https://www.mytenders.co.uk>
- Ofwat's requirement will appear as **'Water Efficiency Campaign (PROC.0100)'**
- Registration to myTenders is free – we recommend registering early.
- Clarification Questions should be submitted anonymously via the Portal's Q&A function.
- Any changes to the procurement timetable will be communicated via the myTenders Portal.
- For technical help, contact the myTenders help desk:
 - support@mytenders.org, Phone: 0800 222 9006 (Mon–Fri, 9am–5pm)



Key Procurement Milestones (July – October 2025)

| Stage | Target Dates |
|---|-------------------------|
| Procurement Specific Questionnaire (PSQ) live | 10 July 2025 |
| Deadline for supplier submission of the PSQ | 24 July 2025 |
| Full ITT issued to shortlisted suppliers | W/C 04 August 2025 |
| Supplier Clarification Question Period | W/C 04 – 22 August 2025 |
| Written Submission (ITT Stage 1) Deadline | 5 September 2025 |
| Top scoring suppliers invited to Verbal Pitch (ITT Stage 2) | 25 September 2025 |
| ITT Stage 2 briefing | w/c 29 September 2025 |
| Pitches | w/c 6 October 2025* |
| Notification of Contract Award decision | W/C 27 October 2025 |
| Contract Award | W/C 10 November 2025 |

***All dates in the above timetable may be subject to revision.**

In the event that the timetable is revised then this will be communicated to all Tenderers via **myTenders**



Contracting strategy

Rhona Harper

Interim Projects Lawyer

Contracting strategy

Why is Ofwat not contracting directly with the Delivery Body?

- This is a collaboration with the water companies and the wider sector. The contract will reflect this.
 - Water companies have the money to pay for the WEC not Ofwat.
 - Ofwat will provide much of the day-to-day engagement for the Delivery Body and to coordinate the activity of the Advisory Panel and the Independent Evaluation Partner
 - Ofwat will use its existing regulatory tool kit to work to provide oversight of the delivery of the WEC, as far as the water companies are concerned, not the contract.
 - The Delivery Body contract will incorporate the arrangements set out in this presentation e.g. the role of the Delivery Body, the role of Ofwat, the role of the Advisory panel and the role of the Independent Evaluation Partner.
- The client in terms of the contract will be the 16 water companies who will be responsible for the payment of the Delivery Body costs and any required contract enforcement.
 - Water companies will collect funds from customers through their bills on a monthly basis during Asset Management Period 8 (AMP8). AMP8 is the current five-year regulatory period for the water and wastewater industry in England and Wales which runs from 2025 – 2030. These funds will then be collected from water companies by our industry partner MOSL and will in turn be paid to the Delivery Body in a single invoice.
 - Ofwat will be the primary interface between the water companies and the Delivery Body to ensure there is a clear, single point of contact for content approvals. Over the summer, we will continue to work with the water companies to develop a process that will capture their input to the design and implementation of the WEC.
 - We continue to work closely with the water companies to develop the governance, legal, and financial arrangements in more detail. These arrangements will be reflected in the contract as key contractual processes.



Key contract terms

- ✓ The contract template reflects the service requirements that the Delivery Body will be required to deliver and has been tailored to the sector's requirements.
- ✓ We have also included those requirements that are necessary to meet the requirements of the water companies and Ofwat in terms of government policy.
- ✓ We do not require ownership of supplier pre-existing IPR, just the licence rights required to make new IPR operate in the future.
- ✓ We will expect suppliers to identify relevant KPI's to support service delivery as part of the bid process. These will be incorporated into the contract.
- ✓ We will include clear and fair caps on the supplier's liability under the contract.
- ✓ We will be collaborating with the water companies in the coming weeks to finalise the terms of the contract before it is issued as part of the ITT pack



Key milestones

Natasha De-Bique

Principal Head of Marketing

Overarching timing plan

| | June | July | August | Sept | Oct | Nov | Dec | |
|------------------------|---|-------------------------|--|----------------|------------------------------|-------|---|--|
| Procurement | | PSQ participation stage | Full ITT launched for suppliers who pass PSQ stage | | Evaluation, scoring, pitches | Award | | |
| Legal | | Meet the supplier event | Conversations with legal teams in water companies and Ofwat legal advisors | | | | Agree terms with winner | |
| Stakeholder engagement | Advisory Panel | | | Advisory Panel | | | Advisory Panel | |
| | Ongoing engagement with wider sector | | | | | | | |
| Campaign development | Ofwat campaign strategy development including water company summer pilots learnings | | | | | | Handover to Delivery Body (contract signed) | |
| | Insight sharing from water companies | | | | | | | |
| | Ofwat consumer research opportunities | | | | | | | |



Thank you

