



European
Benchmarking
Co-operation



**IB2017 Benchmarking Workshop
14-16 November 2018**

Stavros Niarchos Foundation Cultural Center
Leof. Andrea Siggrou 364, Kallithea 176 74 - Athens

Final Agenda *** subject to changes ***
Last Update: 5-11-2018

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IB2017 Benchmarking workshop

14 – 16 NOVEMBER | Stavros Niarchos Foundation Cultural Center | Athens

TURNING DATA TO SOLUTIONS

Improving water services with the power of performance data

The benchmarking workshop is an important milestone in the annual benchmarking process. It marks the point in the process where we tend to switch from assessment to improvement. The aim of the workshop is to start turning data into solutions to improve the water services with the power of performance data. Most important element in this, is the exchange of best practices, pitfalls and challenges we're facing in the sector. The workshop is a unique chance to discuss, network, and learn from almost 80 colleagues from pan European (waste) water utilities.

But it doesn't stop after the workshop. Let's agree on effective follow-up actions, continue discussing questions and challenges together and see if we can exchange best practices all year round. EBC is more than willing to assist utilities in the improvement process and facilitate the exchange of best practices, for instance through study visits or 'knowledge picnics'. Though this can only become a success with your help and input.

This also counts for the workshop in Athens, which will only be successful with the help of your enthusiasm, experiences and extensive knowledge as a network. Feel free to ask, challenge, share and discuss during this workshop. And remember, we can't stress this enough, that what might seem business as usual to you, could be very useful and innovative to another!



Peter Dane
Managing Director
EBC Foundation



1. Introduction

This document details the agenda and the sessions for EBC's IB2017 benchmarking workshop.

Workshop set-up

The workshop covers two days. On Thursday morning, five sessions are scheduled to discuss trends and tendencies based on the performance assessment of IB2017 and historical data. The objective of these sessions is to perform a last data quality check, understand the present situation/processes, identify good practices, determine improvement potential and look for common targets.

Starting Thursday afternoon, we gradually change our focus from numerical results and understanding performance gaps to how to deal with the identified improvement issues: what are (innovative) solutions, how to prepare improvement agendas and what should we do next to move forward on the topics.

Role of the moderators

The moderator for the break-out sessions on Thursday and Friday chairs the session, he/she: *(on Thursday morning)*

- introduces the theme, shows the performance and possible trends and tendencies in the long-term data;
- discusses the possibilities to set targets for the coming years;
- encourages discussions with the participants about explanatory factors, topics and good practices and pitfalls to learn from;
- summarises conclusions and desired follow-up actions, like documenting and disseminating good practices, establishing a Community of Practise, new research, organise company visits / exchanges, etc. by completing a Google form (link to the form will be provided by the workshop team) and assigning names/utilities to these follow up actions;
- shares the session summary with the plenary group on Friday morning (session 7.1).

(on Thursday afternoon and Friday)

The moderator for the sessions on Thursday afternoon and Friday chairs the session, he/she:

- introduces the speakers;
- encourages discussions with the participants;
- summarises conclusions and desired follow-up actions as mentioned above.

Role of the participants

We expect the participants to professionally prepare for the workshop by internally discussing the draft assessment results and determining priority issues for the utility before the workshop in your management team. Furthermore we expect workshop participants:

- to be willing to share experiences and best practices;
- to have an open mind for new ideas;
- enthusiasm!

How to use the agenda?

The sessions which are shown in the agenda overview are described in more detail in the section [Background information 2](#). The descriptions aim to explain where the sessions are about and to help you choosing the sessions which are relevant to you, so that you can use your time in the best possible way.

You can easily find the session description of your choice by clicking on the hyperlink in the agenda overview.

2. Agenda



Wednesday 14 November - 2018

All day

Arrival of Participants

21:00

Welcome Reception: St George Lycabettus - Kleomenous 2, Athens

Thursday 15 November - 2018

Room 1
Plenary

Room 2

Room 3

Room 4

Room 5
(Plenary)

08:30



Pick up from a location close to the hotels and transport to the venue

09:00 - 09:30

**Registration &
welcome coffee**

Venue: Stavros
Niarchos Foundation
Cultural Center
Leof. Andrea Siggrou
364, Kallithea 176 74

09:30 - 10:30

[1.1 Welcome &
setting the scene](#)
EYDAP & EBC

10:30 - 11:30

[2.1 Importance of \(Climate\) resilience - Recent experiences in Europe](#)
EBC

11:30 - 12:30

[3.2 Trends & tendencies](#)
DW

[3.3 Trends & tendencies](#)
WW

[3.4 Trends & tendencies](#)
Utility Management

[3.5 Benchmarking Helpdesk](#)
- Individual questions
- Assistance on grouping results
- Requests for peer contacts
- Methodological questions
- Questions about definitions
EBC/ABF

12:30 - 14:00

Group photo & lunch

14:00 - 15:00

[4.2 Analysis & target setting](#)
DW

[4.3 Analysis & target setting](#)
WW

[4.4 Assessment](#)
Selecting relevant PI's
PUB & EBC

[4.5 Resilience](#)
Security & resilience questionnaire
NSAC

15:00 - 15:30

Coffee

15:30 - 16:30

[5.2 Operational excellence](#)
Alarm signal management in the control room
hanseWasser Bremen

[5.3 Resilience - climate adaptation](#)
Super local WML
Rainproof Waternet

[5.4 Improvement](#)
Facilitating innovation and best practice exchanges
APE, Canal de Isabel II & EBC

[5.5 Benchmarking Helpdesk](#)
Continued assistance
EBC/ABF

16:30 - 17:30

[6.2 Operational excellence](#)

Smart Flow as a tool in a leakage reduction programme

Using state of the art IT technology in managing technological processes - *MPWiK Wroclaw*

[6.3 Resilience - stormwater management](#)

Urban stormwater solutions (tbc)
City of Oslo, Agency for Water and Wastewater Services

Combined sewer overflows - local conditions & practices
MPWiK Krakow

[6.4 Improvement](#)

Limburg case
WML

[6.5 Benchmarking Helpdesk](#)

Continued assistance
EBC/ABF

17:30



Return to a location close to the hotels

20:00 - 22:30

Workshop dinner & Benchmarking Co-ordinator of the Year Award

Venue: Ebdomos - Karagiorgi Servias 4, Athens

Friday 16 November - 2018

08:30



Pick up from a location close to the hotels and transport to the venue

09:00 - 09:45

[7.1 Conclusions & follow up day 1 \(Session moderators reporting back\) & Introduction Day 2](#)
EBC

09:45 - 10:30

[8.1 Update from
EurEau & Brussels](#)
EurEau

10:30 - 11:00

Coffee

11:00 - 12:00

[9.2 Operational
excellence](#)

Digital transformation
within a waterworks
company
MPWiK Wroclaw

Smart metering
Hamburg Wasser

[9.3 Sustainability](#)

EU funded innovation
in the field of
wastewater
EYDAP

[9.3 Regulation](#)

Preparing for
restructuring of the
water industry and
becoming subject to
regulation
PAEW

National regulation
about technical
quality - how
benchmarking can
help in collecting and
analysing data
SMAT S.p.A.

[9.5 Beyond financing:
what EIB can do for
your future projects](#)

EIB

12:00 - 13:00

Lunch

13:00 - 14:00

[10.2 Operational
excellence](#)

Engagement with
performance
Bristol Water

[10.3 Utility
management](#)

New Business goals to
meet challenges in an
expansive region
VA SYD

[10.4 Strategies](#)

Management of
sludge from
wastewater treatment
plants
Aquanet SA

[10.5 Benchmarking
platform](#)

Evaluation of the data
entry
ABF

14:00 - 14:30

[11.1 Summary of the workshop & follow up](#)
EBC

14:30 - 18:00



Site visit to Europe's largest WWTP (at the island of island of Psyttaleia)

18:00



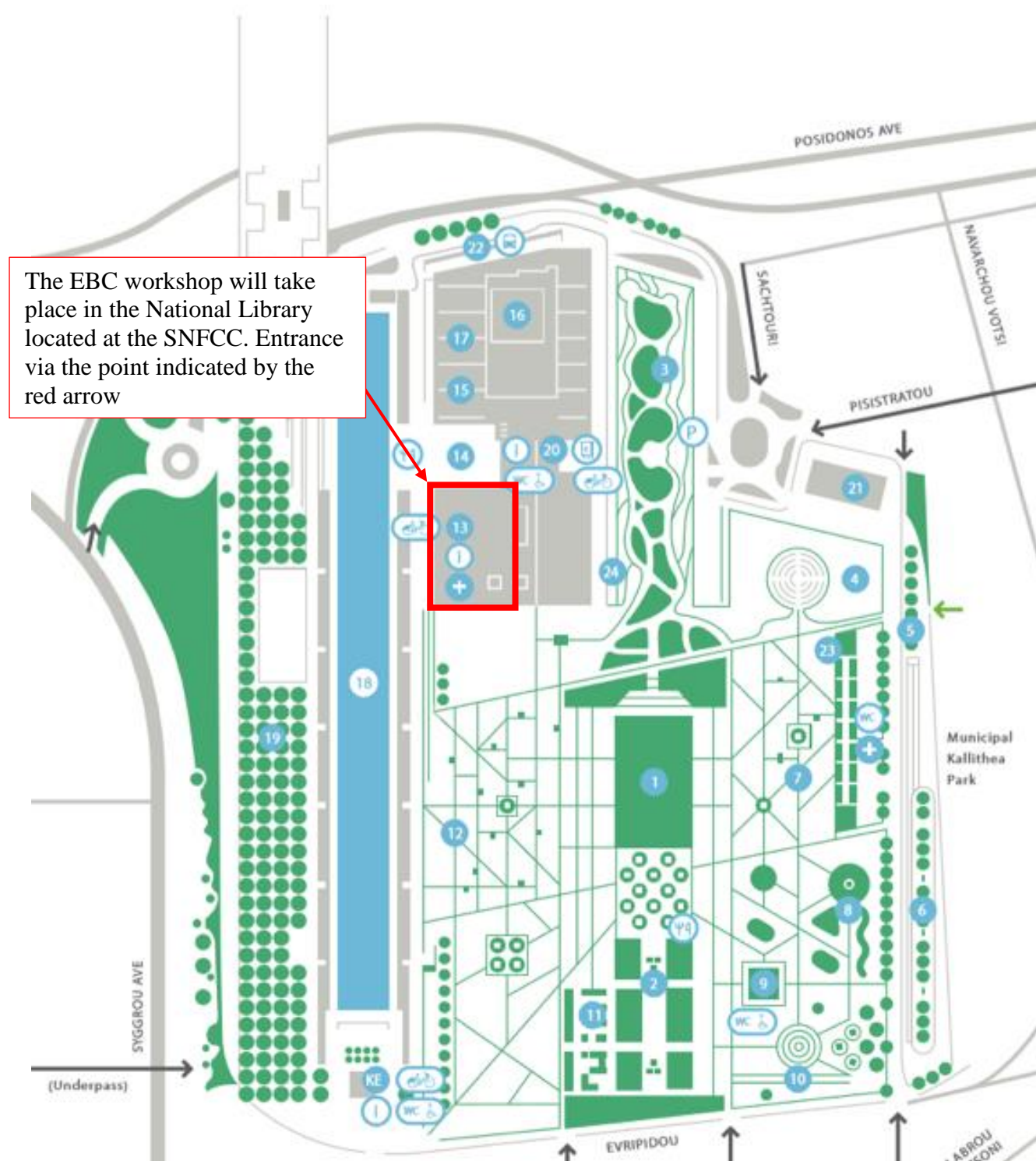
Return to a location close to the hotels

20:00

Informal dinner

Venue: Acropolis Museum - Dionysiou Areopagitou 15, Athens

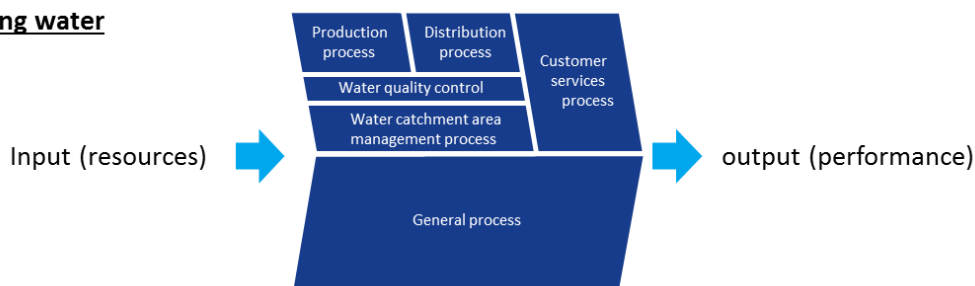
3. Map Stavros Niarchos Foundation Cultural Center



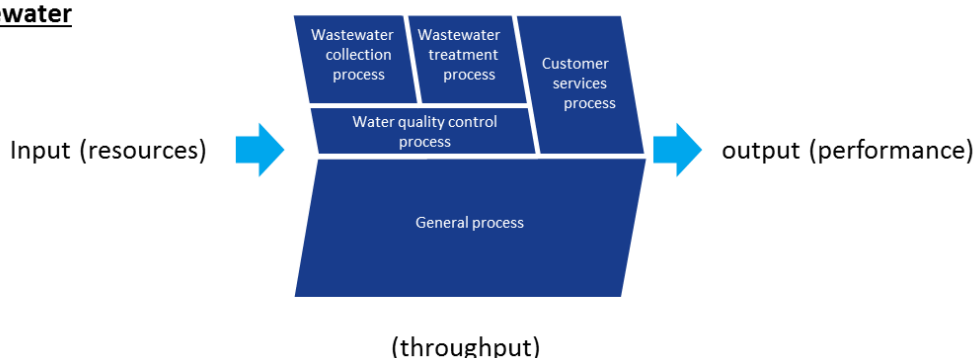
4. Background information 1 – EBC's process model

In the assessment stage, drinking water- and wastewater services are analysed. For both services we can define an input – throughput – output model:

Drinking water



Wastewater



The throughput is analysed according to a process model (advanced level). The process can even be further detailed into sub-processes for deeper analysis.

Input includes all necessary resources to deliver the service, like water resources, staff, energy, funding.

Throughput covers all activities to transfer the input into the desired output: from strategic planning, management and operations, investment projects, to asset management etcetera.

Output is measured along five performance areas:

- water quality
- reliability
- service quality
- sustainability
- finance & efficiency

5. Background information 2 – Benchmarking results & analyses sessions

The sessions on the performance assessment (Thursday morning session 3.2 - 3.4 and 4.2 - 4.3) will be slightly different than in previous years. Instead of going through the different performance areas (sustainability, reliability, asset management etc.) and checking the results, we have now gone through the 11 KPI's, which are presented in the executive summary of the company reports, in order to look for trends and tendencies.

Our objective for these sessions is threefold:

- Firstly, to perform a final check on data quality (Do the results seem right? Or are there still some possible outliers in the data?)
- Secondly, to look for best practices both in actual performance as well as improvement over time.
- Discuss if it is possible to define and set common targets for these KPI's.

The sessions on drinking water and wastewater will consist of 4 parts (spread over two blocks):

- First part of the session will focus on a final data check of the key performance indicators and get a better understanding of the performance of the participants.
- Second part of the session focusses on possible trends & tendencies in the data and compare the results of the present group with long term averages.
- Third part of the session focusses on those utilities who seem to perform particular well compared to their IB2017 peers.
- Fourth part of the session will focus on the possibility to set targets for the 11 Key performance indicators. Can we define common targets as a group and work together to reach them?


In order to prepare these sessions, we have made a pragmatic selection of performance indicators. We are aware of possible shortcomings of this selection as we know that the context can and will influence performance. One can always question which PI to use. Though even a pragmatic selection of PI's can already be helpful in finding best practices. Suggestions are more than welcome and we would like to ask you to share these. It is important to keep in mind that the results of the comparisons are not meant to be used as an absolute ranking rather than identifying good practices.


6. Background information 3 - Session descriptions


The session descriptions below help you to understand in more detail where the sessions are about, to better select the relevant sessions for yourself and to assist the session moderator in preparing the session.


If you have any remark or additional suggestion regarding the session prior to the workshop, please let us and/or the session moderator know!



Sessions Thursday 15 November


1.1 Opening & introduction		
Session description/objectives	Welcome by EYDAP and introductionthe hosting utility followed by an introduction by EBC’s managing director Peter Dane.	
Target group	All participants	
Available input		
Moderator	Peter Dane (EBC, NL)	
Back to agenda		


2.2		Importance of (Climate) Resilience Recent experiences in Europe		
Session description/objectives		During this interactive session several utilities will briefly share their experiences on how the daily business routines were affected by the extremes that occurred during last winter and summer.		
Target group		All participants		
Available input				
Moderator		Pol van den Bergen (Prisma & Associates, NL)		
Back to agenda				


3.2 Trends & Tendencies: DW Benchmarking results & analyses		
Session description/objectives	Discuss and look for trends and tendencies within the 11 KPI's used in the executive summary of the company report based on the performance assessment of IB2017 and historical data.	
Target group		
Available input	Draft reports	
Moderator	Frederik Looten (De Watergroep, BE)	
Back to agenda		


3.3 Trends & Tendencies: WW Benchmarking results & analyses		
Session description/objectives	Discuss and look for trends and tendencies within the 11 KPI's used in the executive summary of the company report based on the performance assessment of IB2017 and historical data.	
Target group		
Available input	Draft reports	
Moderator	Jeroen de Kort (ABF, NL)	
Back to agenda		

3.4 Trends & Tendencies: Utility management Benchmarking results & analyses  	
Session description/objectives	Discuss and look for trends and tendencies in the APGAR and WUVI score of participants based on the performance assessment of IB2017 and historical data.
Target group	
Available input	Draft reports
Moderator	Tom Bijkerk (EBC, NL)
Back to agenda	



3.5 Benchmarking Helpdesk: Assistance 	
Session description/objectives	1. Assistance on methodological issues and the platform 2. Requests for peer contacts
Target group	All participants
Available input	Draft company reports, exception reports, methodological reference guide
Moderator	Peter Geudens (EBC, NL)
Back to agenda	



4.2 Analysis & Target setting: DW 	
Session description/objectives	How can we further improve our utilities? By looking for improvement potential! During this session a first step will be made by analysing and using the 11 KPI's used in the executive summary in order to see if it is possible to define and set common goals.
Target group	All participants
Available input	Draft company reports
Moderator	Peter Geudens (EBC, NL)
Back to agenda	



4.3 Analysis & Target setting: WW 	
Session description/objectives	How can we further improve our utilities? By looking for improvement potential! During this session a first step will be made by analysing and using the 11 KPI's used in the executive summary in order to see if it is possible to define and set common goals.
Target group	All participants
Available input	Draft company reports
Moderator	Jeroen de Kort (ABF, NL)
Back to agenda	

4.4 Assessment: Selecting relevant PI's 	
Session description/objectives	<p>An enhanced performance indicator to better reflect "Inefficiency of use of water production" for utilities with varied treatment processes and water quality expectations</p> <p>As Singapore has limited natural water resources, PUB Singapore has put in place a diversified supply system, leveraging on advanced technologies such as water recycling and desalination to augment supply. With rising expectations in water quality, PUB Singapore has also introduced additional treatment</p>



	<p>processes, such as ozone disinfection and biological activated carbon filtration, to further enhance water quality. These advanced treatment technologies and additional treatment processes have inherent production losses as per design, which should be accounted for in the "inefficiency of use of water production" so that the performance indicator can better reflect the performance of utilities with varied treatment processes and water quality expectations.</p> <p>PUB Singapore would like to share on (i) the diversified supply system that it has put in place, including the inherent production losses; (ii) propose for discussion with fellow utilities an enhanced performance indicator methodology to account for advanced treatment technologies and additional treatment processes to better reflect the performance of utilities with varied treatment processes and water quality expectations.</p>
Target group	Benchmarking specialists and managers of water treatment plant
Available input	Presentation by PUB
Moderator	Peter Dane (EBC, NL)
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4.5		Resilience: Security & resilience questionnaire		
Session description/objectives		Security & Resilience are two important emerging topics. Should we add questions related to this topic to the EBC benchmark? And if so which type of questions should be included? A Security questionnaire based on the Universal Security Management Systems Standard 2017 and a Resilience questionnaire based on the European Resilience Management Guidelines will form the basis for this discussion.		
Target group		Resilience & Security specialists		
Available input		A Security questionnaire based on the Universal Security Management Systems Standard 2017 and a Resilience questionnaire based on the European Resilience Management Guidelines		
Moderator		Marcel Spit (NSAC, NL)		
Back to agenda				


5.2		Operational Excellence: Alarm signal management in the control room			
Session description/objectives		The control room is a workplace with special requirements. The amount of failure indications accumulating in the control room per day is rising continuously. This trend is due to further automation and digitalization as well as to the connection of new plants. We would like to present a current project with the objective of reducing the amount of failure indications so the control room staff will be disburdened.			
Target group		Water- and wastewater utilities operating a control room			
Available input		Presentation by hanseWasser Bremen			
Moderator		José Pelegrín (Emasesa, ES)			
Back to agenda					

5.3	Resilience – Climate adaptation: Impact and possibilities of climate adaptation measures on drinking-, waste, and water management systems: Studies and best practices Rainproof	 
Session	The presentation will include a research conducted in 2017 which highlighted	


description/objectives	<p>the potential risks and impacts of decentralised climate adaptation measures for the drinking water infrastructure. The second part of the presentation will include a best practice example: the closed watercycle SUPERLOCAL. Which is, in summary, an innovative collective decentralised water system including climate adaptation measures, circular water flows (rainwater > drinking water > grey water > wash water > black water > energy and fertilizers etc.) and activities to influence public behaviour and understanding of the water system.</p> <p>Climate change affects everyone. For example by more chance for droughts, floodings, heat waves and heavy showers. How do we prepare for such future events?</p> <p>In this workshop, Waternet shows two methods we use in parallel for climate adaptation: A risk analysis for our own assets, and a network approach for influencing our relevant surrounding.</p>
Target group	Managers, strategists, experts in the field of drinking-, waste-, and water management, etc
Available input	www.superlocal.eu
Moderator	Mariano Blanco (FCC, ES)
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5.4 Improvement: Facilitating innovation and best practice exchanges		 
Session description/objectives	<p>EBC is looking into possibilities to better facilitate the exchange of innovation and best practices within the EBC network. During this session several options and its potential for innovation and best practice sharing will be discussed. APE will give a short presentation about their Water Erasmus programme (which intends to establish a learning network of water experts by promoting short-term staff exchanges among APE operators) and the first experiences related to this programme. Canal de Isabel II will present Canal Start up which is a meeting point to entrepreneurial workers from Canal de Isabel II who want to develop innovative projects related to water sector.</p>	
Target group	All participants	
Available input	Presentation APE, Presentation Canal de Isabel II	
Moderator	Milo Fiasconaro (APE, BE) & Tom Bijkerk (EBC, NL)	
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5.5		Benchmarking Helpdesk: Assistance	
Session description/objectives	1. Assistance on methodological issues and the platform 2. Requests for peer contacts		
Target group	All participants		
Available input	Draft company reports, exception reports, methodological reference guide		
Moderator	Peter Geudens (EBC,NL) & Jeroen de Kort (ABF, NL)		
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6.2	Operational excellence: Smart flow as a tool in a leakage reduction programme Using state of the art IT technology in managing technological processes	
Session description/objectives	<p>MPWiK will present their way towards establishing the leakage reduction programme. They will give a brief presentation about the dedicated IT application SmartFlow as a useful tool in leakage management and water losses reduction programme. During the session the following subjects will be addressed:</p>	

	<ul style="list-style-type: none"> - Benchmarking as a starting point for leakage reduction programme; - Implementation of IWA methodology to the specific water network conditions; - Creation of district metered areas; - Establishing a set of key performance indicators regarding water losses; - Partnership and cooperation with municipal and private sector to develop a required tools for water losses monitoring; <p><i>Development and implementation of the dedicated IT application SmartFlow.</i></p> <p>MPWiK S.A. will present a research project: the application state of the art IT technologies to optimize the operation of the installation in terms of its effectiveness. The project assume to implement prediction algorithms prepared for rotating machines for a thermal machine - a sludge dryer installation.</p> <p>The correlation between technical condition of technological equipment and the energy efficiency of the installation.</p> <p>Challenges for maintenance services: assets management based on prevention and prediction.</p> <p>How to use: Industrial Internet of Things, Industry 4.0.</p> <p>The use of predictive algorithms to increase the reliability of the installation. The application of predictive algorithms for solving technical problems and optimization of technological processes.</p>
Target group	All utility managers and board of directors responsible for leakage management and leakage reduction programme
Available input	Presentations by MPWiK Wroclaw
Moderator	Tomasz Konieczny (MPWiK Wroclaw, PL)
Back to agenda	


6.3	Resilience – Storm water management Urban Floods: “What would happen in Oslo if the "Copenhagen 2011 rain" hit the city” Combined Sewer overflows – local conditions & practices 
Session description/objectives	<p>Many cities around the world experience more extreme urban floods as a result of urbanisation and climate changes. On the other side, there is a lot of the old and new knowledge about how we can avoid damage. So why is the society not prepared for extreme rain? What is motivation for the community to make a real action for the development of resilience cities?</p> <p>The Agency for Water and Wastewater in the city of Oslo will share their experiences with planning for urban floods. The main focus will be on risk management. Additionally, some project examples for resilient stormwater management in Oslo will be presented.</p> <p>MPWiK Kraków (Poland) will present and share their experiences on combined sewers overflows management</p> <p>During the session the following points/questions will be addressed:</p> <ul style="list-style-type: none"> • Local regulations for CSO’s • Krakow sewage system with 43 overflows • Compliance and environmental impact • Mathematical modelling • Overflow load treatment or reduction of capacity?

	<ul style="list-style-type: none"> Direction of European regulations – Urban Wastewater Treatment Directive evaluation - should it include CSO's regulations?
Target group	Specialist in stormwater management, urban planning and risk management Sewage and drainage system specialists, Management
Available input	Presentation by Julia Kvitsjøen Presentation by Piotr Ziętara & Bartosz Łuszczek (MPWiK Kraków)
Moderator	Jyrki Kaija (HSY, FI)
Back to agenda	


6.4		Improvement: Limburg Case - In depth analysis based on benchmark results to identify areas for improvement	 
Session description/objectives		The presentation will start with the internal benchmark process (how is data gathered and support created for the benchmark). Next an explanation will be given on the steps WML takes using the benchmark results to identify areas in which to improve. You cannot judge company results based only on the benchmark results. You need to dig deeper -> "in depth analysis".	
Target group		Benchmarking coordinators	
Available input		Presentation by WML	
Moderator		Denise Walboomers (WML, NL)	
Back to agenda			

6.5 Benchmarking Helpdesk: Assistance		
Session description/objectives	1. Assistance on methodological issues and the platform 2. Requests for peer contacts	
Target group	All participants	
Available input	Draft company reports, exception reports, methodological reference guide	
Moderator	Peter Geudens (EBC, NL) & Jeroen de Kort (ABF, NL)	
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Sessions Friday 16 November

7.1 The Benchmarking process: Conclusions day 1 & introduction day 2 	
Session description/objectives	Informing all participants about the results of Day 1. Moderators will briefly reflect on the conclusions/takeaways of their respective sessions.
Target group	All participants
Available input	Conclusions of the sessions from Day 1 (Google form)
Moderator	Peter Dane (EBC, NL) & Pol van den Bergen (Prisma & Associates, NL)
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8.1 Update from EurEau & Brussels 	
Session description/objectives	Klara Ramm, chair of the Committee on Economics and Legal Affairs within EurEau (EurEau is the European federation of national water services. Represent national drinking and waste water service providers from 29 countries, from both the private and the public sectors towards the European institutions) will be addressing the challenges for the water sector and expectations coming from "Brussels".
Target group	All participants
Available input	Presentation by Klara Ramm (EurEau)
Moderator	Peter Dane (EBC, NL)
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9.2 Operational Excellence: Digital transformation within a waterworks company MPWiK Wrocław Smart Metering – Hamburg Wasser 	
Session description/objectives	<p>MPWiK is one of the digital transformation leaders in Poland; during our presentation we will be showing you how we understand digital transformation and how we are using it as well as implementing the latest ITC technologies.</p> <ol style="list-style-type: none"> 1. The introduction is a general idea about digital transformation. What does digital transformation mean exactly? Is it only a buzz word or is it put into practice? 2. Following the general introduction, we will show you our ten years of experience which allowed us to be the current leaders in this field. 3. In the next part of the presentation, we will show how we used real time data to measure, manage and improve our processes; We started this project in 2012 and now we consider ourselves a data driven company. 4. At the end, we will present the benefits we achieved with assistance of IT systems. <p>HAMBURG WASSER (Germany) will present and share its first experiences on smart metering with LoRaWAN.</p> <p>During the session a discussion about the following points would be appreciated:</p> <ul style="list-style-type: none"> • Advantages and disadvantages of LoRaWAN and other broadcasting techniques • Target groups for smart metering (e.g. industrial, commercial, private customers) • Possible products/additional benefits for customers • Use Cases for broadcasting techniques in water supply and distribution besides metering

Target group	All participants
Available input	Presentation “Smart Metering” by Birgit Nehrwein (HAMBURG WASSER)
Moderator	Kay Möller (Aquabench, DE)
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9.3	Sustainability: EU funded innovation in the field of wastewater	
Session description/objectives	<p>Feedback from European funded projects, designed and implemented in various European countries and ready to provide eco-innovative and energy efficient solutions. Their scopes are:</p> <ul style="list-style-type: none">• Water reclamation and nutrients recovery from sewer mining• Energy efficiency in WWTPs, materials (eg. Phosphorus) recovery• Fast and direct quality control of catchments water. <p>During the session, the following points/questions will be addressed: Identify possible difficulties in the reject water treatment Investigate whether all operations of the waste water utility are fully compliant with the principles of circular economy and identify materials 'possible recovery.</p> <p>Investigate whether Compliance with the WFD (water framework directive) is enough or the use of robotic boats and sensors is more effective and direct in search of the physical or anthropogenic contaminating factors</p> <p>The positive impacts that stem from an on-line monitoring of catchments e.g. Reduce the level of treatment required for drinking water by reducing pollution risks to raw water through improved pollutant source tracking</p>	
Target group	Water and Waste Water Treatment Plants operators, catchment management	
Available input	Presentation by EYDAP	
Moderator	Jeroen de Kort (ABF, NL)	
Back to agenda		


9.4	Regulation: Experience to date in preparing for the planned restructuring of the water industry in Oman.  
Session description/objectives	<p>Italian case of the national regulation about technical quality and how the benchmarking participation can be useful to collect and analyse data - SMAT S.p.A</p> <p>The Public Authority for Electricity and Water (PAEW) will present its experience to date in preparing for the planned restructuring of the water industry in Oman.</p> <p>The benefits of introducing regulatory principles process across the following areas will be explored and how benchmarking can support these activities.</p> <p>Setting Levels of Service – Billing Functions, Reliability of Supply, Water Quality and Resilience.</p> <p>Regulatory Submissions– Regular Data Returns, Investment planning justification and incident reporting.</p> <p>Regulatory Interventions – Developing actions plans to respond to Regulatory recommendations</p> <p>Development of Regulatory Capability – Regulating private water suppliers and protecting customers</p> <p><i>SMAT will be:</i></p> <p>Sharing the experience of the technical regulation in Italy.</p> <p>Sharing as benchmarking can be useful to meet new regulatory requests.</p>
Target group	Regulatory Managers and decision makers.
Available input	Presentation by PAEW & Presentation by SMAT
Moderator	James Holman (Bristol Water, UK)
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9.5	Beyond financing: what EIB can do for your future projects  
Session description/objectives	<p>A short presentation about:</p> <ul style="list-style-type: none"> • EIB's new water sector lending orientation (released in December 2017), http://www.eib.org/en/infocentre/publications/all/eib-water-sector-lending-orientation.htm?f=search&media=search • our increased scrutiny with regard to climate adaptation and sustainability, and • our advisory hub with some concrete results of joint project development.
Target group	Senior management
Available input	Presentation by Marco Beros - EIB
Moderator	Marco Beros - EIB
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10.2	Operational excellence: Engagement with performance 
Session description/objectives	<p>In the past, “customer engagement” for water companies mostly was limited to bill payments and reports or complaints about service failures. Customers now have higher expectations for engagement with the companies which provide them with products and services, including water. Water companies need to find new ways to engage with customers and stakeholders to explain</p>


	<p>and understand the context behind their company's performance. New technologies and techniques for interacting with performance data and information are creating great opportunities for improving customer engagement.</p> <p>This session aims to discuss</p> <ul style="list-style-type: none"> • The importance of customer and stakeholder engagement on performance; • Methods and techniques of engaging with customers and stakeholders on performance; and • Methods and techniques of presenting performance information.
Target group	Management, communications, data and performance reporting and benchmarking staff
Available input	Presentation by Bristol Water with links to published materials and reports
Moderator	Rijk den Braver (PWN, NL)
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10.3		Utility management: New business goals to meet challenges in an expansive region			
Session description/objectives		The topic raises the question of the role of utilities in modern society and in meeting increasing expectations from customers. It aims to: <ol style="list-style-type: none">1. Introduce VA SYD and its newly established business goals as a way to tackle major challenges in the field of water and wastewater services2. Raise a discussion around finding synergies between utilities and applying circular economy and lean perspectives to leading an organisation within the water and wastewater industry3. Hear how other utilities go about taking on larger social responsibility and planning for the future			
Target group		All participants			
Available input		Presentation by VA SYD, SE			
Moderator		Pol van den Bergen (Prisma & Associates, NL)			
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10.4 Strategies: Management of sludge from wastewater treatment plants		
Session description/objectives	The purpose of the session is to present issues related to the sludge economy during the idea of sustainable development Present solutions and scenarios and variants of sludge management, experience as well as description of advantages and disadvantages of the analysed variants along with conclusions will be presented	
Target group	Operators of sewage treatment plants, Technologists, Environmental protection departments, Employees of Controlling departments and people who deal with the problem of sludge management on a daily basis	
Available input	Presentation by Aquanet SA	
Moderator	Piotr Syk (Aquanet SA, PL)	
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10.5	Benchmarking platform: Evaluation of the data entry	
Session description/objectives	Evaluation of the data entry and possibility to discuss suggestions for further improvement.	

Target group	All participants
Available input	Online platform: www.waterbenchmark.org
Moderator	Jeroen de Kort (ABF, NL)
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11.1 Wrap up & closure 	
Session description/objectives	Final wrap up & closure of the workshop. Summarising the conclusions, takeaways and follow up.
Target group	All participants
Available input	
Moderator	Peter Dane (EBC, NL) & Pol van den Bergen (Prisma & Associates, NL)
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7. List of participants

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	Name of delegate	Surname	Company	Country	Position
1	Nathan	Hellinck	Aquafin	Belgium	Manager Levenscyclusbeheer (Strategic Asset Management)
2	Frank	Delaere	NV Aquafin	Belgium	Operational processes coordinator
3	Jean-Guy	Baudoin	SWDE	Belgium	Head of GIS unit
4	Henri	Pecheur	SWDE	Belgium	Production director - East region
5	Frederic	Vin	VIVAQUA	Belgium	Reporting
6	Frederik	Looten	De Watergroep	Belgium	Director External Relations
7	Ivan	Ivanov	BWA	Bulgaria	President
8	Miroslav	Mitkov	BWA	Bulgaria	HUB Coordinator
9	Milo	Fiasconaro	Aqua Publica Europea	EU	Director
10	Jyrki	Kaija	Helsinki Region Environmental Services Authority	Finland	Head of Economy and Management Unit, Water Services
11	Ossi	Ylpekkä	Helsinki Region Environmental Services Authority HSY	Finland	Financial Planning Coordinator
12	Anders	Öström	Turun Vesihuolto Oy	Finland	Customer Service Manager
13	Kay	Möller	aquabench	Germany	Project Coordinator
14	Birgit	Nehrwein	HAMBURG WASSER	Germany	Project Manager
15	Phillip	Fricke	HAMBURG WASSER	Germany	Controlling
16	Henning	Schonlau	Hamburg Wasser	Germany	Head of net planning drinking water
17	Uta	Kirschling	hanseWasser Bremen GmbH	Germany	Controller
18	Friederike	Löser	hanseWasser Bremen GmbH	Germany	planning of sewer rehabilitation associate
19	Florian Krischan	Müller	hanseWasser Bremen GmbH	Germany	plant engineer
20	Lina Marie	Gerdes	hanseWasser Bremen GmbH	Germany	project controlling associate
21	STELIOS	SAMIOS	EYDAP SA	Greece	HEAD OF R&D DEPARTMENT
22	Katerina	Konstantopoulou	EYDAP SA	Greece	Deputy Director of Coordination and Control

23	AIKATERINI	SARGIOTI	EYDAP SA	Greece	HEAD OF ORGANIZATIONAL AFFAIRS DEPARTMENT
24	Anita	Papachristopoulou	EYDAP SA	Greece	Head of International Relations
25	MARGARITA	GKAMALETSSOU	EYDAP SA	Greece	Director communications and corporate affairs department
26	Roberta	Sciolotto	S.M.A.T. S.p.A. - Società Metropolitana Torino S.p.A.	ITALY	Planning and financial control group manager
27	Eleonora	Calandrino	S.M.A.T. S.p.A. - Società Metropolitana Torino S.p.A.	ITALY	Planning office group official
28	Marco	Beros	European Investment Bank	Luxembourg	Lead Engineer
29	Julia	Kvitsjøen	City of Oslo, Agency for Water and Wastewater Services	Norway	Chief engineer/PhD-student
30	Oivind	Ryenbakken	City of Oslo, Agency for Water and Wastewater Services	Norway	Senior Executive Officer
31	Saqr	SH. Al-blushi	Public Authority for Electricity & Water	Oman	Section Head Statistics
32	Meera Sultan	Al Abri	Public Authority for Electricity & Water	Oman	Sr. Project Engineer
33	Fayezah	Mohammed Sadiq	Public Authority for Electricity & Water	Oman	General Manager Strategy and Policy
34	Piotr	Zietara	Municipal Water and Sewerage Company PLC	Poland	President
35	Tadeusz	Bochnia	Municipal Water and Sewerage Company PLC	Poland	Director of Water Department
36	Bartosz	Luszczek	Municipal Water and Sewerage Company PLC	Poland	Director of Technology and Analysis
37	Tomasz	Konieczny	MPWiK S.A. we Wrocławiu	Poland	Director of R&D and Investment Division
38	Jerzy	Zarówny	MPWiK S.A we Wrocławiu	Poland	Manager of Maintenance Department
39	Piotr	Słomianny	MPWiK S.A we Wrocławiu	Poland	CFO/CIO
40	Witold	Ziomek	MPWiK S.A we Wrocławiu	Poland	CEO
41	Piotr	Syk	Aquanet SA	Poland	Senior Controlling Specialist
42	Tymoteusz	Pielach	Aquanet SA	Poland	Service Facility Manager
43	Mariusz	Krawczyk	Aquanet SA	Poland	Main Settlement Specialist
44	Magdalena	Sińska-Janiak	Aquanet SA	Poland	Main Settlement Specialist
45	Justyna	Prokopiuk	MPWiK w Warszawie	Poland	Director of the planning and supervision department
46	Joanna	Rayska	MPWiK w Warszawie	Poland	Deputy manager of the Sewage System Department

47	Anna	Olejniak	MPWiK w Warszawie	Poland	Deputy director of the water division
48	Jaroslawa	Kowalik	MPWiK w Warszawie	Poland	Deputy Manager of the Security Department
49	Klara	Ramm	EurEau/IGWP	Poland	Chair of the Committee on Economics and Legal Affairs
50	Kenneth	Chua	PUB	Singapore	General Manager
51	David	Peral	Canal de Isabel II	Spain	Strategic Planning and Development senior advisor
52	JOSE MARIA	MOLINA PELEGRIN	EMASESA	Spain	CHIEF INTERNAL AUDIT
53	Mariano	Blanco	FCC Aqualia	Spain	Head of International Tenders
54	Fernando	Arlandis	Canal de Isabel II	Spain	Strategic Planning and Development Deputy Director
55	Fedja	Rustempasic	Sydvatten AB	Sweden	Deputy Security Officer
56	Tsvetana	Stoyanova	VA SYD	Sweden	Business Controller
57	Andreas	Lagerblad	VA SYD	Sweden	
58	Joel	Olthed	VA SYD	Sweden	
59	Rijk	den Braver	PWN	The Netherlands	Financial Controller
60	Diederik	van Duuren	Waterleiding Maatschappij Limburg	The Netherlands	Strategy & Innovation Advisor
61	Denise	Walboomers	Waterleiding Maatschappij Limburg	The Netherlands	Business controller
62	Jean-Pierre	van Wissem	Waterleiding Maatschappij Limburg	The Netherlands	Benchmark coordinator
63	Linda	Riemer	Waternet	The Netherlands	Policy Advisor
64	Jorik	Chen	Waternet	The Netherlands	Policy Advisor
65	Tom	Bijkerk	EBC	The Netherlands	Project Coordinator
66	Peter	Dane	EBC	The Netherlands	Managing director
67	Marcel	Spit	NSAC	The Netherlands	Security expert
68	Jeroen	De Kort	ABF	The	CEO

				Netherlands	
69	Pol	van den Bergen	EBC	The Netherlands	EBC advisor
70	Peter	Geudens	EBC/Vewin	The Netherlands	Policy advisor / Methodological expert
71	Harriet	Cutts	Bristol Water	United Kingdom	Regulatory Economist
72	James	Holman	Bristol Water	United Kingdom	Head of Economic Regulation
73	Alex	Smethurst	Bristol Water	United Kingdom	Regulatory Policy Advisor
74	Gregory	Hider	Charleston Water System	United States of America	Asst. Director of Environmental Resources
75	Earl	DuPriest	Charleston Water System	United States of America	Asset Management Program Manager



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