



Mid-Year Performance Report 2021/22

December 2021

bristolwater.co.uk



Contents

Introduction	4
Executive Summary	4
Chief Executive Officer's Update	13
Board statement on data and transparency.....	15
Bristol Water Challenge Panel Statement.....	16
Excellent Customer Experiences	18
Customer measure of experience (C-MeX)	19
Developer services measure of experience (D-MeX).....	20
Priority services for customers in vulnerable circumstances.....	22
Percentage of customers in water poverty.....	27
Value for Money.....	31
Percentage of satisfied vulnerable customers.....	33
Void properties	34
Total customer complaints.....	36
Safe and Reliable Supply of Water	39
Water quality compliance	40
Water supply interruptions.....	41
Mains repairs.....	44
Unplanned outage	46
Risk of severe restrictions in a drought	47
Customer contacts about water quality – appearance	49
Customer contacts about water quality – taste and smell	50
Properties at risk of receiving low pressure.....	52
Turbidity performance at treatment works.....	54
Unplanned maintenance – non-infrastructure	55
Glastonbury Street network resilience.....	56
Local Community and Environmental Resilience	58
Leakage.....	59



Per capita consumption (PCC)	62
Meter penetration	67
Raw water quality of sources	69
Biodiversity Index	72
Waste disposal compliance	75
Water Industry National Environment Programme compliance	77
Delivery of Water Industry National Environment Programme requirements	78
Local community satisfaction	79
Abstraction incentive mechanism (AIM)	82
Appendix 1 - Greenhouse Gas Emissions and Climate Change	84
Appendix 2 - Vulnerability Action Plan	89
Appendix 3 - Systems Thinking Action Plan	101



Introduction

Executive Summary

Our social purpose is to have a positive impact on the lives of our customers, our communities, our colleagues and on the environment beyond the delivery of pure and reliable water. As part of this we aim to be a leading performer across the service areas that matter most to customers. Our leakage performance is therefore particularly pleasing. We continue to deliver industry-leading levels of leakage. Last year we recorded the lowest level of leakage we have ever achieved and we are on track to deliver an even lower level of leakage by the end of 2021/22. Last year's supply interruption performance was disappointing due to a number of exceptional incidents. Our teams have done an exceptional job, supported by a resilient supply system and our smart network monitoring, to deliver supply interruptions c.50% below a very stretching target in the first six months of the year. This strong performance, together with our process of seeking and responding to customer needs and



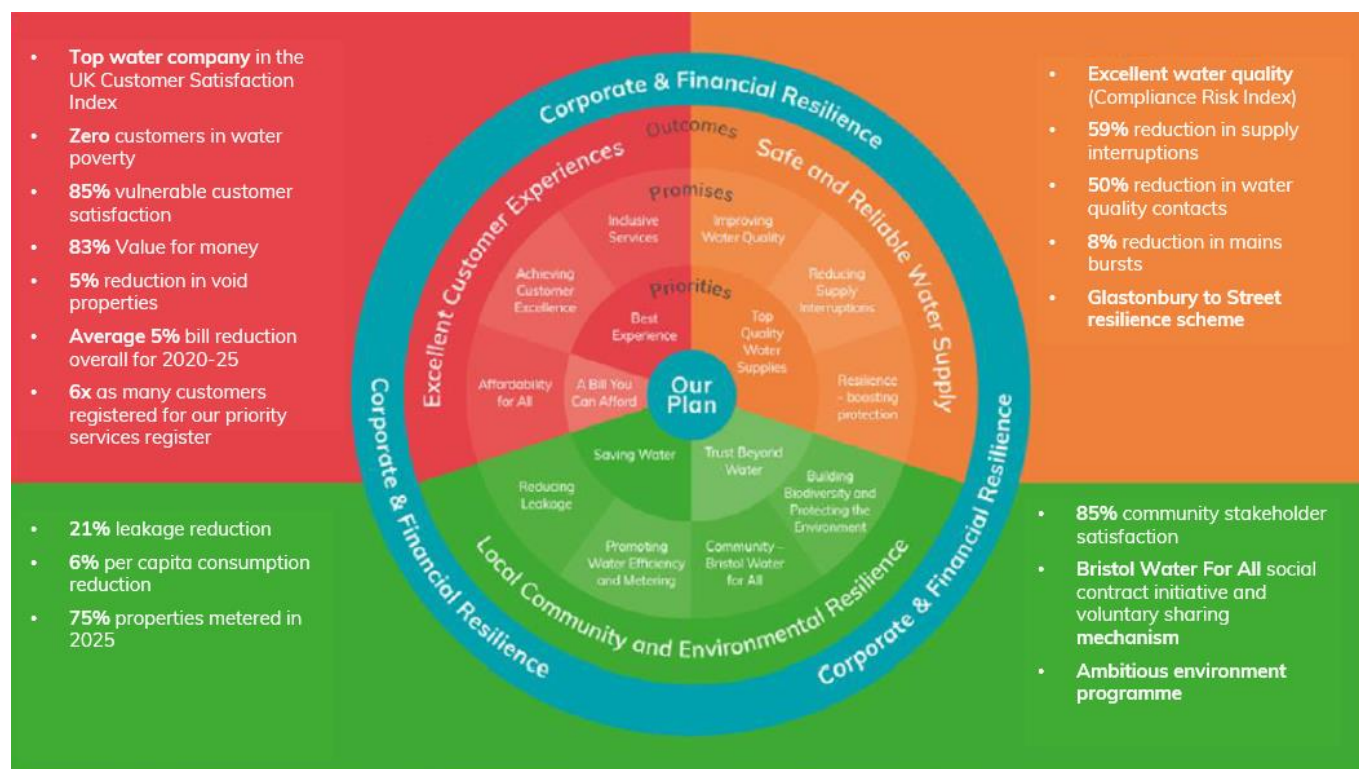
feedback means, we are substantially reducing the number of customer complaints by over 50% since 2020.

As part of our business plan commitments, we promised to publish an update on our performance every six months (including as part of a mid-year review) and present our findings to the independent Bristol Water Challenge Panel. We also promised to include progress on our systems thinking and vulnerability action plans, as well as on our social contract community initiatives.

Transparency is important to us, and together with input from the Bristol Water's Challenge Panel, we constantly try to improve our approach to the presentation of our performance.

This mid-year report is an example of our commitment to being as open and transparent with our customers and stakeholders as is possible. It is based on the performance commitments that will help us deliver our customers' priorities. It provides a focus in advance of year-end reporting and is the best time to use comparators to other companies that should be part of a systems thinking approach. Apart from anything else, reporting on performance before the year has ended allows us to explain what is happening, and what we are doing about it. This document therefore provides an update on Bristol Water's performance on the three customer-facing outcomes identified in our business plan as aligned to our customers' priorities, as well as their contribution to our corporate resilience. It provides a forward-looking assessment of whether we are on track to meet the targets we have set ourselves for the performance commitments in 2021/22 associated with each outcome. It is important that customers can find out how we are performing against our targets. Highlights of some of these performance commitments and the promises we have made to our customers are summarised in the graphic below.

This report also considers two fundamental drivers that may impact our performance: climate change and our approach to resilience in the round. This approach ensures that our engagement plans for the year and beyond are reviewed and updated and provides time for dialogue with interested stakeholders. Our year-end reporting meanwhile provides the more formal reporting of the previous year and the opportunity to describe the outcome of the discussion based on the mid-year review. Comprehensive information for our fourth outcome (corporate and financial resilience) is published through our separate social contract benefit and transparency report and as part of our year-end updates, which we publish in July every year.



Our mid-year reporting is based on year-to-date performance to the end of September 2021, and we include a forecast of whether we will meet our 2021/22 targets for the full year, based on our performance to date and our expected performance levels over the second half of the year. We have provided a short explanation for our performance against each performance commitment, as well as insights into our plans for future years. Where relevant, we have set our 2020-25 targets within the context of our longer-term ambitions.¹

Some of these performance commitments are common to all other water supply companies (in England and Wales) and some are unique to Bristol Water. Where comparisons exist, provided most often through the Discover Water website and in company Annual Performance Reports, we have framed our performance in the context of the rest of the industry.² Comparative performance is considered using the latest set of data available (2019/20 and 2020/21). It is not possible to consider our comparative performance against 2021/22 data because this data has not yet been published.

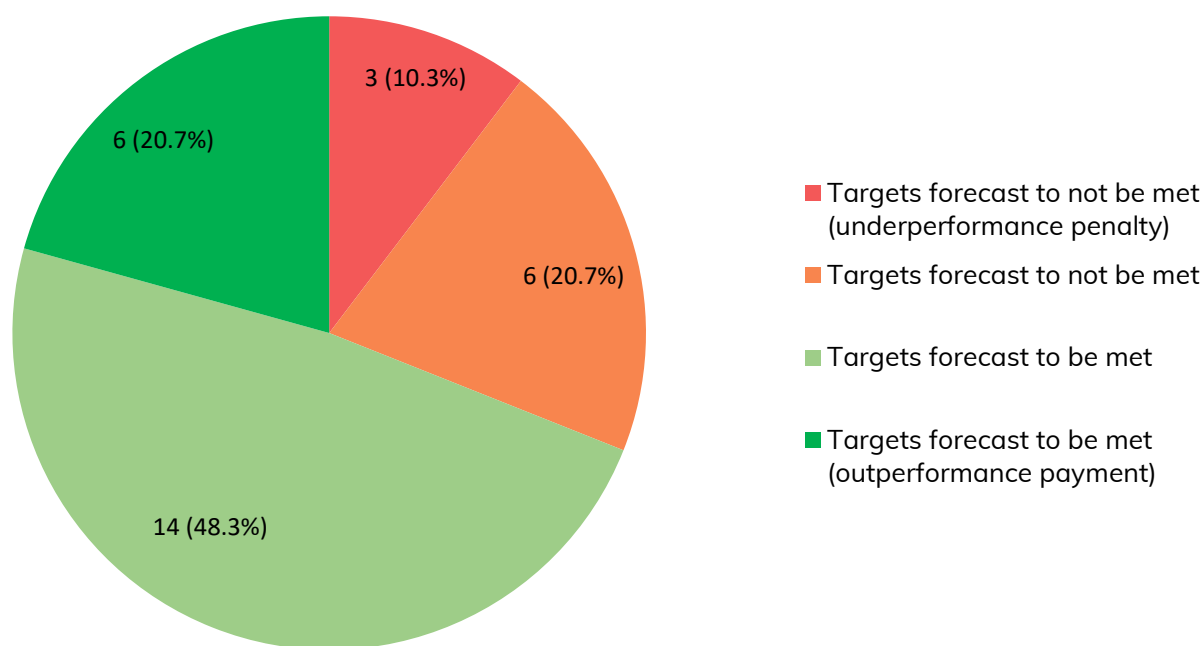
Based on our performance to date we forecast to meet at least 69% of our performance commitments and to miss 31% of our performance commitments.

¹ Bristol Water...Clearly

² Discover Water is an online dashboard designed to provide clear and trustworthy information for customers about water companies in England and Wales – www.discoverwater.co.uk



2021/22 Mid-Year Performance - Target Forecasts



The table below summarises our performance to date.³

Key	
	On target and a financial outperformance payment is likely to be due
	On target
	Potential for year-end target to be missed
	Potential for year-end target to be missed, which would incur a financial underperformance penalty (which will result in lower customer bills)

³ As no targets exist and performance instead for C-MeX and D-MeX depends on industry relative rankings, which will not be known until all companies have published their Annual Performance Report 2021/22, we have included our own ambitions as targets



MID-YEAR PERFORMANCE REPORT 2021/22

Outcome – Excellent Customer Experiences		Bristol Water Historical Performance					2020/21 Industry Performance				Bristol Water 2021/22 Performance		
Performance Commitment	Unit	2017/18	2018/19	2019/20	2020/21	Trend	Lower Quartile	Average	Upper Quartile	Bristol Water's Position	Mid-Year Actual ⁴	End-Year Target	On track?
Customer Experience (C-MeX)	C-MeX score	N/A	N/A	81.22	83.31	↑	80.70	82.35 ⁵	83.59	Middle of the pack	83.06 (4 th)	Top 5 ⁶	Yes
Developer Experience (D-MeX)	D-MeX score	N/A	N/A	84.92	86.81	↑	79.85	85.88 ⁷	88.44	Middle of the pack	83.67 (10 th)	Top 5 ⁸	No
Priority Services Register (PSR)	% households registered on the PSR	0.8	0.8	1.5	2.6	↑	2.6	4.1	4.7	Behind others	3.1	4.1	No
Water poverty	% households in water poverty	0	0	0	1	↑					N/A	0	Yes
Value for money	% customers surveyed (CCW proxy survey)	69 (77)	68 (75)	75 (80)	83 (84)	↑	73	76	80	Leading	N/A	81	Yes
Satisfied vulnerable customers	% customers surveyed	N/A	N/A	N/A	82	N/A					N/A	85	Yes
Void properties	% household properties	2.06	2.26	2.54	1.80	↓	4.32	3.09	1.96	Ahead of others	1.81	1.90	Yes
Total customer complaints	Household complaints per 10,000 connections	N/A	N/A	73.4	58.9	↓	135.7	84.9	60.4	Ahead of others	15.3	60.4	Yes

⁴ Mid-year actuals for water poverty, value for money and satisfied vulnerable customers not available because these performance commitments are assessed using annual data.

⁵ For C-MeX the 'average' is shown as the median score, as outperformance and underperformance payments will be relative to the median score each year

⁶ As C-MeX performance depends on industry rankings, which will not be known until all companies have published their C-MeX scores, we have set ourselves this target

⁷ For D-MeX the 'average' is shown as the median score, as outperformance and underperformance payments will be relative to the median score each year

⁸ As D-MeX performance depends on industry rankings, which will not be known until all companies have published their D-MeX scores, we have set ourselves this target



MID-YEAR PERFORMANCE REPORT 2021/22

Outcome – Safe and Reliable Supply of Water		Bristol Water Historical Performance					2020/21 Industry Performance				Bristol Water 2021/22 Performance		
Performance Commitment	Unit	2017/18	2018/19	2019/20	2020/21	Trend	Lower Quartile	Average	Upper Quartile	Bristol Water's Position	Mid-Year Actual	End-Year Target	On track?
Water quality compliance	Compliance Risk Index (CRI) score	0.03	0.75	2.31	3.02	↑	2.58	2.41	1.53	Behind others	2.93	0	No
Water Supply interruptions	Hours:minutes:seconds (HH:MM:SS) per property per year	1:15:59	0:15:01	0:09:17	0:30:17	↑	0:12:43	0:13:34	0:04:48	Behind others	0:01:34	0:06:08	Yes
Mains repairs	No. of repairs per 1,000km of mains	178.6	156.5	115.5	154.2	↑	155.8	144.9	122.0	Middle of the pack	46.4	136.5	Yes
Unplanned outage	% of peak week production capacity	1.50	0.40	0.72	0.20	↓	1.88	2.10	0.95	Leading	0.15	2.34	Yes
Risk of severe restrictions in a drought	% of population at risk	N/A	N/A	85.11	56.9	↓					N/A ⁹	29.8	No
Water quality contacts – appearance	Consumer contacts per 1,000 population (all contacts for comparison)	1.00	1.21 (1.69)	1.03 (1.46)	1.07 (1.46)	↔	1.50	1.27	1.04	Middle of the pack	0.92	0.73	No
Water quality contacts – taste and odour	Consumer contacts per 1,000 population	0.45	0.41	0.39	0.35	↓					0.22	0.36	Yes
Properties at risk of receiving low pressure	No. properties below low pressure ref level (per 10,000 connections for comparison)	65 (1.21)	61 (1.13)	57 (1.04)	57	↓	1.61	1.07	0.40	Middle of the pack	63	61	Yes

⁹ Mid-year actual for risk of severe restrictions in a drought not available because this performance commitments is assessed using annual data.



MID-YEAR PERFORMANCE REPORT 2021/22

Outcome – Safe and Reliable Supply of Water		Bristol Water Historical Performance					2020/21 Industry Performance				Bristol Water 2021/22 Performance		
Performance Commitment	Unit	2017/18	2018/19	2019/20	2020/21	Trend	Lower Quartile	Average	Upper Quartile	Bristol Water's Position	Mid-Year Actual	End-Year Target	On track?
Turbidity performance at Water Treatment Works (WTW)	No. WTW whose turbidity 95th percentile \geq 0.5 NTU	0	0	0	0	↔					0	0	Yes
Unplanned maintenance – non-infrastructure	No. maintenance jobs	3,279	2,913	3,327	3,134	↓					1,570	3,272	Yes
Glastonbury Street network resilience	No. months delay to deliver scheme	N/A	N/A	0	0	↔					0	0	Yes

Outcome – Local Community and Environmental Resilience		Bristol Water Historical Performance					2020/21 Industry Performance				Bristol Water 2021/22 Performance		
Performance Commitment	Unit	2017/18	2018/19	2019/20	2020/21	Trend	Lower Quartile	Average	Upper Quartile	Bristol Water's Position	Mid-Year Actual	End-Year Target	On track?
Leakage	Megalitres per day (in litres per property per day for comparison)	43.9 (81.9)	41.1 (76.0)	37.0 (67.8)	35.5 (64.8)	↓	120.6	103.5	87.0	Leading	33.7 (three-year average)	36.1 (three-year average)	Yes
Per Capita Consumption (PCC)	Litres per person per day	148.9	151.3	146.4	161.1	↑	165.1	154.6	146.7	Middle of the pack	156.2 (three-year average)	145.0 (three-year average)	No
Meter penetration	% household properties	52.67	55.97	58.98	60.26	↑					61.25	69.5	No



MID-YEAR PERFORMANCE REPORT 2021/22

Outcome – Local Community and Environmental Resilience		Bristol Water Historical Performance					2020/21 Industry Performance				Bristol Water 2021/22 Performance		
Performance Commitment	Unit	2017/18	2018/19	2019/20	2020/21	Trend	Lower Quartile	Average	Upper Quartile	Bristol Water's Position	Mid-Year Actual	End-Year Target	On track?
Raw water quality of sources	Kilograms of phosphorus loss reduction	N/A	N/A	0	155	↑					164	216	Yes
Biodiversity index	Biodiversity index score	17,657	17,668	17,670	17,670	↑					17,626	17,678	Yes
Waste disposal compliance	% compliant samples	98	98	98	98	↔					99	100	No
WINEP compliance	% WINEP schemes completed	N/A	N/A	100	100	↔					96	100	No
WINEP delivery	Text (either “met” or “not met” WINEP scheme)	N/A	N/A	N/A	met	N/A					met	met	met
Local community satisfaction	% stakeholders surveyed (CCW proxy survey)	N/A	N/A (8.12)	N/A (8.15)	88.2 (8.22)	N/A	7.76	7.93	8.15	Ahead of others	N/A ¹⁰	85.0	Yes
Abstraction Incentive Mechanism (AIM)	Megalitres (Ml) if AIM triggered	N/A	N/A	N/A	N/A (AIM not triggered)	N/A					N/A (AIM not triggered)	-186.1 (if AIM triggered)	Yes (AIM not triggered)

¹⁰ Mid-year actual for local community satisfaction not available because this performance commitment is assessed using annual data.

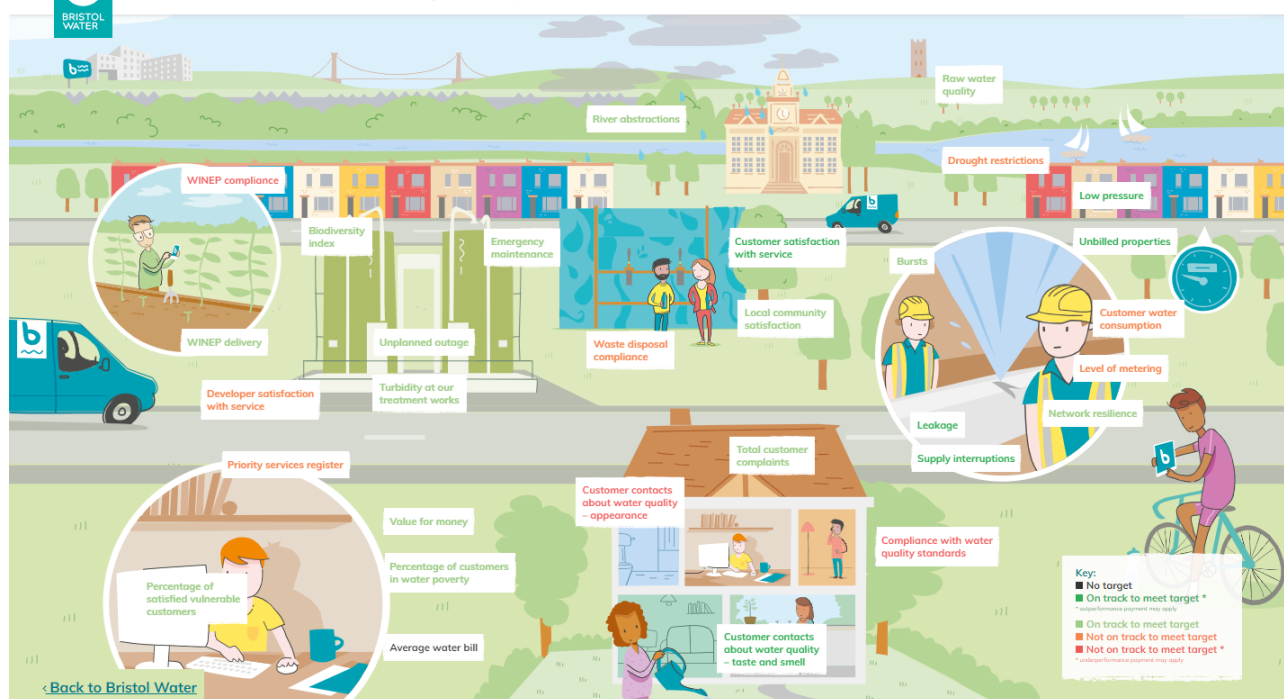


MID-YEAR PERFORMANCE REPORT 2021/22

We are committed to providing this information on our website to make it as accessible as possible. We regularly publish information on our performance to demonstrate to customers, stakeholders and our regulators that we are delivering the services expected of us. Our performance information can be found at <https://www.bristolwater.co.uk/aboutus/performance/>. Customers can also find further information on our mid-year interactive graphic at <https://www.bristolwater.co.uk/midyear-performance-2021-22>.



Bristol Water mid-year performance in 2021/22





Chief Executive Officer's Update

I am pleased to present Bristol Water's mid-year performance for 2021/22; we are committed to being as open and transparent as possible and providing an update on our operational performance during the year. Maintaining the trust of our customers and stakeholders is an important part of everything we do.

I am pleased to report at mid-year that we have again succeeded in reducing leakage from our network to a position that will again be our lowest level of leakage ever recorded, which we believe to be industry leading. This builds on the progress we achieved over the previous five-year reporting period.

Our supply interruptions performance is very encouraging and demonstrates that the operational improvements we have made over the last few years are producing real benefits to customers. When we do have a major incident, the great relationship we have with local authorities and local



resilience groups helps us to provide the best service we can, whilst maintaining customer trust and understanding.

I take personal pride in the improvement in our customer complaints performance; we are now one of the best performing companies in the industry. We empower our staff to secure good outcomes for our customers so that complaints can be resolved quickly and without needing to be escalated.

In addition, we continue to develop and implement a programme of improvements to operational efficiency and a number significant capital investment schemes that aim to reduce overall energy consumption. Most significantly, this includes a whole network automated pump scheduling and optimisation system to reduce the amount of energy we use to produce and move water to our customers. In July we published our routemap to net zero carbon by 2030 and further details about our plans can be found in the appendix of this report.

The COVID-19 pandemic has of course impacted Bristol Water, just as it has the rest of the world. Our per capita consumption and metering performance continues to be impacted. But throughout Bristol Water's long history there have been many crises to be overcome. We were set up because of the public health crisis caused by Cholera in the 1840s, with the ambition to provide a clean supply of water to everyone in Bristol. COVID-19 reminds us of the vital importance of a clean, reliable water supply to public health and wellbeing. Despite the challenges of the pandemic, we are focusing on the standards of services our customers rightfully expect. At the same time, we are conscious of the financial consequences that some of our customers continue to face and will continue to provide support to all with affordability challenges.

Despite these unprecedented times, I am delighted that we are starting to see real benefits as a result of our social contract initiatives. So far this year we have celebrated our 175th birthday with the publication of a new social history of Bristol Water. We were also delighted to host a visit from HRH the Duke of Gloucester, who visited us to learn about our history, thank our staff for their local community service during COVID-19, open our new staff water saving vegetable allotment, and to plant the first of 1,200 trees as our contribution to the Queen's Green Canopy.

Mel Karam

Chief Executive Officer
December 2021



Board statement on data and transparency

The Board of Bristol Water seeks to uphold the highest standards of transparency and openness in performing its functions and dealing with all of our stakeholders. A key aspect of this relates to our reporting of service delivery for our customers.

The Board of Bristol Water is accountable for the quality and transparency of the information we provide on our performance. This is important because most people in England and Wales cannot choose their water and wastewater supplier. It is therefore important for customers' trust and confidence in these vital public services that Bristol Water is accountable for the price and service we deliver.

The publication of the data and information included in this Mid-Year Performance Report has been overseen by the Board of Bristol Water. The data and information is fit for purpose and appears to be accurate and complete. The activities which the Board has carried out to allow it to make this statement include:

- The independent Bristol Water Challenge Panel (BWCP) continues to play an important role in providing a supportive challenge on our performance and customer engagement. One of our non-executive directors, Jim McAuliffe, provides direct access to the Board independent of management to ensure the importance of this role is reflected at Board discussions.
- The reviews on a regular basis of a summary performance report, which includes the identification of material risks and the actions taken to manage such risks;
- The final review on 26 November of our mid-year performance to date for 2021/22 (covering performance from April to September 2021 for reporting year Performance Commitments (PCs) and from January to September 2021 for calendar year PCs); and
- The approvals of the data and information to be included in the Mid-Year Performance Report and in the in the mid-year interactive performance graphic on our website.

On behalf of the Board of Bristol Water:

Mel Karam

Chief Executive Officer
December 2021

Bristol Water Challenge Panel Statement



The Independent Customer Challenge Group for Bristol Water is known as the Bristol Water Challenge Panel. One of the Challenge Panel's roles is to monitor, scrutinise, challenge and report on Bristol Water's performance against its 29 performance commitments (PCs) for 2020 to 2025 as defined Ofwat's Final Determination for the Price Review 2019.

It is important to emphasise that the Panel and all its members are independent from both Bristol Water and Ofwat. Although it relies on both organisations in order to carry out our functions, we are customers of Bristol Water, and our authority comes from water regulation in England and Wales. It scrutinises the work of Bristol Water on behalf of customers, and we ensure that customer research conducted by Bristol Water is sufficient, robust, and clear for the purposes of business planning and customer satisfaction.

The Challenge Panel places great importance on the need for Bristol Water to build and maintain trust with its customers by providing clear, high quality information on its service performance, on billing matters and on operational issues.

The Challenge Panel has reviewed and challenged Bristol Water's performance against its commitments from April to September 2021 for reporting year (2021/22) PCs and from January to September 2021 for calendar year (2021) PCs.

The Challenge Panel has received assurance from the company that its performance information for these periods is reliable and accurate. However, Bristol Water informed the Challenge Panel that the company's external information assurers have found that the reporting methodologies for a number of PCs require further improvement to minimise the risk of misreporting. The company has assured the Challenge Panel that it intends to address the external assurer's findings and recommendations by the end of the 2021/22 reporting year. The Challenge Panel will assess the outcomes when it reviews the company's final performance data for 2021/22 and it will report its findings in its 2022 Annual Report

The Challenge Panel is pleased that Bristol Water has produced an easily readable performance report, complemented by an interactive presentation found on its website that aids the understanding of this information by customers and other stakeholders. The company has also for the third consecutive year published an interactive presentation specifically on progress of its social contract initiatives.



The Challenge Panel notes that the Company is on track to achieve or exceed the targets for 20 of its 29 performance commitments. It is pleased to note that Bristol Water's performance against the majority of its customer experience, local community and environmental resilience PCs has been good to date and is forecast to continue in this way for the rest of the reporting year.

The ongoing focus on reducing leakage, customer complaints and on social tariff support for customers who find themselves in difficulty paying their water bills will be particularly welcomed by customers, especially those adversely affected by the ongoing COVID-19 pandemic. The Challenge Panel is pleased to see the company amending its Assist social tariff to support customers affected by the COVID-19 furlough scheme drawing to an end.

The Challenge Panel is disappointed that the Company forecasts that it will miss its targets for nine PCs this reporting year. COVID-19 has impacted performance in some of these areas, particular in meter penetration and household per capita consumption. The Panel has received briefings on these areas of performance from the company and is aware of its efforts to mitigate the impacts of the pandemic where it can. The company is also struggling to meet its target this year for the number of customers on its Priority Services Register, on water quality (on compliance and appearance contacts), and on fulfilling its WINEP obligations. The Challenge Panel scrutinises the underlying causes of underperformance and the company's plans to improve. It will continue to monitor progress and challenge and encourage Bristol Water to get back on track.

The Company has made good progress on its social contract initiatives, despite the pandemic, and its various programmes are starting to benefit its communities and the environment. The Challenge Panel welcomes this and will continue to assist Bristol Water with the design and implementation of a benefits framework so that customers can fully understand how the benefits are defined and measured.

The Challenge Panel thanks the Company for its openness and transparency throughout the year to date and for providing it with regular, timely briefings and presentations and sharing its thinking on how it intends to improve its operational performance and customer service.

On behalf of the Bristol Water Challenge Panel.

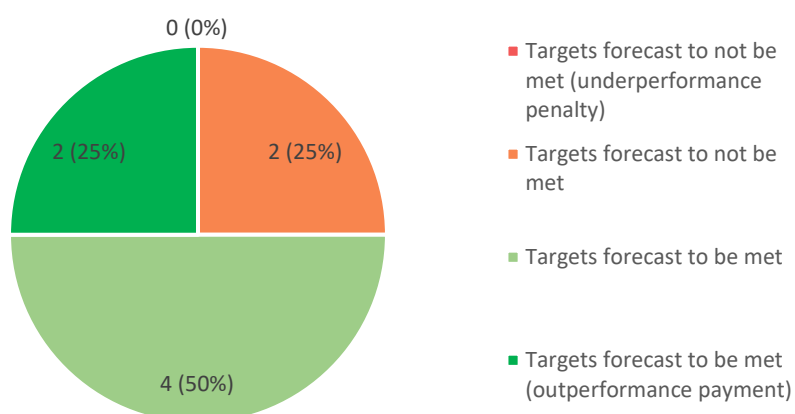
Mrs Peaches Golding OBE
Independent Chair
December 2021



Excellent Customer Experiences

We will transform our customer service to provide an excellent experience at every single interaction with you and your communities. We will provide services which are rated highly by our customers.

2021/22 Mid-Year Performance - Excellent Customer Experiences





Customer measure of experience (C-MeX)

Definition and Targets

The aim of this performance commitment is to ensure we improve the experience we provide to residential customers, by improving both the overall customer experience and our handling of contacts from customers. This is measured via the customer measure of experience (C-MeX). Our C-MeX score is calculated as the weighted average of customer satisfaction scores from customer service and customer experience surveys, with surveys undertaken in four 'waves' throughout the year.

In comparison to the majority of our other performance commitments, C-MeX does not have annual performance commitment levels (also known as targets). Performance each year will be relative as rankings will be determined based on industry performance across all 17 water companies in England and Wales, using the published C-MeX scores.

We have set ourselves our own ambition for each year. Our aim in 2021/22 is to deliver a level of service that results in a 'top 5' position in the industry. To understand our performance to date we have included within the table a baseline level of performance, taken from our level of service reported in 2019/20.

C-MeX score	2019/20 Baseline	2020/21	2021/22 Mid-Year	2021/22	2022/23	2023/24	2024/25	Long Term Ambition
Bristol Water Ambition		Top 5 industry ranking		Top 5 industry ranking	Top 5 industry ranking	Top 3 industry ranking	Top 3 industry ranking	Top 10 company in UKCSI
Performance	81.22 (8/17 industry ranking)	83.31 (6/17 industry ranking)	83.06 (4/17 industry ranking)					
On track to meet ambition?			Yes					

Performance

Our mid-year C-MeX score is based on waves one and two. Our ability to achieve our forecast for 2021/22 will be determined on our final C-MeX ranking (after waves three and four) leading to the publication of all C-MeX scores across the industry. C-MeX is split into a customer service survey and a perception survey; to date we achieved 3rd place on the customer service element and 6th on perception.

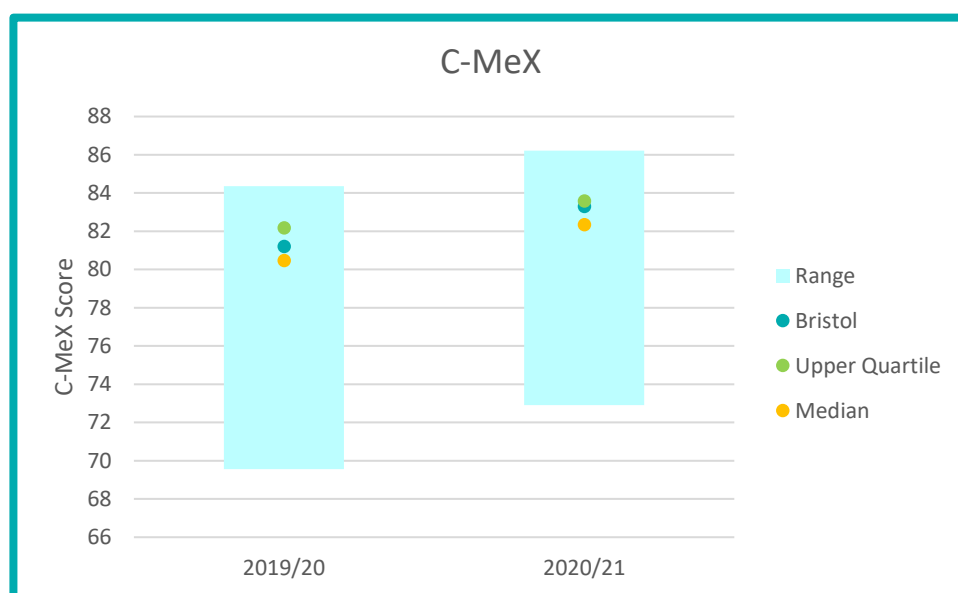


As things stand, we are pleased to be on track to outperform our ambition and of outperforming our ranking from the previous year. This encouraging level of performance is a result of a number of projects including our new customer website, a review of customer journeys and providing flexible service to support customers during the pandemic. Our 'In their shoes' campaign continues to underpin the service we provide, all staff consider what impact our work will have on the customer and to adjust the service accordingly.

We are proud to have been formally accredited by the Institute of Customer Service (ICS) for delivering excellent customer service. The Institute is an independent, professional body for customer service, nationally recognised with members including Amazon, Sky, Barclays as well as Bristol Water. Our initial accreditation stands from February 2019 to February 2022 and we are currently undertaking several stages of assessment and acting on improvement plans, to be recognised for a further three years.

Comparative Performance

Information on company C-MeX scores can be found on individual company websites and on the Ofwat website: <https://www.ofwat.gov.uk/regulated-companies/company-obligations/customer-experience/c-mex-and-d-mex-2020-21-results/>.



Developer services measure of experience (D-MeX)

Definition and Targets

The aim of this performance commitment is to ensure we improve the experience we deliver to developer services (new connections) customers, including property developers, self-lay providers



(SLPs) and those with new appointments and variations (NAVs). This is measured via the developer services measure of experience (D-MeX), a measure of customer satisfaction. Our D-MeX score is calculated from two components that contribute equally; the qualitative D-MeX score (based on a customer satisfaction survey) and a quantitative D-MeX score (based on our performance against a set of Water UK metrics), with the customer satisfaction surveys undertaken in four 'waves' throughout the year.

In comparison to the majority of our other performance commitments, D-MeX does not have annual performance commitment levels (also known as targets). The better and poorer performers each year will be relative as rankings will be determined based on industry performance across all 17 companies in England and Wales, using the published D-MeX scores. It is therefore not appropriate to forecast outperformance payments or underperformance penalties for this performance commitment, as the incentives will be relative to the median company's score each year.

We have also set ourselves our own ambition for each year. Our aim in 2021/22 is to deliver a level of service that results in a 'top 5' position in the industry. To understand our performance to date we have included within the table a baseline level of performance, taken from our level of service reported in 2019/20.

D-MeX overall score	2019/20 Baseline	2020/21	2021/22 Mid-Year	2021/22	2022/23	2023/24	2024/25
Bristol Water Ambition		Top 5 industry ranking		Top 5 industry ranking	Top 5 industry ranking	Top 3 industry ranking	Top 3 industry ranking
Performance	84.92 ¹¹ (8/17 industry ranking)	86.81 (8/17 industry ranking)	83.67 (10/17 industry ranking)				
On track to meet ambition?			No				

Performance

Our mid-year D-MeX score is based on waves one and two. Our ability to achieve our forecast for 2021/22 will be determined on our final D-MeX ranking (after waves three and four) leading to the publication of all D-MeX scores across the industry.

We have a dedicated team which is responsible for processing applications from developers, SLPs and NAVs and we have worked to create a closer working relationship with developers and self-lay providers.

¹¹ Stated as 84.85 in our 2019/20 APR but has since been revised following a clarification process from Ofwat

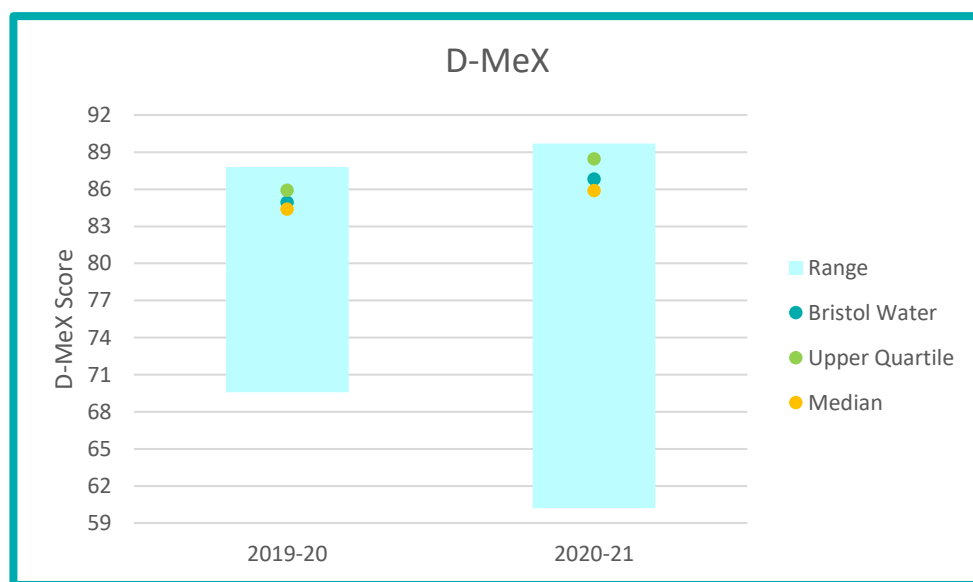


We will continue to invite our customers to our Market Engagement Events. This year, due to COVID-19, it was held as a virtual event in November. We invited our customers to discuss our Charges Scheme applicable from 1 April 2022, Adoption Codes, Fixed Price quoting and infrastructure reduction for water efficient new builds. This will give the customers a platform to speak directly to our team.

We aim to regularly to engage and listen to our developer services customers. We are for example sending regular newsletters by email to keep our customers who cannot attend the Market Engagement Events informed of the discussions.

Comparative Performance

Information on company D-MeX scores can be found on individual company websites and on the Ofwat website: <https://www.ofwat.gov.uk/regulated-companies/company-obligations/customer-experience/c-mex-and-d-mex-2020-21-results/>.



Priority services for customers in vulnerable circumstances

Definition and Targets

The aim of this performance commitment is to ensure we increase the number of customers in vulnerable circumstances that receive the most appropriate service to their needs. These are customers added to our Priority Services Register (PSR). It is reported as the percentage of households that we supply that are registered on our PSR (the "PSR reach"). It is also reported



against the following criteria, which we will provide a full update on in our Annual Performance Report 2021/22:

- Attempted contact: percentage of distinct households on the PSR that the company has attempted to contact over a two-year period;
- Actual contact: percentage of distinct households on the PSR that the company has actually contacted over a two-year period.

Our performance over the next five years will be reported against performance commitment levels, also known as targets. To understand our performance to date we have included within the table a baseline level of performance, taken from our level of service reported in 2019/20.

% households registered on the PSR	2019/20 Baseline	2020/21	2021/22 Mid-Year	2021/22	2022/23	2023/24	2024/25
Performance Commitment Level ("PCL")		3.1		4.1	5.1	6.1	7.0
Performance	1.5	2.6	3.1				
On track to meet PCL?			No				

Performance

We provide a range of free services to support customers in vulnerable circumstances, such as large print bills, support to read a meter, or ensuring consistent supply for those who depend on water for medical equipment at home. We have registered an additional 2,399 households on the PSR so far this year, taking the number registered from 13,407 to 15,806. Since April 2020 we have more than doubled the number of customers registered on the PSR.

For customers in vulnerable circumstances accessing the support they need across multiple utility providers can be time consuming and stressful. Safe and secure sharing of data across water and energy companies, with customer consent, can reduce this burden and enable companies to offer those consumers seamless priority support. Unfortunately, we are not forecasting to meet our year-end target; when setting our targets we assumed that a planned national data share project would now be live, as it was planned to go ahead in 2020/21. This would have granted us data access to customers in vulnerable circumstances from other utility providers, as customers would only need to register with one company rather than all of those signed up to the project. Alternatives to this approach are being developed. Despite this, we are continuing to expand the range of ways we communicate with our customers about our Priority Services, as we want to ensure every eligible customer is registered for the service.

We have to date trained all of our customer facing staff, added prompts to all customer feedback surveys and have 'Helping Hand' cards for our field teams to leave with customers for more information. Our partnership work has also continued to grow to raise awareness of Priority



Services. For example local foodbanks now hand out the 'Helping Hand' cards and this autumn we have been advertising the service on prescription bags in over 50 independent pharmacies (a joint promotion with Western Power Distribution and Wessex Water).

We have taken on board learnings from Ofwat's Listen, Care, Share campaign and we provided Ofwat with some case studies of the action we have taken.

Case Study

A mains renewals project resulted in a newsagent refusing to deliver the daily paper to an elderly customer of ours, he has had this delivered for as long as he can remember. Jon Jones (pictured below) has been popping into the shop each day, buys his newspaper, and then delivers it to him each morning – the customer could not speak any more highly of Jon!

Jon won our "CustomerSure" award for June 2021. As part of CustomerSure we incentivise collection of customer feedback and then recognise customer excellence such as this – anything goes, we do not give people a list of what they can and cannot do to meet a customers' specific needs like this.

Jon works for Lewis, one of our contractors for major mains renewals projects. Part of our contracting approach makes sure that as far as the customer concerned, it is Bristol Water undertaking the work for them, and we get the same customer feedback from those interacting customers day to day in the field.



Case Study

A number of our staff had been helping out with Food Banks during Covid, supported by the two volunteering days all staff can call on for community activities, particularly where their volunteering is linked to our social contract initiatives. We used these staff relationships to include our PSR support leaflets as a way of promoting our vulnerability support services. This support appears to be a good way of reaching the newly vulnerable, such as those facing sudden changing life circumstances, such as redundancy.



Social Contract

As part of our social contract vulnerability programme, we have established a data share with Western Power Distribution. This local data share partnership enables us to receive customer data (with their permission) from our local electricity distribution network operator. It also means far less fuss for our customers as they only need to contact one of the companies to ensure they receive the help they need. Our range of partnership working also helps signpost PSR across a range of organisations in our supply area.

Examples of some of our social contract vulnerability initiatives in 2021/22 are summarised below:

Initiative	Objective	Progress so far
'Hard to reach' projects	Working with current funded partners and new charities to promote our lower tariffs and PSR to customers who we find harder to get the messages to.	Two projects have been completed - North Bristol Foodbank and Wiltshire CAB.

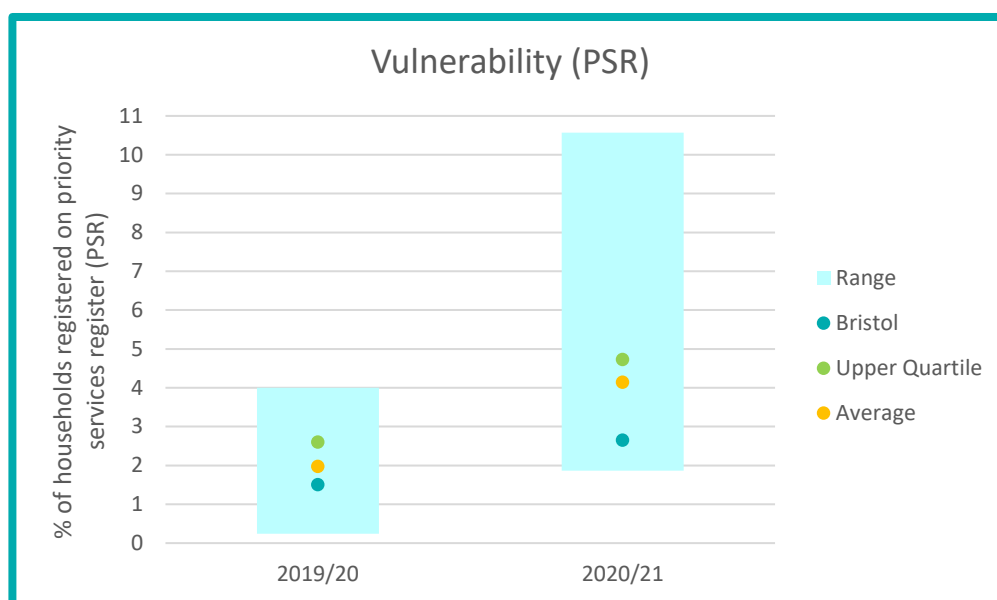


MID-YEAR PERFORMANCE REPORT 2021/22

Initiative	Objective	Progress so far
Partnership work with debt charities	To ensure that customers receive full debt advice before receiving Assist, rather than just help on their water bill.	<p>We continue to fund local debt charities and are working to arrange data sharing with local authorities and establish new funding partners.</p> <p>We have provided training to South Gloucestershire council to promote affordability schemes during conversations with their customers. We are planning to pilot a data share with them for those eligible for our schemes.</p>
PSR 'outreach' community events	Registering vulnerable customers on PSR and awareness of lower tariffs for those not asking for help	<p>We have distributed helping hand cards to all north somerset foodbanks who are including within their food parcels.</p> <p>We have attended events in October and November in North Somerset for pensionable aged residents – organised by village agents and we are working on some partnerships with RVS and Red Cross as part of their Hospital Discharge Schemes.</p>
Local data share	To make it easier for vulnerable customers to be registered for additional help with both their energy and water companies by the one contact.	<p>Our local datashare with Western Power Distribution he been established for some time.</p>
Partnership with Crimestoppers to drive awareness of our PSR	Raising awareness of PSR, specially preventing fraud to vulnerable customers	<p>In July we supported the 'stay safe' campaign where we have supplied canvas bags to a school in Bristol to decorate as part of our Foundation on theme of safety. We are featuring in their 'what would you do' promotional material as part of brand promotion.</p>

Comparative Performance

The Consumer Council for Water (CCW) conduct an annual Water Matters survey, which tracks household customers' awareness of the availability of priority services from water companies in England and Wales. The latest report can be found online at <https://www.ccwater.org.uk/research/water-matters-2020/>. Industry performance on the percentage of households registered on the PSR is below.



Vulnerability Action Plan

In our latest business plan we set out our vulnerability and affordability action plan. The plan addressed how we would proactively support customers in vulnerable circumstances in every aspect of our business, by using data more wisely, increasing awareness of support, improving the customer journey and on developing our people and our culture. We are providing regular updates on our progress - please see the Vulnerability Action Plan appendix of this report for a full update.

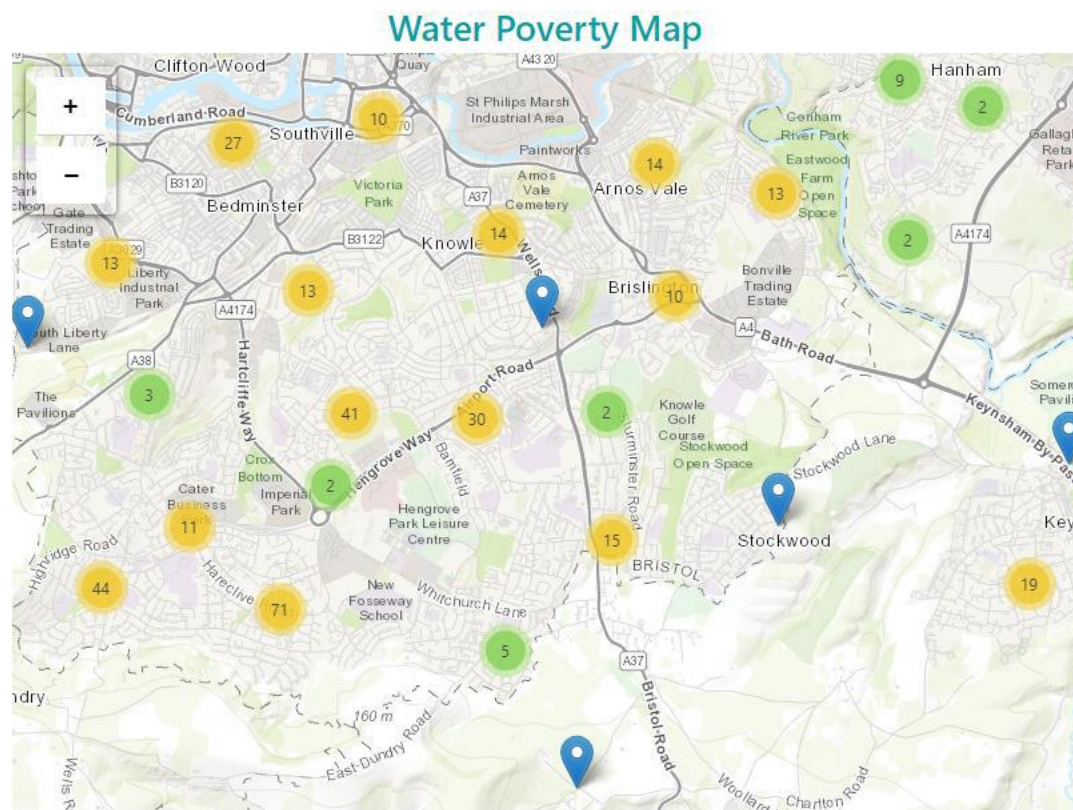
Percentage of customers in water poverty

Definition and Targets

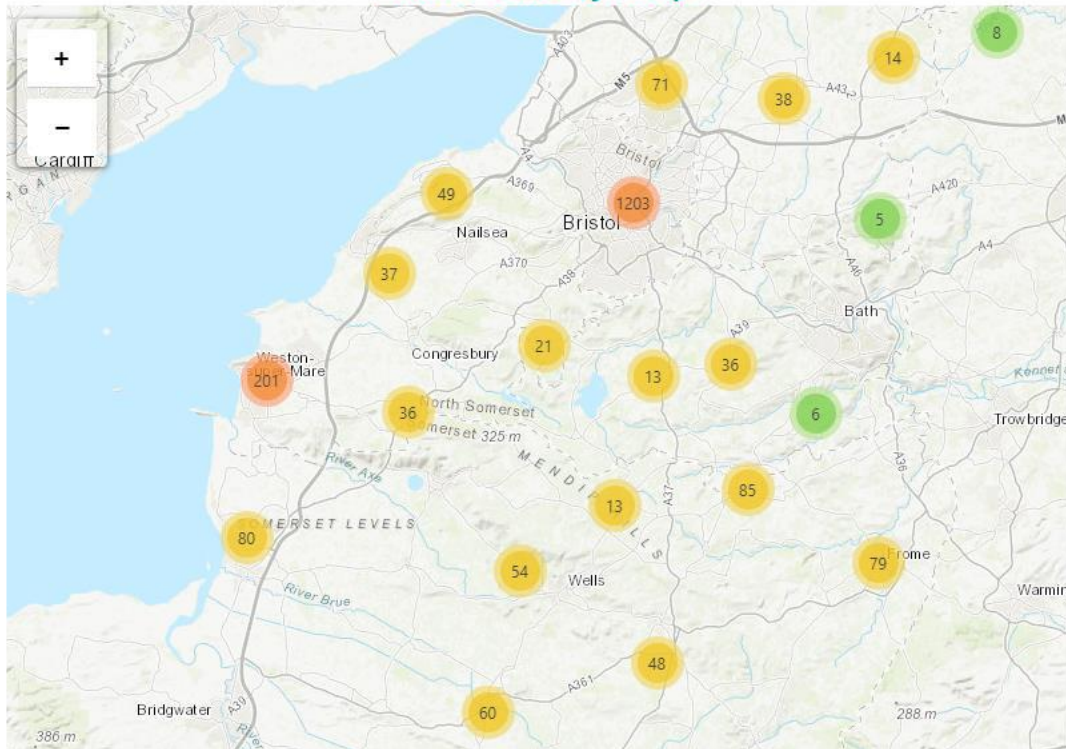
The aim of this performance commitment is to reduce the numbers of customers in water poverty. It is defined as the percentage of customers within our supply area for whom their water bill represents more than 2% of their disposable income, defined as gross income less income tax.

This measure allows us to understand the impact of our bills on our customers. To calculate this we use a population analytics model which compares the actual bills paid by each customer with an estimation of their household disposable income. We improved our analysis in 2020 to look at the actual bills paid by customers on social tariffs. This analysis revealed that our social tariffs are effective in combatting water poverty, with just two customers on our Assist tariffs calculated to be in water poverty, and 56 customers on our Pension Credit tariff. Most customers in water poverty are on standard tariffs, which shows that expanding the reach of our social tariffs would be effective in reducing the number.

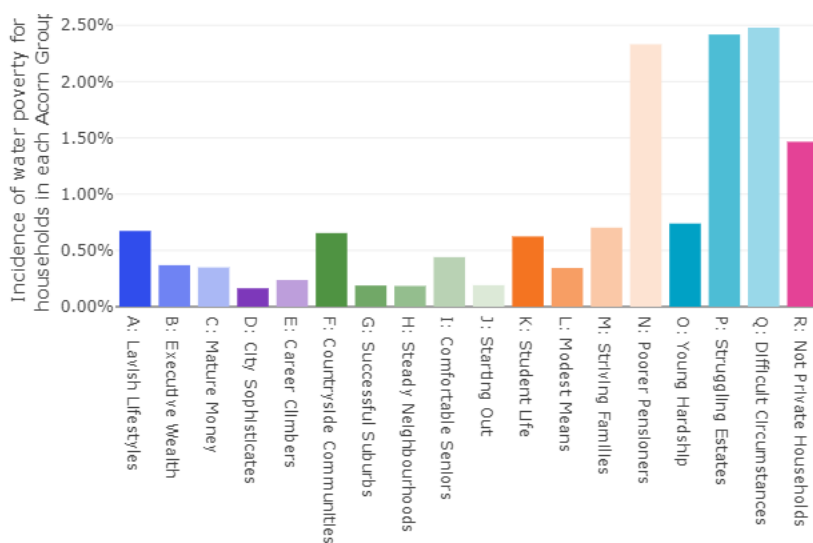
The model analyses water poverty by post code, showing where greater levels of targeted support are required.



Water Poverty Map



This postcode analysis can also be translated into Acorn segments, to assess which types of area experience the highest levels of water poverty:





MID-YEAR PERFORMANCE REPORT 2021/22

Using this measure, we are able to offer advice, assistance schemes and capped tariffs, known as 'social tariffs' (including our Assist Tariff, WaterSure Plus and Pension Credit Tariff) to customers who fall within this category. This measure then also allows us to evaluate the success of our tariffs and assistance schemes for customers who are experiencing difficulty paying their bills.

Our performance over the next five years will be reported against performance commitment levels, also known as targets. To understand our performance to date we have included within the table a baseline level of performance, taken from our level of service reported in 2019/20.



% of households in water poverty	2019/20 Baseline	2020/21	20221/22 Mid-Year	2021/22	2022/23	2023/24	2024/25	Long Term Ambition
Performance Commitment Level ("PCL")		0		0	0	0	0	0
Performance	0	1	N/A					
On track to meet PCL?			Yes					

Performance

As this measure is based on annual data, a mid-year value is not applicable. Based on our performance in previous years (based on our social tariff assistance in 2017/18 to 2019/20 we ensured 0% of customers were living in water poverty) we are however forecasting to meet our target for this reporting year.

Our performance in 2020/21 was an outlier – this was caused by increased household consumption due to the rise in homeworking and school closures, coupled with a decrease in household income due to furlough and job losses as a result of the pandemic, which significantly contributed to this level of water poverty. Due to COVID-19 and the economic pressures that are likely to continue to impact this metric, we are focusing on promoting the help available, making it clear and easy to register as they need it. For example, since 1st October we have made an amendment to our Assist social tariff, which benefits customers who have been affected by the COVID-19 furlough scheme drawing to an end. If a customer finds themselves in debt for the first time since March 2020 as a result of COVID, this amendment ensures that their water bill could be reduced to a special low-rate tariff that is manageable for them.



We offer three discounted tariffs to make sure we can help customers who find it hard to pay their water charges, with 20,646 customers receiving assistance through these measures, an increase of 1% over last year. The breakdown of these customers are as follows:

- 8,987 households are on our 'Assist' social tariff, which offers significant bill discounts to those customers least able to afford their bill, following a means assessment
- 8,530 households are on our 'Watersure Plus' metered tariff, this is for customers in receipt of certain benefits, and are defined as 'vulnerable', either because they have a medical condition or a large family
- 3,129 customers are on our 'Discount for Low Income Pensioners' social tariff. This scheme gives a 20% discount on water bills to customers who live in a household where all members over the age of 18 are in receipt of Pension Credit.

In addition to the social tariff schemes, 3,379 households are currently benefitting from our 'Restart' scheme to clear their debt.

We also offer metering, water efficiency support and flexible payment plans to customers who may need support paying but do not need as much assistance as a social tariff.

Social Contract

We plan as part of our social contract throughout 2020-25 to work with local stakeholders to help provide extra support to those customers who need it, through extra care services or social tariffs and debt advice. The 'Hard to Reach' and 'Partnerships with Debt Charities' social contract initiatives contribute to this measure. For both initiatives we focus on working with our partners in the debt sector to promote our social tariffs are wider support packages for our vulnerable customers.

Value for Money

Definition and Targets

The concept of "value for money" is important in measuring whether customers consider that the service that we provide is worth what they pay for it. The aim of this performance commitment is to deliver a service that represents value for money for our customers. It is measured via an annual household customer tracking survey of 1,000 customers; the percentage of customers surveyed who consider that we provide good value for money is determined by customers either responding "very good" or "good" to the question:

"Thinking about value for money, overall how would you rate Bristol Water in relation to the service they provide?"



MID-YEAR PERFORMANCE REPORT 2021/22

Customers are selected through Random Digit Dialling (RDD). RDD is a method for selecting customers for involvement in telephone surveys by generating telephone numbers at random. Random digit dialling has the advantage that it includes unlisted numbers that would be missed if the numbers were selected from a phone book.

Our performance over the next five years will be reported against performance commitment levels, also known as targets. To understand our performance to date we have included within the table a baseline level of performance, taken from our level of service reported in 2019/20.

% customers surveyed who consider that we provide good value for money	2019/20 Baseline	2020/21	2021/22 Mid-Year	2021/22	2022/23	2023/24	2024/25	Long Term Ambition
Performance Commitment Level ("PCL")		80		81	82	83	83	90
Performance	75	83	N/A					
On track to meet PCL?			Yes					

Performance

Value for money is an important concept in measuring whether customers consider that the service that we provide is worth what they pay. As this measure is based on annual survey data, a mid-year value is not applicable. However, based on our improved historical performance (in 2019/20 and 2020/21) and based on our leading performance in CCW's annual surveys, we are forecasting to meet our target for this reporting year.

When customers make an assessment of value for money it goes beyond just the price they pay for their water. Price is one of many facets that customers consider when making their assessment.. For customers, it is also about whether in purchasing our water they are also spending well and spending wisely. Another interesting component of perceived value is trust. We continue to aim to build genuine trust throughout our communities and develop meaningful partnerships with a range of organisations. Our Social Contract 2021/22 Benefit & Transparency Report explores the progress we have made on our community initiatives, which are aimed at maintaining the trust of our customers and stakeholders.¹²

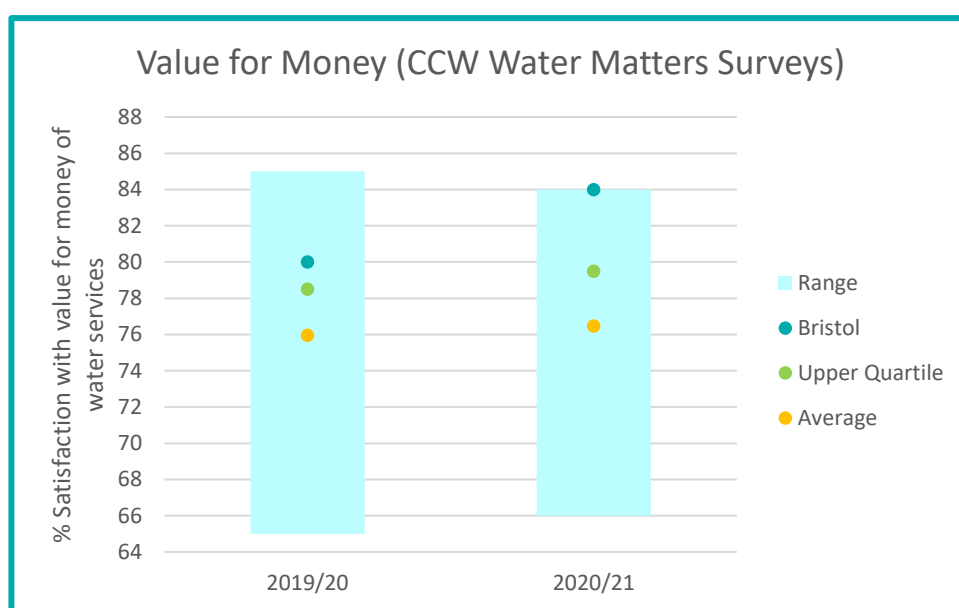
Comparative Performance

CCW conduct an annual Water Matters survey, which tracks household customers' views and preferences on the services and support that they receive from the water companies in England and

¹² [Social Contract](#)



Wales. The survey includes the annual tracking of customer satisfaction with value for money. As these surveys are not conducted by Bristol Water, the results are not directly comparable but the method is a useful proxy measure for comparative purposes. The survey is however a useful proxy method for our customers to understand our performance, as it includes a question on how far customers agreed that the water services they receive represents value for money. The latest report can be found online at <https://www.ccwater.org.uk/research/water-matters-2020/>.



Percentage of satisfied vulnerable customers

Definition and Targets

The aim of this performance commitment is to ensure that those customers that are registered for our Priority Services Register (PSR) are satisfied with the services they receive through the PSR. It is measured via an annual survey; the percentage of customers satisfied is determined by a single question that asks customers to rate their satisfaction with the services they receive through the PSR. Customers who respond that they are 'satisfied' or 'very satisfied' will be counted toward the total.

Our performance over the next five years will be reported against performance commitment levels, also known as targets. As this performance commitment has not been reported on previously, it has not been possible to include a baseline level of performance from 2019/20.



MID-YEAR PERFORMANCE REPORT 2021/22

% household registered on the PSR survey who consider that we provide a satisfactory level of service	2019/20 Baseline	2020/21	2021/22 Mid-Year	2021/22	2022/23	2023/24	2024/25	Long Term Ambition
Performance Commitment Level ("PCL")		85		85	85	85	85	100
Performance	N/A	82	N/A					
On track to meet PCL?			Yes					

Performance

As this measure is based on annual data, a mid-year value is not applicable. This measure is an indication of our progress made against our published Vulnerability Action Plan. We continue to report on satisfaction levels because this is an area of focus and importance.

We expect our performance on this measure to increase in the coming years as we continue to improve the service we offer as part of the PSR, such as:

- Our Social Contract Vulnerability Programme and local data sharing with Western Power Distribution and local councils
- Our COVID-19 Assist scheme, which was created to help the customers who were financially affected by the pandemic
- Company-wide vulnerability training
- Increased use of our new "Vulnerability Heroes" network of colleagues
- Letters being sent to individuals once they have been signed up to the PSR, including a reminder of the service they have signed up for
- A cleanse of data on the PSR to ensure that customers on the PSR should be, and that they are aware of why they are signed up
- Our planned online registration journey improvements
- Distributing leaflets at certain foodbanks and branded pharmacy bags for raising awareness of the support we offer

Further information on the services we offer to customers that are registered for our PSR is explored in detail as part of the section on our priority services for customers in vulnerable circumstances performance commitment and in the Vulnerability Action Plan appendix.

Void properties



Definition and Targets

The aim of this performance commitment is to reduce the number of void properties (by identifying household properties that are occupied but not billed). A legitimately classified void property is a property within our supply area receiving water services but which does not receive a charge, as there are no occupants. It is measured as the number of household properties classified as void as a percentage of the total number of household properties supplied.

% household properties classified as void	2019/20 Baseline	2020/21	2021/22 Mid-Year	2021/22	2022/23	2023/24	2024/25	Long Term Ambition
Performance Commitment Level ("PCL")		1.90		1.90	1.80	1.80	1.80	1.80
Performance	2.54	1.80	1.81					
On track to meet PCL?			Yes					

Performance

The risk to our customers arising from a higher level of void properties is that these are at risk of being unknowingly occupied and therefore debt could be building. It is very important that we keep a close management on the void level to prevent this happening. It is therefore encouraging that our level of performance to date has seen a considerable reduction from our baseline position on 31 March 2020. We have achieved this through the policy started in 2019/20 of metering potentially void properties proactively, and by working with Pelican as we outlined when setting our business plan target to ensure that voids were periodically checked by aligning our processes and information systems. Our analysis of void properties has revealed that void rates tend to be higher for unmetered properties compared to those which are metered (as meter readings can identify consumption at a property), so we are continuing to increase meter penetration across our supply area, to help reduce the number of voids in our supply area. This reduction will lead to fairer bills for our customers overall as they will not be carrying the financial burden of other households that would not be being billed. In addition, we are continuing to use third party data providers to augment our existing data (such as via HM Land Registry).

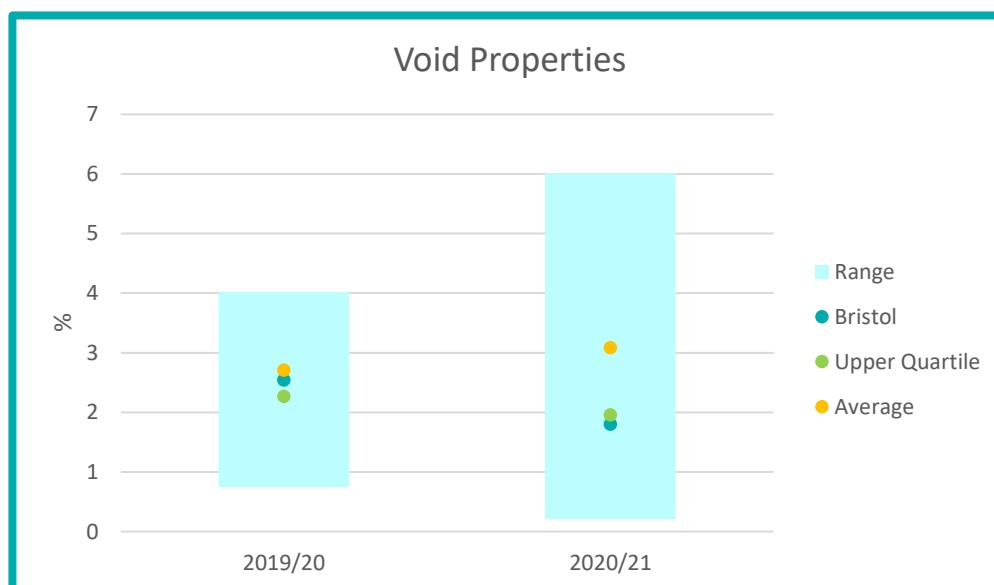
COVID-19

One method we use to reduce the number of voids is to conduct property visits. However due to the pandemic and lockdown we made the decision to not visit properties at the start of the year due to the pandemic in order to follow the social distancing guidance. Whilst this has impacted our mid-year performance we are confident that, due our plans outlined above, our performance will continue to improve over the coming months.

Comparative Performance



To be fully transparent we are able to demonstrate our performance compared to other companies in the industry. Void data can be found in a company's Annual Performance Report.



Total customer complaints

Definition and Targets

The aim of this performance commitment is to deliver higher levels of customer service and in doing so reduce the total number of complaints made by household customers. It is measured as the total number of complaints by household customers we have received per 10,000 connections. Complaints include the combined total of unwanted contacts (i.e. telephone complaints), written complaints (letter and email) and contacts via new contact channels (such as webform, social media, webchat/ Livechat or short message service (SMS)). Complaints made via visits are also included.

The PCL for each year is to meet the “upper quartile” level of performance in England and Wales from the previous year. To understand our performance to date we have also included within the table a baseline level of performance, taken from our level of service reported in 2019/20.



MID-YEAR PERFORMANCE REPORT 2021/22

Number of household complaints per 10,000 connections	2019/20 Baseline	2020/21	2021/22 Mid-Year	2021/22	2022/23	2023/24	2024/25
Performance Commitment Level ("PCL")		87.3 (2019/20 Upper Quartile)		60.4 (2021/22 Upper Quartile)	2021/22 Upper Quartile	2022/23 Upper Quartile	2023/24 Upper Quartile
Performance	73.4	58.9	15.3				
On track to meet PCL?			Yes				

Performance

We are substantially reducing the number of customer complaints by over 50% since 2020.

At Bristol Water we aim to provide the best possible service at all times. For all complaints we consider what action to take to put things right. We are pleased that despite the challenging environment due to COVID-19 we are on track to deliver a level of service that would be considerable better than last year's upper quartile.

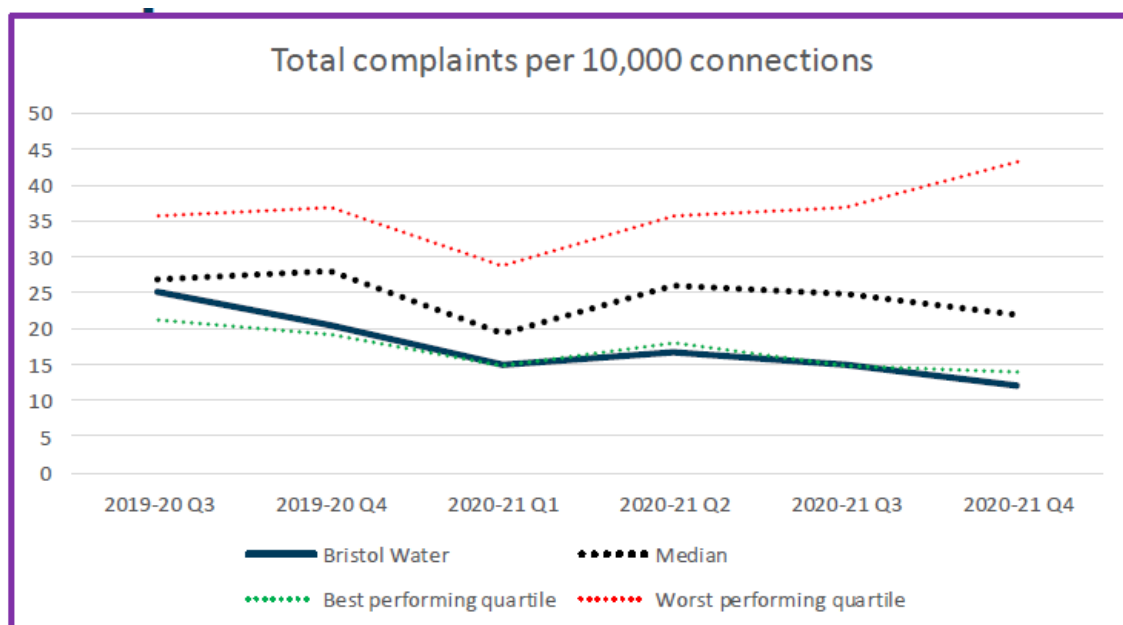
Complaint resolution and handling is a key focus of our customer experience strategy. Every complaint is handled by our Customer Care Team where a designated member of staff ensures that the complaint is resolved. The team provide root cause information which feeds into our learnings and future improvements to prevent repeat complaints. This in turn ensures we are reducing the chance of causing customers to complain.

Comparative Performance

Although customers cannot access the full dataset (consistent with the definition) publicly, to be fully transparent we are able to demonstrate our performance compared to other companies in the industry.



MID-YEAR PERFORMANCE REPORT 2021/22



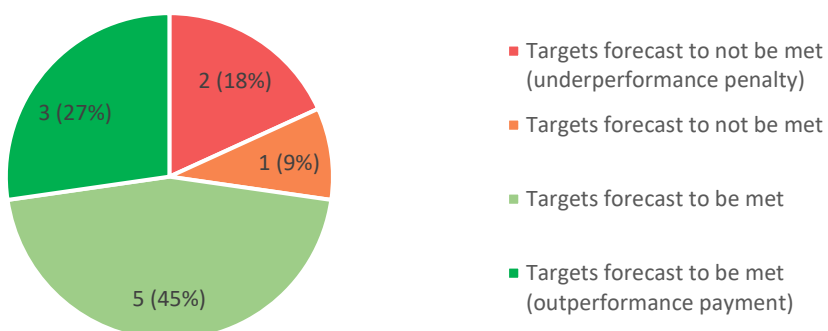
Source: CCW



Safe and Reliable Supply of Water

We look after our assets to provide high quality, reliable supplies for present and future generations.

2021/22 Mid-Year Performance - Safe and Reliable Supply of Water





Water quality compliance

Definition and Targets

Drinking water must meet strict standards that ensure it is safe to drink and the quality is acceptable to customers.

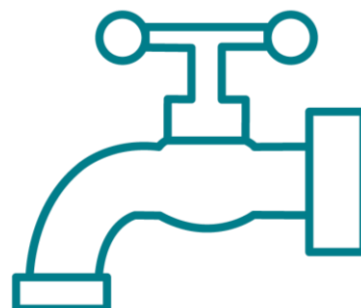
The aim of this performance commitment is to ensure we fully comply with our statutory obligations on drinking water quality, which helps to promote customer confidence that their water is clean and safe to drink. It is measured by the Compliance Risk Index (CRI). It illustrates the risk to consumers arising from compliance water sample failures and considers the significance of the parameter, the cause of the failure, the Company's investigation and the location of the failure within the supply system. A CRI score is calculated for every individual compliance failure at water supply zones, supply points and treatment works, and service reservoirs.

This performance commitment is reported in calendar years (at mid-year our data is reported from January to September 2021). The annual CRI for a company, for any given calendar year, is the sum of the individual CRI scores for every compliance failure reported during the year. CRI scores for 2021 reflect our internal estimates based on the DWI methodology but will not be confirmed until the DWI publish their annual report in July 2022.

CRI score	2019 Baseline	2020	2021 Mid- Year	2021	2022	2023	2024	Long Term Ambition
Performance Commitment Level ("PCL")		0		0	0	0	0	0
Performance	2.31	3.02	2.93					
On track to meet PCL?			No					

Performance

Unfortunately, we have seen an increase in our CRI in 2021 year to date when compared to 2019 and 2020. The performance commitment of 0.00 would require us to have no failing compliance water samples collected throughout the year and, as we have had eighteen to date, the target will not be met. However, through our investigations we have demonstrated that the risk to our customers is minimal, and this has been reflected in the low impact on the CRI through the assessment scores received from the DWI. The estimation in our mid-year score may mean that a lower CRI score applies than we currently calculate.



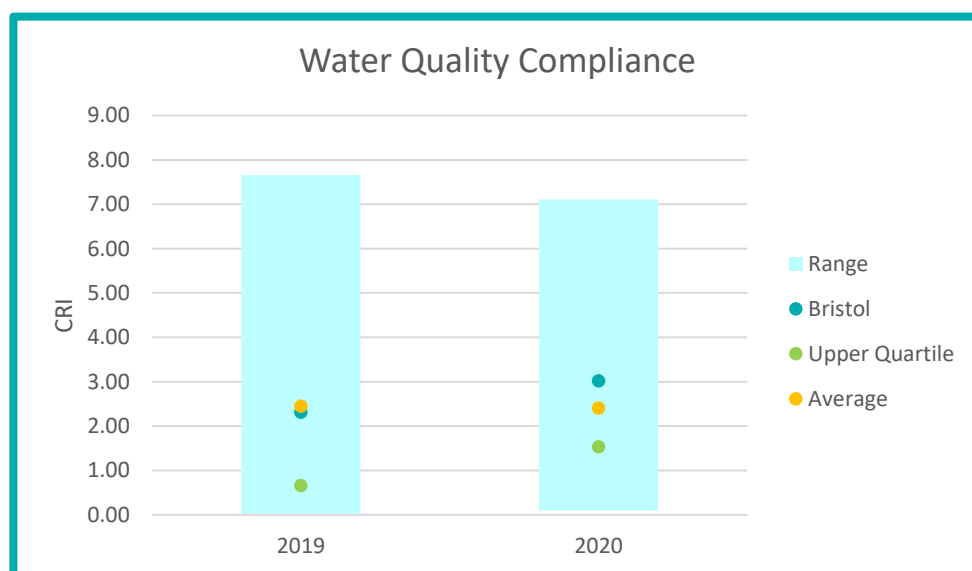


Our score to date largely consists of the contribution from individual compliance failures at treatment works, which have a larger multiplier based on their output. We investigate each failure to consider what action and lessons can be learned, but generally these types of failures can occasionally occur without it reflecting a wider emerging issue. We keep the situation under review as an increase in the CRI score is unacceptable to us. Most investigations into compliance failures at customers' taps have shown the cause to be property specific, and therefore not representative of water quality in the wider network.

A Regulation 7 waiver was also applied for from the DWI during March 2020 and was in place until June 2021. This required a move away from collecting water samples from customer taps and replaced by fixed point sampling from outside taps at employee/customer taps and churches. The Company accepted the increased risk during the sampling process due to the unprotected nature of the taps (being exposed to the weather conditions). The waiver was modified in September 2020 in an attempt to move back towards random sampling, which has also seen the reintroduction of sampling for plumbing metals and this has resulted in an increase in the number of lead failures at the start of 2021.

Comparative Performance

Customers can compare our performance on water quality standards against other companies in the industry at <https://discoverwater.co.uk/quality>.



Water supply interruptions

Definition and Targets



MID-YEAR PERFORMANCE REPORT 2021/22

Keeping water flowing is an essential part of our role as a water company; we know from talking to our customers that they value avoiding interruptions, particularly when they last a long time and are unexpected. The aim of this performance commitment is to minimise the number and duration of supply interruptions to customers. It is calculated as the average number of minutes lost per customer for the whole customer base for interruptions to supply (both planned and unplanned) that lasted three hours or more.

Hours:minutes:seconds (HH:MM:SS) per property per year	2019/20 Baseline	2020/21	2021/22 Mid-Year	2021/22	2022/23	2023/24	2024/25	Long Term Ambition
Performance Commitment Level ("PCL")		0:06:30		0:06:08	0:05:45	0:05:23	0:05:00	0:01:00
Performance	0:09:17	0:30:17	0:01:34					
On track to meet PCL?			Yes					

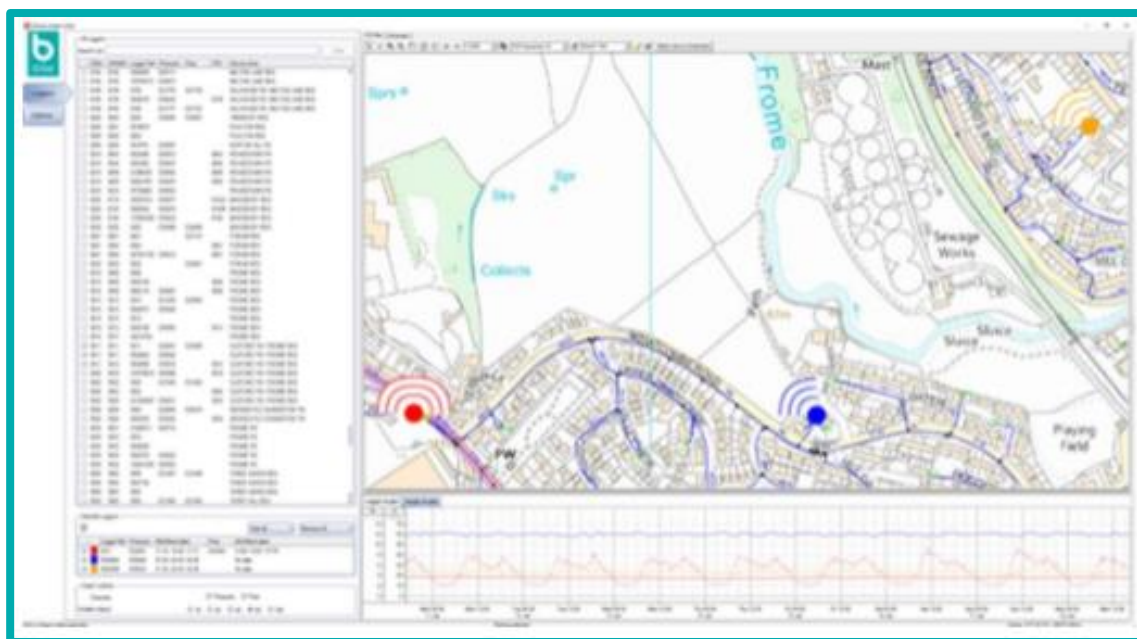
Performance

We are pleased that the improvement we have made to our operations indicate that at mid-year we are tracking to outperform our target for this year, as well as demonstrating a considerable performance improvement on the last report year. This is despite some potentially significant events. To take one example, during July there was a burst to a 1200mm (4 feet) diameter main alongside the South Bristol link road between the A370 and A38. This represents the largest diameter pipe-burst we have experienced in a very long time. The burst was detected around 18:00 and isolated by 21:00 by which time massive volumes of water had flooded the ring road and the system supplying large parts of central and northern Bristol had drained. This resulted in a host of low pressure and no water calls to our switchboard. However, thanks to the readiness of our operational teams and the robust flexibility of the affected system at the time of the burst (i.e. full reservoir storage was able to provide back-fed support to the area), the properties interrupted were limited to areas of higher ground and only a few hundred properties were interrupted for over 3 hours, resulting in only 11 seconds being recorded for this metric.

During the year we have continued to develop our four areas of focus to improve our performance regarding supply interruptions:

- On the ground assistance: this includes an Operational and Maintenance focus on Continuous Waters Supply (CWS) techniques (where we plug-in alternative supplies, create temporary over-land mains and re-zone supply routes) as well as improvements to our lessons-learned review processes. In addition, the teams in the field have been enabled by an organisational restructure that includes the creation of a Customer Hub and new Incident Officer back-office support.

- Resilience: work has been undertaken to understand the impact of critical pipe failures and to prepare event 'Grab Packs' to enable expedited on-site activity during an event.
- Geographic Information: we have developed ways of visualising key geographic information and working their use into business-as-usual activities. The GIS Events and Loggers (GISel) application pulls Smart Network data from various sources together into a map-based application environment. Incident Officers can now visualise not only the location of loggers but see their reading in near real-time. To support this process, we have greatly increased the number of logging devices permanently fitted in the network and invested in new mobile loggers that our teams can deploy at short notice to aid back-office analysis of on-going events.



GISel 'Smart Network' application.

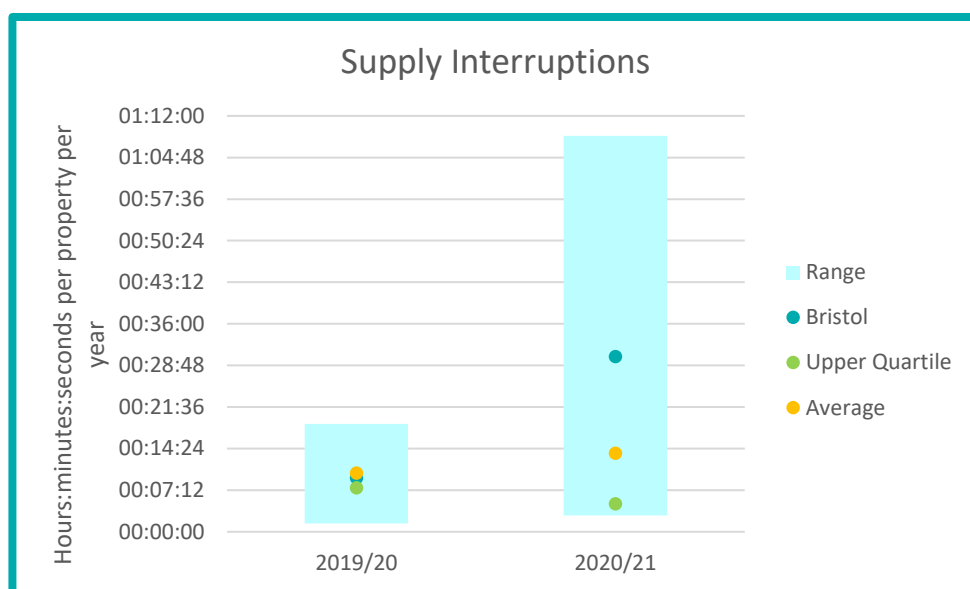
- Review of third party damage: the recent increases in third party damage to our mains network which have adversely impacted our customers, has led to a full review and various activity strands to minimise any future impacts. Our challenge now is to learn from these third-party events and effectively embed plans and processes to ensure interruptions in future years are kept to a minimum.

Comparative Performance

Customers can compare our performance on supply interruptions against other companies in the industry at <https://discoverwater.co.uk/loss-ofsupply>.



MID-YEAR PERFORMANCE REPORT 2021/22



Mains repairs

Definition and Targets

The aim of this performance commitment is to ensure that our below-ground water mains network are maintained and improved for the benefit of current and future generations. It is reported as the number of mains repairs recorded in the year per thousand kilometres of the entire water main network (excluding communication and supply pipes). A burst pipe is the most common cause of loss of water supply.

No. of repairs per 1,000km of mains	2019/20 Baseline	2020/21	2021/22 Mid-Year	2021/22	2022/23	2023/24	2024/25	Long Term Ambition
Performance Commitment Level ("PCL")		138.4		136.5	134.6	132.7	130.7	130.0
Performance	115.5	154.2 ¹³	46.4					
On track to meet PCL?			Yes					

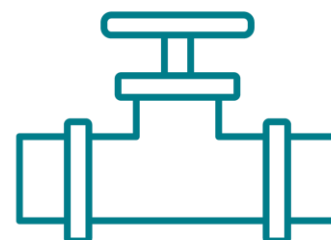
Performance

¹³ Originally stated as 150.1 in our 2020/21 Annual Performance Report but re-stated following Ofwat's final determination of in-period outcome delivery incentives for 2020/21



Our monitoring of mains repairs is based on our risk-based targeted investment approach to replace failing assets, through a mixture of renovation techniques but also to explore and exploit innovation opportunities in both operations and maintenance and Smart Network technologies.

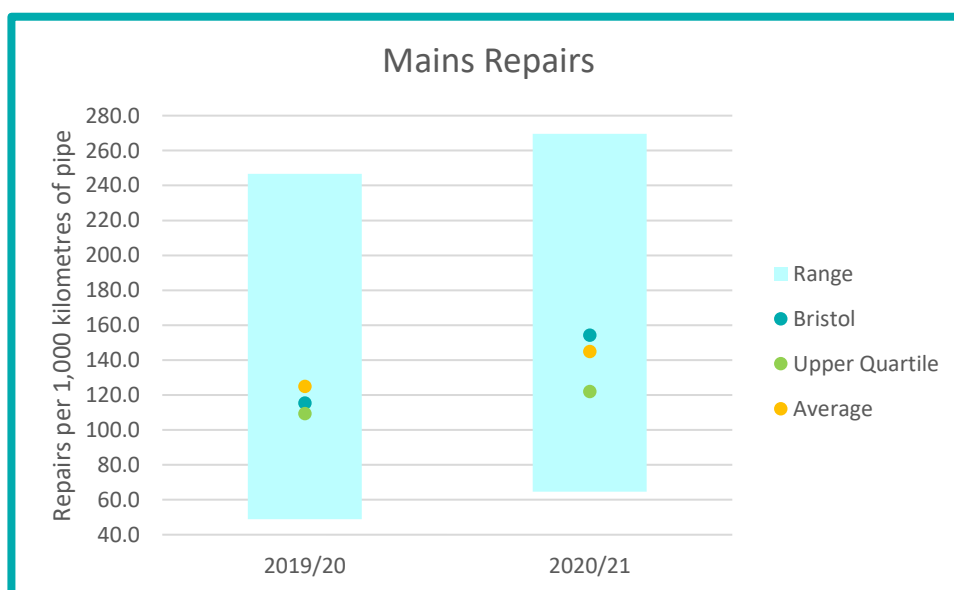
Our operations and maintenance teams have already been through a transformation process from the maintenance-centric approaches of the past that focused on fixing the burst as quickly as possible to the customer-centric approaches of today that focus first on maintaining service to our customers wherever possible. This has led to the development of 'Continuous Water Supply' techniques (such as live clamp repairs) and a 'Safe Control of Operations' framework, which focuses on minimising stresses on the network wherever possible.



We plan to continue exploring innovative approaches throughout the reporting period. We are looking exploring the continuation of optimised pressure management schemes, further development of dynamic and adaptive areas, as well as exploration of Smart Network techniques to exploit the vastly increased number of logging devices we have installed throughout our distribution network.

Comparative Performance

Customers can compare our performance on bursts against other companies in the industry at <https://discoverwater.co.uk/loss-of-supply>. Our performance in this area is partly impacted due to the historic age of our network assets, which are the oldest in Europe on average.





We have adjusted our reported 2020/21 performance from the 150.1 repairs/1000km mains originally reported to 154.2. This reflects Ofwat decision that we should include situations where we tighten the bolts around clamps previously used to repair mains. The comparative graph above will not be complete in terms of other companies' adjustments for this type of data change.

Unplanned outage

Definition and Targets

The aim of this performance commitment is to ensure that our above-ground water assets are maintained and improved for the benefit of current and future generations. It is reported as the temporary loss of peak week production capacity (PWPC) in the reporting year weighted by the duration of the loss (in days).

In 2020/21 we updated our unplanned outage calculation following feedback from our technical auditors; we are now using a rolling 24 hourly assessment (flow values per hour) as opposed to a lumped daily assessment. This more granular approach means more potential outage events are identified for investigation and ensures that we are further aligned to the reporting guidance.

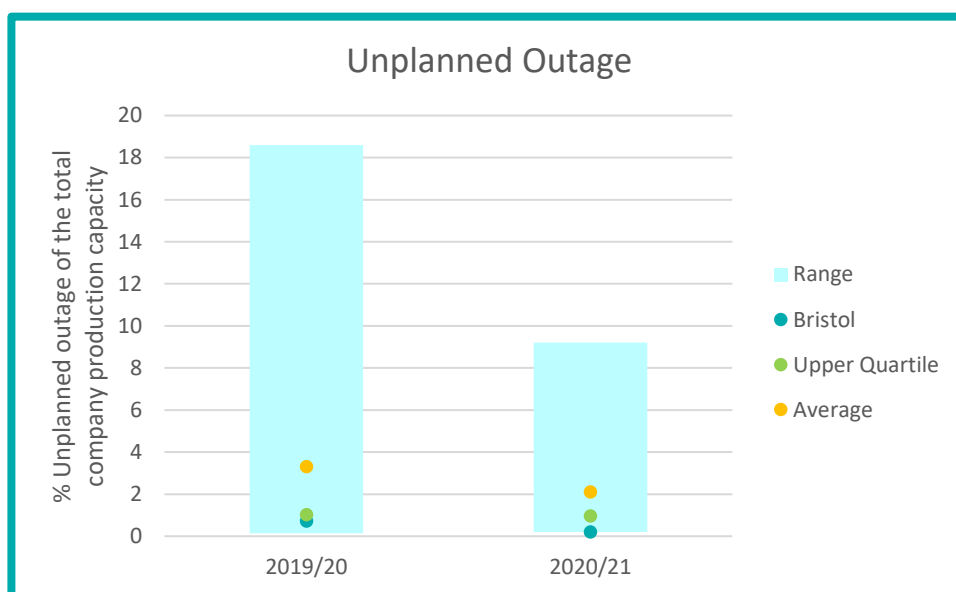
% of peak week production capacity	2019/20 Baseline	2020/21	2021/22 Mid-Year	2021/22	2022/23	2023/24	2024/25	Long Term Ambition
Performance Commitment Level ("PCL")		2.34		2.34	2.34	2.34	2.34	0.00
Performance	0.72	0.20	0.15					
On track to meet PCL?			Yes					

Performance

The principal customer-facing impact of asset failure in respect of unplanned outages is an increased risk of supply interruptions and potentially low pressure. We are however pleased to report that our outage continues to remain low and indicates a high level of service. Our levels of service reflects our approach to maintaining our above-ground assets by responding immediately to unplanned outage failures - we aim to fix all outages within a working day. This means that unless there is a reason why the outage cannot be fixed that is outside of our control (for example due to the lead time required on parts to fix the outage or because of specific treatment process conditions) all outages are addressed before they exceed the 24 hour duration criteria.

Comparative Performance

To be fully transparent we are able to demonstrate our performance compared to other companies in the industry. Unplanned outage data can be found in a company's Annual Performance Report.



Risk of severe restrictions in a drought

Definition and Targets

One of our customers' most important requirements is an unrestricted water supply and yet, during exceptionally dry periods, customers may experience restrictions to their water usage and/or supply. For example, temporary interruptions to supply. This measure looks at the percentage of our customers at risk of the most severe restrictions being introduced once every 200 years. The aim is to measure the resilience of our Company to severe water restrictions in a 1-in-200 drought and to incentivise us to make improvements to this level of resilience in the short and longer term.

% of population at risk	2019/20 Baseline	2020/21	2021/22 Mid-Year	2021/22	2022/23	2023/24	2024/25	Long Term Ambition
Performance Commitment Level ("PCL")		38.0		29.8	29.8	29.8	25.6	0.0
Performance	85.1	56.9	N/A					
On track to meet PCL?			No					

Performance

As this measure is based on annual data, a mid-year value is not applicable. It is important to underline that this metric is not about the risk of a drought occurring (a period of low rainfall that



creates a shortage of water), but the risk of severe drought restrictions (a 'level 4 restriction') being imposed if an extreme drought ever happened.¹⁴ Our performance commitment targets have been calculated using the data from our Water Resource Management Plan (WRMP), which set out our supply demand balance across the 25-year planning period using a forecast dry year demand. Based on our supply demand balance for this reporting year (using the outturn demand) we are forecasting to not meet our target. However, the true level of risk to our customer security of supply is minimal, as this standardised industry metric assumes we would have taken no action at earlier stages of a drought.

The end of year forecast value reflects the customers at risk based on the forecast 2021/22 distribution input and outage volumes. If outturn distribution input and/or outage decreased compared to the forecast, then average percentage customers at risk will reduce compared to the forecast. If distribution input and/or outage increases, then the percentage of customers at risk on average over 25 years will increase. COVID has not had a material effect on this PC outcome.

Due to the integrated nature of our water sources, we operate a single water resource zone. A water resource zone is the largest possible area in which all resources can be shared. We use the water resource zone for operational management, water resource planning and drought management. The failure of this target is a function of the sensitivity of the Bristol Water supply demand balance, and the fact we only have one water resource zone, so either all our customers are at risk, or none of them. The methodology by which the assessment is carried out results in small changes in demand affecting whether we are in surplus or deficit. In reality this uncertainty is largely captured within the headroom allowance within the supply demand balance, so the customer risk is minimal.

We constantly monitor our water resource position and despite the hot dry spell over the last few years, we have managed our resources to ensure customer supplies are maintained without the need for any drought restrictions. This resilience is a result of our conjunctive use water resource system, with good management of the balance of water supplied from both our Mendip reservoir sources and the River Severn via the Gloucester & Sharpness Canal. If prolonged dry weather were to continue, our close monitoring of the resource position would enable us to identify when a drought is developing and ensure that steps are taken early to help reduce demand for water and manage the effects of drought. These actions are set out in our drought plan.

If we were to experience a drought in reality the risk to our customers of experiencing severe drought restrictions would be reduced via the implementation of temporary use bans, sometimes called a "hosepipe ban", whereby restrictions are put in place on a number of customer activities, such as watering their gardens, cleaning their cars or watering their plants using a hosepipe. Such measures have however not been introduced by Bristol Water since 1990.

¹⁴ Further information on droughts and the levels of restrictions can be found in our [Drought Plan](#)



Our preferred approach to maintaining our long-term supply-demand balance continues to be focused on optimising the use of our existing water sources while continuing to drive down leakage and water consumption to maintain sustainable use of water resources.

Comparative Performance

Whilst all water companies in England and Wales must report on this performance commitment, it should be noted that this commitment is reflective of a company's WRMP plans and thus not directly applicable. Currently we are projecting a higher proportion of population at risk of drought as compared to other companies.



Customer contacts about water quality – appearance

Definition and Targets

The aim of this performance commitment is to reduce water quality contacts made by our customers, relating to the appearance of their water. It is measured as the number of times we are contacted by consumers due to the drinking water not being clear, reported per 1,000 population. The calculation is the number of contacts for appearance multiplied by 1,000, divided by the resident water supplied population as reported to the Drinking Water Inspectorate (DWI).

To be consistent with our approach to DWI reporting, for the limited number of customer contacts that reference both appearance and taste and smell as issues, the contact is only counted against the performance commitment category it was originally assigned to.

This performance commitment is reported in calendar years (at mid-year our data is reported from January to September 2021).

Number of consumer contacts per 1,000 population	2019 Baseline	2020	2021 Mid-Year	2021	2022	2023	2024	Long Term Ambition
Performance Commitment Level ("PCL")		0.83		0.73	0.63	0.53	0.43	0.10
Performance	1.03	1.07	0.92					
On track to meet PCL?			No					

Performance

The data shows the relatively stable performance the Company has achieved to minimise customers experiencing discoloured water. The Company has made some progress, for example in recognising the factors contributing to discoloured water due to burst mains or third parties using our hydrants.

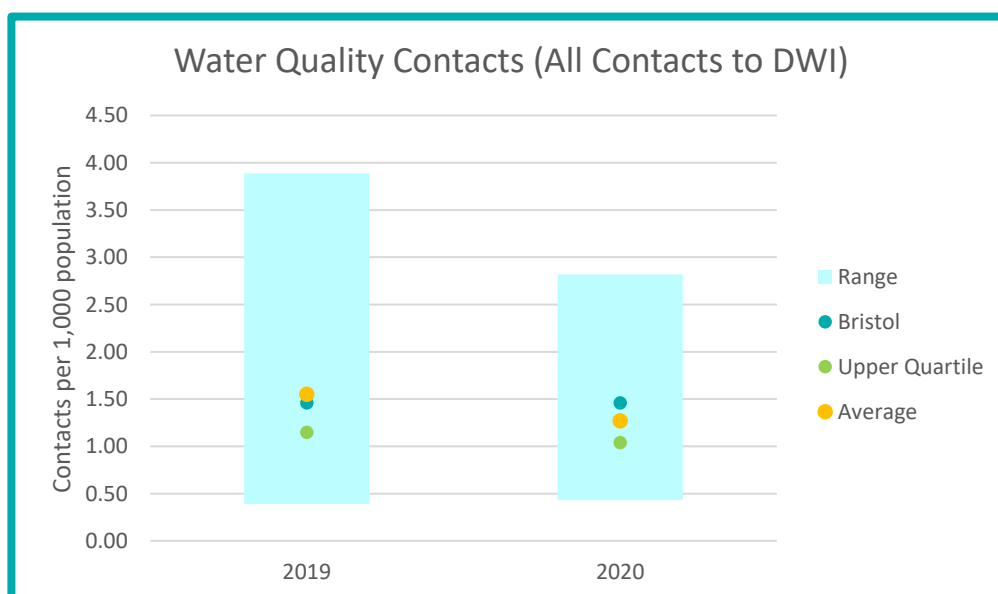


We are also working with external stakeholders such as the local fire service to provide them with awareness and training for using hydrants in our area without giving rise to discolouration.

Customer contacts for discoloured (black/orange/brown) water remain the biggest contributor to appearance contacts (70% of the total contacts). We are proactively investigating the underlying causes of discolouration in order to establish the relevant interventions required to reduce the risk of it recurring. Historically, discolouration can be primarily attributed to the disturbance of harmless iron sediments within the mains network (to the extent that it then results in customers feeling the need to contact us about the appearance of their water).

Comparative Performance

We know that the appearance of our customers' tap water is something which they value highly. Customers can compare our performance on appearance contacts against other companies in the industry at <https://discoverwater.co.uk/colour>.



Customer contacts about water quality – taste and smell

Definition and Targets



The aim of this performance commitment is to reduce water quality contacts made by our customers, relating to the taste and odour of their water. The calculation is the number of contacts for taste and odour multiplied by 1,000, divided by the resident water supplied population as reported to the Drinking Water Inspectorate (DWI).

To be consistent with our approach to DWI reporting, for the limited number of customer contacts that reference both appearance and taste and smell as issues, the contact is only counted against the performance commitment category it was originally assigned to.

This performance commitment is reported in calendar years (at mid-year our data is reported from January to September 2021).

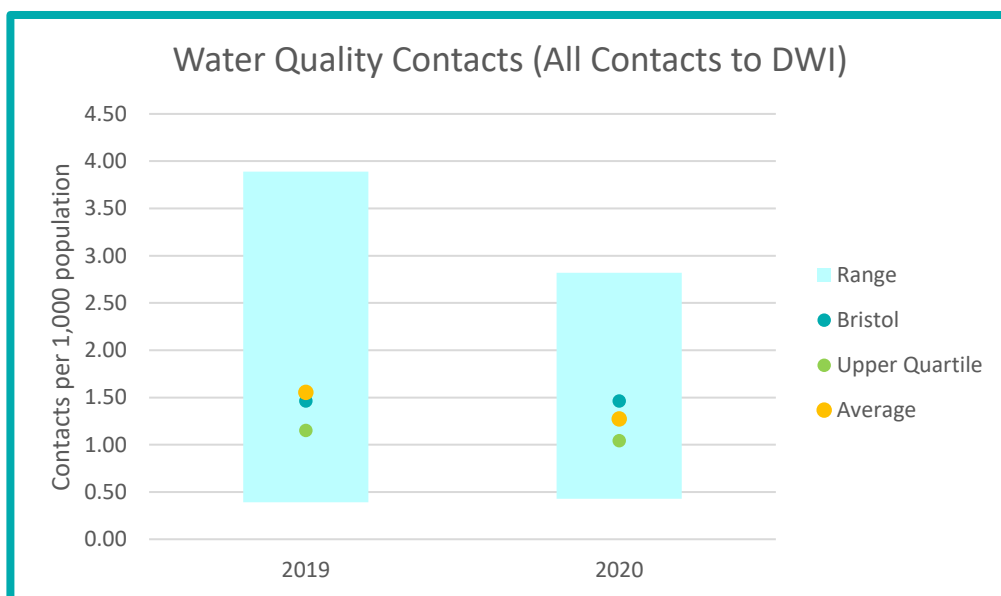
Number of consumer contacts per 1,000 population	2019 Baseline	2020	2021 Mid-Year	2021	2022	2023	2024	Long Term Ambition
Performance Commitment Level ("PCL")		0.40		0.36	0.32	0.28	0.25	0.10
Performance	0.39	0.35	0.22					
On track to meet PCL?			Yes					

Performance

We are pleased to report that for the second consecutive year, we are on track to outperform our target. This demonstrates our continuing commitment to ensure the aesthetic quality of the water for our customers. As a large proportion of taste and odour contacts are associated with the internal plumbing system in customers' homes, we have continued to make improvements to the information on our website to allow customers to self-serve to resolve these problems as quickly as possible.

Comparative Performance

We know that the taste our customers' tap water is something which they value highly. Customers can compare our performance on taste/odour contacts against other companies in the industry at <https://discoverwater.co.uk/taste>.



Properties at risk of receiving low pressure

Definition and Targets

Water pressure determines the strength of water flow from customer taps. The aim of this performance commitment is to identify the number of properties that have received, and are likely to continue to receive, pressure below the reference level when demand is not abnormal. This is measured as the total number of properties in our area of water supply which, at the end of the year, have received, and are likely to continue to receive, a pressure or flow below the reference level.

Our standard of service for mains water pressure is ten metres head (or 1 bar) at the property boundary of a home or business. This normally means that in our customers' home or business, water pressure should be strong enough to fill a 4.5 litre (one gallon) container in 30 seconds from a ground floor tap. This is the minimum level of pressure we expect each house or business to receive, although pressure can be higher.

Identifying new properties at risk of low pressure can arise as a consequence of our proactive monitoring of our network or as a consequence of poor pressure complaints raised by customers.



MID-YEAR PERFORMANCE REPORT 2021/22

Number of properties	2019/20 Baseline	2020/21	2021/22 Mid-Year	2021/22	2022/23	2023/24	2024/25	Long Term Ambition
Performance Commitment Level ("PCL")		65		61	57	53	49	20
Performance	57	57	63					
On track to meet PCL?			Yes					

Performance

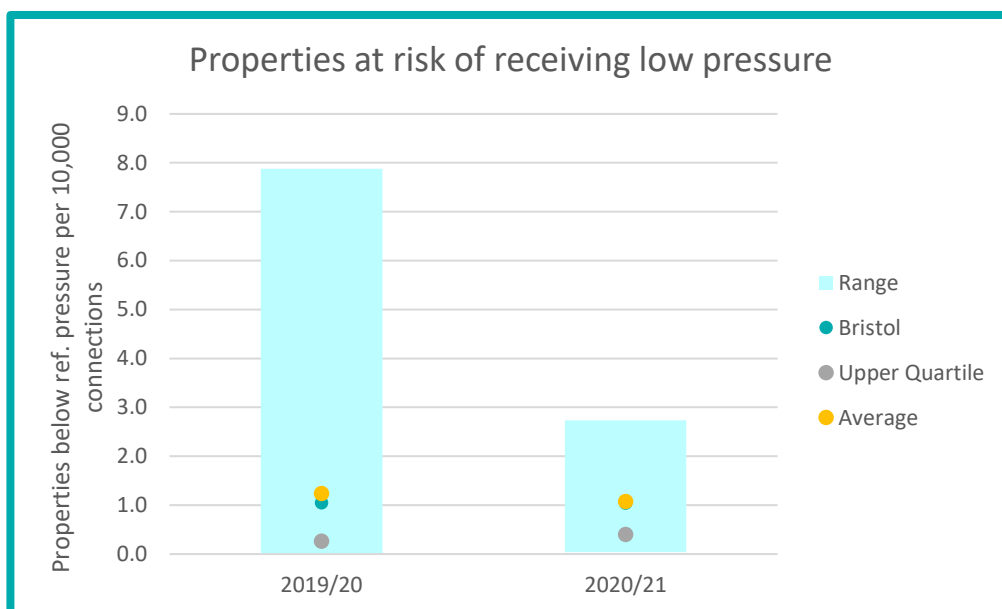
Over recent years we have started a process of significantly increasing the level of pressure monitoring and other sensor deployment in our distribution network. This will ensure we can identify which properties are at risk of low pressure and rectify the problems for our customers in a much quicker timetable. It is therefore unlikely that our customers will experience water pressure below the minimum standard for long periods of time. Since 31 March 2021 six properties in Radstock have been added to the low pressure register but their pressure will be restored before the year end.



We expect to outperform despite currently being above the year end target, because it is a normal pattern that new properties at risk of low pressure emerge after summer peak demands that we resolve before the year end.

Comparative Performance

Customers can compare our performance on low water pressure against other companies in the industry at <https://discoverwater.co.uk/waterpressure>.



Turbidity performance at treatment works

Definition and Targets

The aim of this performance commitment is to reduce the turbidity experienced at our water treatment works. It is measured as the number of operational potable water treatment works whose turbidity 95th percentile equals or exceeds a 0.5 NTU (Nephelometric Turbidity Units) threshold.

Our performance over the next five years will be reported against performance commitment levels, also known as targets. To understand our performance to date we have also included within the table a baseline level of performance, taken from our level of service reported in 2019.

This performance commitment is reported in calendar years.

Number of works whose turbidity 95th percentile equals or exceeds a 0.5 NTU threshold	2019 Baseline	2020	2021 Mid-Year	2021	2022	2023	2024	Long Term Ambition
Performance Commitment Level ("PCL")		0		0	0	0	0	0
Performance	0	0	0					
On track to meet PCL?			Yes					

Performance



Turbidity is a measure of the cloudiness of water, normally caused by suspended minerals. It is an important water quality control parameter at our water treatment works. Factors such as turbidity affect the effectiveness of disinfection. This metric enables us to consider the following:

- The use of turbidity as a measure to provide assurance of the optimal operation of filter performance, where filtration is used to address identified risks associated with chlorine resistant pathogens in the source water;
- The impact of turbidity on the efficiency of disinfection processes;
- The effect that turbidity has on the aesthetics of the treated water.

We have a long track record of achieving zero turbidity events and this is the case for all reporting years in the previous AMP. Our future plans are designed to maintain our high level of performance on this metric. There has been no impact on this metric by COVID-19 as our Treatment Works and processes have been successfully maintained to the same standard throughout the pandemic.

Unplanned maintenance – non-infrastructure

Definition and Targets

The aim of this performance commitment is to ensure that the health of all water non-infrastructure assets is appropriately maintained and improved. It is measured as the total number of unplanned non-infrastructure maintenance jobs, required as a result of equipment failure or reduced asset performance. It typically relates to jobs identified at our treatment works, pumping stations and service reservoirs.

Unplanned events mean potential interruptions to the treatment and supply of clean and wholesome water. The more we can reduce the occurrence of unplanned events on our treatment works the more reliable the supply of water; this results in reduced asset downtime and increased reliability of supply for our customers.

Our performance over the next five years will be reported against performance commitment levels, also known as targets. To understand our performance to date we have included within the table a baseline level of performance, taken from our level of service reported in 2019/20.

Number of unplanned non-infrastructure maintenance jobs	2019/20 Baseline	2020/21	2021/22 Mid-Year	2021/22	2022/23	2023/24	2024/25
Performance Commitment Level ("PCL")		3,272		3,272	3,272	3,272	3,272
Performance	3,327	3,134	1,570				
On track to meet PCL?			Yes				



Performance

Unplanned maintenance events mean potential interruptions to the treatment and supply of clean and wholesome water. The more we can reduce the occurrence of unplanned events on our treatment works the more reliable the supply of water. We are pleased to report that we are on track to outperform our target for this year.

We aim to provide the right maintenance and whole life care to our assets to ensure that they are reliable and efficient; our steady performance over the last few years demonstrates that we are on the right track to achieving this balance. By providing the right level of care and investment in our assets we are able to provide a resilient supply of quality water with minimal interruptions. This is achieved by assessing all our assets to better understand which have the greater impact on our ability to meet our customer requirements. A lower number in this indicator identifies reduced asset downtime and increased reliability.

Glastonbury Street network resilience

Definition and Targets

The aim of this performance commitment is to protect customers should we not deliver the Wells to Glastonbury and Street area mains scheme in Somerset. It is measured as the expected number of months delay to deliver a permanent secondary source of supply to the Glastonbury and Street area, covering a population of approximately 28,000, by 31 March 2025.

Our performance over the next five years will be reported against performance commitment levels, also known as targets. A delay to the scheme must be entered as a positive number of months. If the scheme is expected to be delivered early (i.e. before 31 March 2025) a zero will be entered. To understand our performance to date we have included within the table a baseline level of performance, taken from our level of service reported in 2019/20.

Expected number of months delay	2019/20 Baseline	2020/21	2021/22 Mid-Year	2021/22	2022/23	2023/24	2024/25	Long Term Ambition
Performance Commitment Level ("PCL")		0		0	0	0	0	Scheme delivered by March 2025
Performance	0	0	0					
On track to meet PCL?			Yes					

Performance

Reliability of water supply is a top priority for our customers. The Glastonbury and Street zones are



supplied from Cheddar Water Treatment Works via a considerable length of “Critical Main” for which currently there is no redundancy. This scheme will ensure that a population of approximately 28,000 have resilience of supply by providing an additional route of supply to Windmill Hill Reservoir, maintaining the supply of water to Glastonbury and Street in the event that the main supply route is lost or compromised. It also ensures that those customers in Glastonbury and Street would be at a significantly less risk of experiencing water supply interruptions of over 24 hours.

The scheme is on track to be delivered in March 2023, meaning we would not be reporting any expected number of months delay to the project at the March 2025 trigger point.

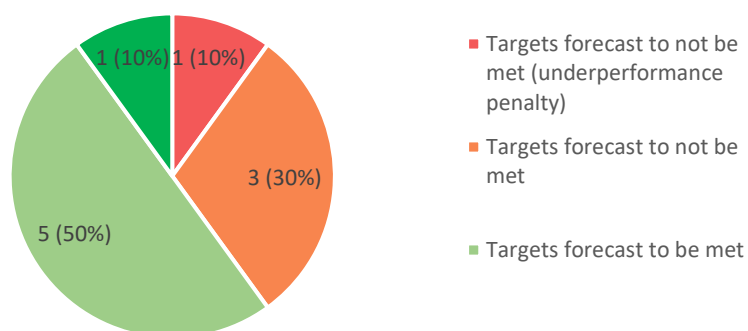
Our long-term strategy continues to have a focus on resilience and a growing need to ensure our assets are, and remain, maintained and effective in preventing our customers from experiencing water supply interruptions of over 24 hours.



Local Community and Environmental Resilience

We make our services robust to what the future may hold. We achieve this through collaborative working with our communities and through protecting and enhancing our local environment.

2021/22 Mid-Year Performance - Local Community and Environmental Resilience



Leakage

Definition and Targets

Water is supplied to customers' homes through thousands of kilometres of underground pipes. For various reasons, including ground movement and degradation of materials, pipes can leak and some water is lost between the treatment works and the home.

The aim of this performance commitment is to reduce leakage, which leads to improved water resources supply/demand balance, reduced need for water abstraction and increased water supply network resilience. This measure is the amount of water that enters the distribution system but is not delivered to customers because it is lost from either the company's or customers' pipes. Although we are required to report on leakage in megalitre per day (Ml/d), leakage in litres per property per day and leakage in cubic metres per km of main are used to compare companies of different sizes.

There are multiple benefits to managing leakage effectively including reducing the risk of having to impose water restrictions if our area experiences sustained periods of dry weather, reducing our impact on the environment by reducing the amount of water we need to abstract, and reducing disruption to customers when making repairs.

Our performance over the next five years will be reported against performance commitment levels, also known as targets. To understand our performance to date we have included within the table a baseline level of performance, taken from our level of service reported over the last three years. Our leakage performance commitment levels (PCLs) are based on three-year average reductions from this baseline level of service. Therefore, in order to achieve the PCLs we must achieve an annual level of performance, which is greater than the three-year average, due to our performance in previous years. Our future indicative annual levels of performance will then have to be revised, in line with our final outturn annual performance each year.





MID-YEAR PERFORMANCE REPORT 2021/22

	2017/18	2018/19	2019/20	2020/21	2021/22 Mid-Year	2021/22	2022/23	2023/24	2024/25	Long Term Ambition
Annual performance in Megalitres per day (MI/d)	43.9	41.1	37.0	35.5	33.7					31.5
Three-year average performance in MI/d			40.7	37.9	35.4					
Three-year average Performance Commitment Level ("PCL") based on % reduction from baseline				6.1%		11.4%	15.8%	19.0%	21.2%	
Three-year average PCL based on % reduction from baseline in MI/d				38.2		36.1	34.3	33.0	32.1	
Indicative annual performance required to meet three-year average PCL in MI/d				36.4		34.8	31.6	32.5	32.1	



MID-YEAR PERFORMANCE REPORT 2021/22

	2017/18	2018/19	2019/20	2020/21	2021/22 Mid-Year	2021/22	2022/23	2023/24	2024/25	Long Term Ambition
On track to meet three-year average PCL?					Yes					

Performance

We continue to deliver industry-leading levels of leakage. Last year we recorded the lowest level of leakage we have ever achieved and we are on track to deliver an even lower level of leakage by the end of 2021/22.

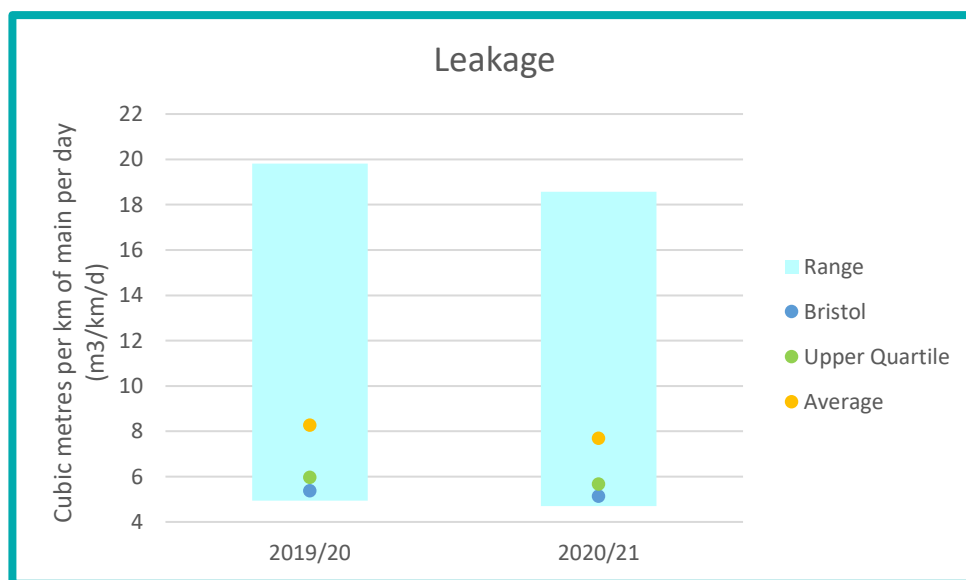
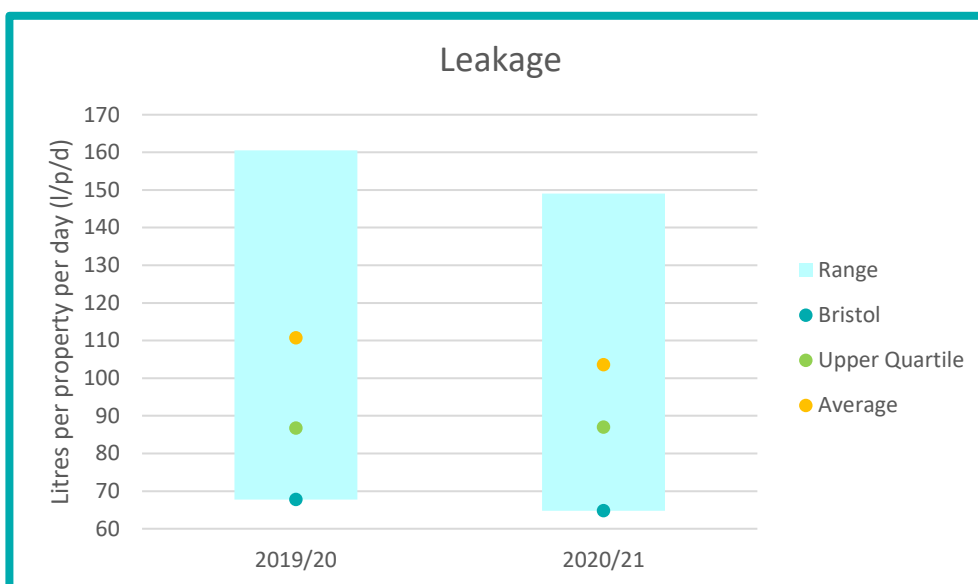
Leakage reduction is consistently a top priority across all our customer research and engagement. It is therefore pleasing that we continue to deliver industry leading levels of leakage reduction. This is despite the fact that we have experienced a complex combination of change of customer usage habits in response to COVID-19 (which has significantly impacted household night usage, a major variable in the leakage calculation), combined with difficult weather conditions in the spring and the summer.

The combination of targeted investment in our network, improved monitoring (leak repairs continue to be monitored so that the largest are targeted as highest priority) and control activities, and our proactive approach to leakage management and leakage reduction initiatives, such as pressure management, continues to see us reduce leakage levels further. Our excellent leakage performance can be attributed to significant effort to reduce leakage on our distribution network with more leakage inspectors deployed, supported with additional technology, whilst working closely with our customers (to provide advice, support and assistance) to minimise leakage.

We aim to continue to deliver on our industry-leading levels of service; we are currently delivering a pressure management program aiming at reducing leakage by 2 MI/d during AMP7, of which 0.75 MI/d of the targeted savings have been achieved already. There is also an ongoing project to refresh the night use model for non-domestic customers, in order to capture the possible impact of COVID-19 on night use behaviours. Finally, this year again, leak repairs are prioritised so that the largest were targeted for repair as a higher priority.

Comparative Performance

Customers can compare our performance on leakage against other companies in the industry at <https://discoverwater.co.uk/leaking-pipes>. Although we are required to report on leakage per megalitres per day (MI/d), leakage per litres per property per day and leakage per cubic metres per km of main are used to compare companies of different sizes.



Per capita consumption (PCC)

Definition and Targets

The aim of this performance commitment is to help customers reduce their consumption. It is defined as the average amount of water used by each person each day; the sum of measured household consumption and unmeasured household consumption divided by the total household population. By knowing this information, our intention is to encourage behaviours to reduce the amount of water



we all use, thereby helping customers save money for the future and further adapt to the challenges of climate change.

Our performance over the next five years will be reported against performance commitment levels, also known as targets. To understand our performance to date we have included within the table a baseline level of performance, taken from our level of service reported over the last three years. Our PCC performance commitment levels (PCLs) are based on three-year average reductions from this baseline level of service. Therefore, in order to achieve the PCLs we must achieve an annual level of performance, which is greater than the three-year average, due to our performance in previous years. Our future indicative annual levels of performance may then have to be revised, in line with our final outturn annual performance each year.



MID-YEAR PERFORMANCE REPORT 2021/22

	2017/18	2018/19	2019/20	2020/21	2021/22 Mid-Year	2021/22	2022/23	2023/24	2024/25	Long Term Ambition
Annual performance in Litres per person per day (l/p/d)	148.9	151.3	146.4	161.1	156.2					110.0
Three-year average performance in l/p/d			148.9	152.9	154.6					
Three-year average Performance Commitment Level ("PCL") based on % reduction from baseline				1.3		2.6	3.9	5.1	6.3	
Three-year average PCL based on % reduction from baseline in l/p/d				147.0		145.0	143.1	141.3	139.5	
Indicative annual performance required to meet three-year average PCL in l/p/d				143.4		145.3	140.7	138.0	139.9	



MID-YEAR PERFORMANCE REPORT 2021/22

	2017/18	2018/19	2019/20	2020/21	2021/22 Mid-Year	2021/22	2022/23	2023/24	2024/25	Long Term Ambition
On track to meet three-year average PCL?					No					

Performance

This is a challenging target and regretfully we have not met our target for this year. We are forecasting to underperform throughout this five-year period on per capita consumption.

One of our biggest challenges we face is customer perception and their understanding of the value of water, and in how we work with customers and other stakeholders to educate them on demand management and the benefits of water efficiency. Our future water availability and keeping water in the environment relies heavily on customers, consumers and communities really understanding the value of water and by working with us to make sure we have a better, more resilient future. Unfortunately, our performance has been severely impacted by COVID-19, because customers are rightly using more water as they are at home more and there is enhanced focus on hygiene and hand washing

We do want to help customers to reduce water consumption, through supportive and voluntary measures. However, we recognise that we must do more to help customers reduce water consumption in line with our long-term ambition to reach 110 litres per person per day. To achieve this, we are implementing an ambitious metering program. As well as metering, we have highlighted the following approaches in our Water Resource Management Plan:

- The continued provision of free water efficiency equipment;
- The continued provision of bespoke water efficiency calculations through our website to empower customers to understand their usage and advise and help on how to become more efficient;
- Developing new partnerships with stakeholders across our region to create new and innovative ways to help customers to become more resource efficient;
- Developing our evidence base and research programme on the most effective water efficiency measures;
- Continuing and enhancing our schools education programme;
- Working within the industry to share experience and knowledge and lead development of initiatives like the water label; and
- Working with retailers to help them help their non-household customers to use water efficiently.



We will also have to consider what the long-term impact of COVID-19 will mean for consumption patterns.

COVID-19

Our assumptions on PCC when producing our business plan in 2018 did not anticipate the changes to household consumption that COVID-19 has brought about as a direct result of people working from home, school closures, restrictions on international travel and tourism, or even just washing hands more often. These changes have resulted in a change in the location of water demand; our customers are staying at home more often and using more water at home, rather than consuming water outside of their homes.

Although it is not possible to predict with any real confidence what the long-term impact of the COVID-19 pandemic may be, it is reasonable to believe that the new consumption behaviours observed last year have continued to some extent into 2021/22 and might possibly carry on beyond, particularly as some employers are now encouraging their staff to continue working from home at least on a part time basis.

Social Contract

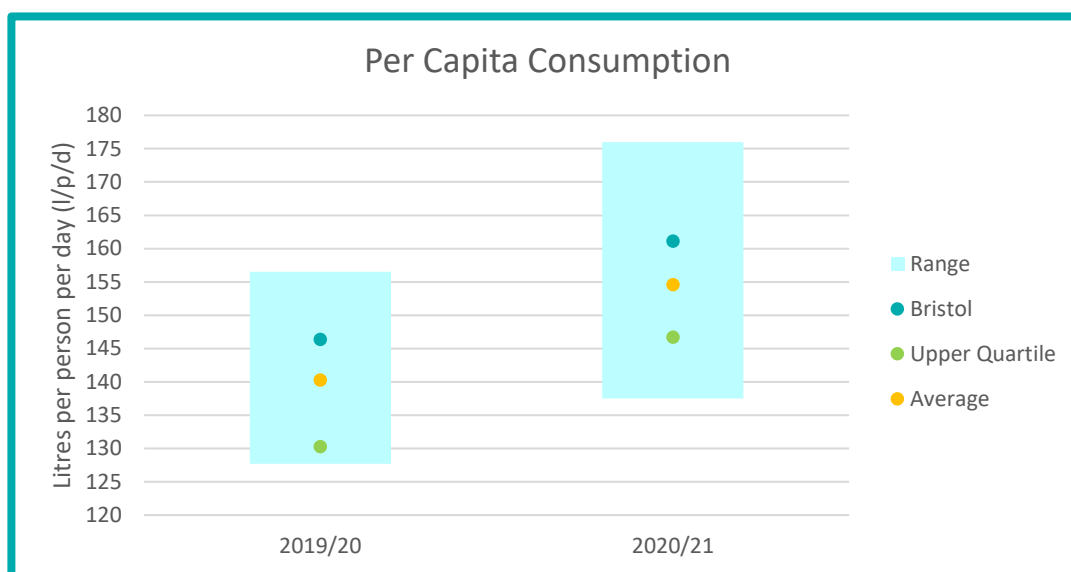
We continue to undertake a range of community initiatives and partnership campaigns as part of our social contract throughout 2020-25. Examples of some of our initiatives in 2021/22 are summarised below:

- Resource West: the aim of this programme is to work with local partners to deliver a joined-up approach to reducing consumption across different sectors – combining resources and amplifying messages to customers. Lower consumption will also reduce the total energy we use to treat and transport water, therefore reducing our greenhouse gas emissions, as well as our customers' carbon footprint. By doing so, we will be encouraging reductions in public consumption of resources and increased local resilience. By the end of this reporting year we aim to begin a trial within Southmead.
- Community Engagement projects: the aim of this programme is to work collaboratively with community groups to address issues that impact the wellbeing of the community. By doing so, we will provide public access to free drinking water, encourage reductions in consumption of single use plastic and provide public access to historic assets, providing education and wellbeing and education on the value of water. Whilst our water fountains and water bar initiatives have been on hold due to the pandemic, our focus this year has been on restoring our 10 existing fountains which were turned off during lockdown.
- Education projects: the aim of this programme is to inspire a sense of collective responsibility through education on the value of water (and other resources) to develop citizens for the future. By doing so, we will inspire the next generation on the value of water to foster a sense of responsibility and a willingness to act. This will encourage our younger customers to reduce their consumption habits but to also contribute to harnessing 'pester power' to influence.



Comparative Performance

Customers can compare our performance on the average amount of water used by each household each day against other companies in the industry at <https://discoverwater.co.uk/amountwe-use>.



Meter penetration

Definition and Targets

Many people regard water meters as the fairest way to charge for their water services as it charges customers for what they use. We encourage our customers to be more efficient in the way they use water by increasing the number of household customers who are billed based on their actual water consumption.

The aim of this performance commitment is to increase the proportion of our household customers charged for water based on metered consumption. It is measured as the percentage of residential properties (at year end) that are charged for water based on metered consumption. Void properties are excluded from this calculation because these are properties with no occupants.

Some companies supply an area of serious water stress and have chosen to aim to achieve universal metering as a way of managing water resources in their area. We know however from continuous engagement activities that our customers on the whole do not wish to see full compulsory metering introduced and we do not have plans to introduce such a programme. Our performance should be seen in this context.



MID-YEAR PERFORMANCE REPORT 2021/22

% household properties charged based on metered consumption	2019/20 Baseline	2020/21	2021/22 Mid-Year	2021/22	2022/23	2023/24	2024/25	Long Term Ambition
Performance Commitment Level ("PCL")		67.70		69.50	71.30	73.10	75.00	90.00
Performance	58.98	60.26	61.25					
On track to meet PCL?			No					

Performance

Our performance has traditionally been driven by our meter optant policy (those customers who opt into receiving water via a meter by contacting us to request a meter fitting) and our selective metering policy (whereby we install a meter at a property whenever there is a change of occupier), which are in turn impacted by our information campaigns.

Similarly to 2020/21, our mid-year performance has been severely impacted by COVID-19. We were forced to pause our promotion of metering, as Covid restrictions meant that we have been unable to install as many meters as our customers would have ideally liked. Since the return into customer properties in April 2021 and the easing of lockdown restrictions our initial focus turned to managing the short-term impact, prioritising our most vulnerable customers through promotion of the Priority Services Register and the existing Free Meter Option applications. Delivering on the outstanding applications and generating customer confidence through the restart of our marketing programme has allowed the team to start to address the long-term impact to our customers around financial confidence and sustainability.

Reflecting on the first part of the year, our attention has remained on the feedback of our customers and their new emerging priorities. Development of our communication and marketing plan has seen development of the application process through all media channels by allowing customers to apply at first contact including over the phone. To assist with improving confidence, incentives were introduced to allow customers to make the most informed choice around retaining their Meter Option. Any meter fitted up to May 2021 for example will benefit from an extended reversion period of a further year and future incentives includes a money back guarantee to ensure the customers can explore the choice of a meter without the risk of paying any more than their existing bill and the benefit of potentially saving.

Our "Peter the Meter" campaign has also returned to social media platforms, Radio and Letter drops. Our initial relaunch has seen a positive increase on optant applications.

COVID-19



Even though legal restrictions have eased, a reduced level of customer demand for meters, partly due to a reluctance on the part of customers to allow work inside their homes, has continued to have a negative impact upon our metering activities.

The COVID-19 pandemic has clearly impacted upon our ability to achieve our meter penetration ambitions and the impacts of the pandemic upon customer demand has continued into this year. The continuing uncertainty caused by the pandemic has continued to suppress the number of applications for a meter which we receive from our customers, and it remains to be seen how long it will take for applications to return to pre-Covid levels, assuming that they do so. Nevertheless, we continue to emphasise, via our promotional activities, the benefits to customers of having a meter installed, which we believe will help with stimulating customer demand.

Social Contract

We continue to promote the benefits of water efficiency and the links to metering. These campaigns are linked to our resource efficiency partnership “Resource West” and our social contract partnership approach on education and community engagement. Resource West for example aims to build a partnership of local stakeholders which facilitates transformational shifts in consumer behaviour to reduce consumer consumption and waste.



Raw water quality of sources

Definition and Targets

A water catchment is an area of land through which water from any form of precipitation (such as rain, melting snow or ice) drains into a body of water (such as a river, lake or reservoir, or even into underground water supplies – ‘groundwater’). It could be a very large area, such as an estuary and any associated coastal waters. Or it could be relatively small – for example, the catchment of a tributary river.

As an assessment of our progress in implementing catchment management activities, the aim of this performance commitment is to reduce the level of nutrients lost to the environment. The level of nutrients is measured as the estimated cumulative kilograms of phosphorus saved from being lost to the environment. The assessment of progress against the target is made using a recognised model (Farmscoper).



MID-YEAR PERFORMANCE REPORT 2021/22

Kilograms of phosphorus loss reduction	2019/20 Baseline	2020/21	2021/22 Mid-Year	2021/22	2022/23	2023/24	2024/25	Long Term Ambition
Performance Commitment Level ("PCL")		109		216	322	427	531	541
Performance	0	155	164					
On track to meet PCL?			Yes					

Performance

Due to our work this year to date with farmers in the catchments of our raw water sources, 164 kilogrammes of phosphorus per year will not be lost from the land into the water environment. This has been achieved by providing advice to farms, for example around soil and nutrient management, and by supporting farms to improve their infrastructure where this will reduce pollution risk, for example by improving slurry storage capacity. We have delivered the following support and interventions:

- Nutrient management plans and associated soil and manure analysis and in some cases spreading risk maps on 15 farms
- A herbal ley established on one farm
- A constructed wetland on one farm
- Watercourse fencing on two farms
- Yard improvements (roofing/concreting) on three farms
- New slurry stores on two farms
- New dirty water store on two farms
- Slurry / solids separator on one farm
- Advice and support around nutrient and soil management to many farms across the catchments.

This performance commitment alone does not measure of all of our catchment management activities. There are a number of other schemes which are either under way or in development:

- We are working with University of Bristol by co-supervising a PhD student to investigate nutrient movements in the Chew catchment, for example looking at whether Chew Valley Reservoir acts as a source or sink for nitrates. This will be informed by and will support our catchment management programme towards improving the water environment. Our monitoring data will be contributing to the investigation.
- We provide teaching and practical support to the University of West of England Environmental Science undergraduate course (Hydrology to Oceanography module).
- We provide data for research under the GW4 Reservoir Water Management Research Group, specifically into Geosmin and 2-MIB research.

- We lead the Mendip Lakes Partnership which brings together organisations such as CSF, Mendip AONB, Bristol Avon Rivers Trust and Avon Wildlife Trust, with an interest in encouraging improved environmental management across the Mendips. This helps to coordinate our work effectively.

Our catchment management efforts contribute to our aim to maintain raw water quality in our sources, so that the water is easier and less expensive to treat to a potable standard. It will also help to maintain our SSSIs in favourable conservation status and surrounding waterbodies in good ecological status or potential under the Water Framework Directive. This benefits the local communities by improving the environment and enhancing natural capital.

COVID-19

While our catchment management programme has been impacted by COVID-19; we were able to run our first on farm workshop in June 2021 (the first since June 2019). Most visits to farms take place outside or in farm buildings where distances can be maintained and there is plenty of ventilation.





Biodiversity Index

Definition and Targets

The aim of this performance commitment is to quantify enhancements we have made to the natural environment across our sites. We introduced the biodiversity index (BI) in 2014/15 as a new and innovative approach to protecting the environment. It is measured on the cumulative hectares and metres of habitat (for example, grassland or hedges) and the quality of this habitat across our sites, by:

[Hectares of priority habitat] x [grade of this habitat] x [distinctiveness score of this habitat] plus
[Metres of linear priority habitat] x [grade of this habitat] x [distinctiveness score of this habitat]

BI score	2019/20 Baseline	2020/21	2021/22 Mid- Year	2021/22	2022/23	2023/24	2024/25	Long Term Ambition
Performance Commitment Level ("PCL")		17,668		17,678	17,689	17,700	17,711	18,723
Performance	17,670	17,668	17,626					
On track to meet PCL?			Yes					

Performance

Our BI position demonstrates how the natural environment and the company's natural assets require continuous monitoring and maintenance to balance the risks and issues of climate change, invasive species, operational activities, and natural succession of habitats.

Natural asset conditions are being maintained through a mix of delivery, including successful community volunteering days coppicing withy wood from reedbeds around Blagdon and Chew Valley Lake. Despite this, there has been material deterioration to date, but we have a planned programme of work over the next few months. Such a deterioration at this point in time is also to be expected as a lot of the improvement projects take place during the winter months. For transparency, we have provided a breakdown of the Biodiversity Index risks and changes at mid-year 2021/22 compared to our position at the end of 2020/21.



Site	Mid-Year BI change	Project Information
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MID-YEAR PERFORMANCE REPORT 2021/22

Chew Valley Lake	Maintain to mitigate the risk of 3.10 BI decline	One unimproved grassland asset at risks of deterioration if maintenance is not delivered in the form of hay cut and ditches clearance to improve field drainage. If this intervention is delivered on an annual basis there is a potential to improve the BI value over future years too.
Blagdon Lake	Maintain to mitigate the risk of 13.66 BI decline	Wetland assets at risk of deterioration from encroaching withy wood. Successional growth of trees within the reedbeds have caused a deterioration in biological value of reedbed assets. Our aim is to deliver maintenance to remove withies and cut sections of reed during the late autumn when water levels are low.
Chew Valley Recreation Trail (CVRT)	Opportunity to gain 12.39 BI points and accept the loss of 7.64 BI points	The construction of the CVRT is forecast to bring opportunities for enhancement of assets and also losses as different assets are impacted by the construction of the trail.
Axbridge Treatment Works	Opportunity to gain 3.39 BI points with the installation of a new Asset	In January 2022 we plan to plant 1200 deciduous native trees as part of the Queen's Green Canopy initiative to celebrate her Platinum Jubilee, changing the asset from a poor value grassland to a broad-leaved woodland asset.
Head Office	Enhanced value gaining 2.74 BI points	Changing the grass cutting regime around the banks and margins of the service reservoir, to reduced cuts per year, has improved the biological value of the assets.
Knowle Tower	Enhanced value gaining 4.32 BI points	Changing the grass cutting regime around the banks and margins of the service reservoir, to reduced cuts per year, has improved the biological value of the assets.
Shipton Moyne	Enhanced value gaining 1.47 BI points	Changing the grass cutting regime around the banks and margins of the service reservoir, to reduced cuts per year, has improved the biological value of the assets.

In order to achieve our forecast year-end position we have identified the following activities:

- Using large agricultural machinery to top grassland, clear out clogged ditches, and top hedgerow;
- Reinstating a pond at Chew Valley Lake; and
- Clearing large willows which are obstructing the growth of designated reedbed habitat.

Social Contract

Our social contract conservation programme has supported the delivery of our Biodiversity Index performance commitment in two ways:

- By promoting the company's Natural Capital Accounting approach to other individuals and organisations; and
- By encouraging Bristol Water and local community volunteers to participate in WildOnes conservation activity days.

Our social contract conservation programme initiatives have also delivered wider management and conservation enhancements too. Examples of some of our initiatives in 2021/22 are summarised below:



Initiative	Objective	Progress so far
Biodiversity Index	Sharing our innovative biodiversity index approach with businesses to expand its impact. It is a Natural Capital tool that has provided stakeholders with a practical method for assessing the value of their land.	Our Biodiversity Index approach has been shared further on regional partnership forums (WCWR) and is made available to any interested neighbours
Wild Ones	A group of Bristol Water staff who volunteer their knowledge and time to help local environmental projects.	Litter picks and providing care and coppicing to woodlands and reedbed habitat
Ecological Emergency Action Plan	To support Bristol Green Capital Partnership develop an Ecological Emergency Action Plan.	The Action Plan has been published and we are engaged in the delivery of this plan
Green Travel	To understand how our employees' personal carbon footprint is influenced by their commute to and from work.	Our Carbon Strategy was published in July 2021, which looks at carbon reduction in the round. ¹⁵ We have identified a range of ways that we can meet the challenge of hitting Net Zero carbon by 2030
Tree planting	Local community engagement where trees are planted with local groups. Health and wellbeing benefit of all who engage.	Suitable sites are being scoped out for tree planting this winter. Our plans include 1,200 mixed deciduous trees, near Axbridge, as part of the Queens Green Canopy

¹⁵ [Our Routemap to Net Zero Carbon by 2030](#)



Waste disposal compliance

Definition and Targets

Trade effluent, if not controlled, can have harmful effects, which include harm to the environment, particularly our surrounding rivers, streams and estuaries. The aim of this performance commitment is to ensure we dispose of our trade effluent safely without posing a threat to human and environmental health. It is measured as the percentage of total trade effluent discharge samples that meet the consent requirements in the Environment Agency permits.

Samples are taken from eighteen sites (including Blagdon, which has two discharge points). A number of the sites are however either currently out of service or do not discharge to waterbodies.

Site	Comments if consented sites are currently either out of service or do not discharge to waterbodies
Alderley	N/A
Banwell - Lox Yeo	N/A
Barrow Faireywell Stream	N/A
Barrow Reed Bed	Reed Bed isolated in July 2018 - water no longer discharging
Barrow Return to Res 3	N/A
Barrow Land Yeo	N/A
Blagdon Drain	Site now out of service and although it could potentially discharge to other waterbodies, this is a rare occurrence, which is why it is only sampled when fish pens are being drained (which is also a rare occurrence)
Blagdon Spillway	N/A
Charterhouse	TW out of service
Chelvey	N/A
Frome	N/A
Littleton	N/A
Oldford	N/A
Purton	N/A
Rowberrow	N/A
Sherborne (Lamella)	TW out of service (mothballed)
Sherborne (Instrument)	TW out of service (mothballed)
Shipton Moyne	Since April 2017, wash water returned to the start of the treatment process and any remaining solids are tankered away as required
Stowey	N/A

The Environment Agency does not prescribe the number of samples that are required from each site. The number of samples we do collect considers the volume and frequency of the discharge, and the



MID-YEAR PERFORMANCE REPORT 2021/22

resources we have available to undertake the technical tasks. We target, for example, to collect weekly samples at Purton and Blagdon fisheries. This approach has been consistent for a number of years now.

This performance commitment is reported in calendar years (at mid-year our data is reported from January to September 2021).

% trade effluent discharge samples that meet the consent requirements in the EA permits	2019 Baseline	2020	2021 Mid-Year	2021	2022	2023	2024	Long Term Ambition
Performance Commitment Level ("PCL")		100		100	100	100	100	100
Performance	98	98	99					
On track to meet PCL?			No					

Performance

Although we are not on track to meet our 100% compliance target for this year, 99% of the samples collected in the first nine months of the year were fully compliant with the discharge consent conditions. This is an improvement compared to our performance in 2019 and 2020.

Extreme seasonal fluctuations in the quality of the water sources we use for treatment will always present a challenge to our commitment to full compliance, however we are constantly reviewing the reasons for the small number of failures with a view of implementing remedial measures to drive our compliance figure higher. There have been three non-compliant samples out of the 256 compliance samples collected to date across all discharge locations:

- One non-compliant sample has been reported at Blagdon Fisheries for suspended solids. Our investigation concluded that the permit breach was not related to the fish rearing practices on site, but due to an increased amount of solids present in the Langford Spring source on the same day as the sample was taken. Langford Spring is susceptible to sudden and temporary increases in solids, particularly after a period of heavy rainfall.
- One non-compliant sample has been reported at Barrow Treatment Works (due to the wastewater return to raw water reservoir number 3 for aluminium). Our investigation confirmed that the sludge thickener blankets over-topped due to high-loading on the waste system. A process review on site has been completed and a number of recommendations for improved process control have been put forward. In particular, a system to automatically divert out of specification effluent to a recovery tank is currently being commissioned, with a view to being fully operable by the end of the year.
- One non-compliant sample has been reported at Purton Treatment Works for aluminium. Our investigation concluded that the failure was due to the method in which the sample



was collected and it was not representative of the effluent being discharged from site. Site staff have since been issued appropriate guidance over how to collect samples correctly.

Looking ahead to the end of 2021 and throughout 2022, we will be increasing our focus on compliance of the site discharges at Barrow Treatment Works. The Environment Agency have said that they intend to increase their sampling frequency of these discharges and we are working collaboratively with them to facilitate this sampling and to implement their recommendations for improvement.

Water Industry National Environment Programme compliance

Definition and Targets

The Water Industry National Environment Programme (WINEP) represents a set of actions that the Environment Agency have requested we complete between 2020 and 2025, in order to contribute towards meeting our environmental obligations.

The aim of this performance commitment is to ensure that we deliver our agreed WINEP schemes in a timely manner. It is measured as the percentage of WINEP schemes completed each year measured against the programme agreed with the Environment Agency on 1 April 2019. There are 50 lines on the WINEP, which include: schemes, risk assessments, surveillance programmes, a biodiversity action plan and a feasibility study.

Measurement against this commitment will be equally weighted on compliance with delivery of each line of the WINEP by the regulatory dates, as signed off by the Environment Agency and Natural England. For transparency, the deadlines for the various schemes have been summarised in the table below.

	2020/21	2021/22	2022/23	2023/24	2024/25
Number of WINEP schemes due for completion	0	26	4	3	17

% WINEP schemes completed against agreed EA programme	2019/20 Baseline	2020/21	2021/22 Mid-Year	2021/22	2022/23	2023/24	2024/25
Performance Commitment Level ("PCL")		100		100	100	100	100
Performance	100	100	96				
On track to meet PCL?			No				



Performance

We have started work to deliver on our WINEP obligations and projects have progressed well through 2020/21 and the first half of 2021/22. However, as we are only expecting to complete 25 schemes by the end of this financial year, we can only expect to be 96% compliant. The other scheme was a date change by the Environment Agency in a later version of the WINEP than the one specific by Ofwat for calculating this performance commitment.

Current ongoing WINEP projects include the Abstraction Sustainability investigations (at eight of our sites), WINEP Adaptive Management programmes, as well as catchment management across the Cheddar, Axe and Egford catchments. Delivery of the Biodiversity Index enhancements are being scoped and planned for this period and will align with the recently developed Natural Asset Plans and Natural Asset Register. All of these projects are progressing well and are on track for delivery as required under the WINEP programme.

Social Contract

Under the WINEP we are progressing a number of projects which will contribute to social contract delivery. These include:

- Working with local stakeholders in the Chew and Yeo catchments to improve river flow patterns downstream of reservoirs while taking into account concerns around flooding and angling;
- Development and implementation of a company-wide Biodiversity Strategy which will take into account views and learning of numerous community groups with diverse interests;
- Working with university students to research sources and fate of nutrients in the catchments; and
- Working with local partnerships and local community groups we will develop our monitoring of Invasive Non-Native Species and learn together what their impacts are on our natural environment.

Delivery of Water Industry National Environment Programme requirements

Definition and Targets

The WINEP represents a set of actions that the Environment Agency have requested we complete between 2020 and 2025, in order to contribute towards meeting our environmental obligations.

The aim of this performance commitment is to ensure that we deliver our agreed WINEP schemes in a timely manner. It is measured by a confirmation of whether we have “met” or “not met” the requirements of the WINEP.



The timely delivery of the WINEP schemes for this metric is measured slightly differently to our WINEP compliance performance commitment; our forecast underperformance for the latter metric does not impact our commitments for this metric.

Whether the company has met its requirements for WINEP	2019/20 Baseline	2020/21	2021/22 Mid-Year	2021/22	2022/23	2023/24	2024/25
Performance Commitment Level ("PCL")		met		met	met	met	met
Performance	met	met	met				
On track to meet PCL?			Yes				

Our planned WINEP programme of work is explored in detail as part of the section on our WINEP compliance performance commitment.

Local community satisfaction

Definition and Targets

Trust is clearly important, and if customers and stakeholders are to trust that our commitment to our social purpose is meaningful, we need to measure and act depending on their satisfaction with our delivery.

The aim of this performance commitment is to improve our contributions to local communities through specified initiatives. It is measured as the percentage of stakeholders who answer 'very satisfied' or 'fairly satisfied' to the following survey question: "How far do you agree that Bristol Water makes a positive contribution to the communities it serves?"

As the prescribed answers require respondents to answer in terms of satisfaction, our surveyors added a clarification to the script in to avoid our stakeholders becoming confused. The clarification adds "So in terms of your satisfaction with Bristol Water's contribution, are you?" to the end of the survey question.

Responses to the survey then helps to gather feedback from community stakeholders who are involved in various projects during the year as a part of our Social Contract. The feedback can help us evaluate our efforts and contribution, as well as plan for the further community projects and engagement.



MID-YEAR PERFORMANCE REPORT 2021/22

% stakeholder satisfaction	2019/20 Baseline	2020/21	2021/22 Mid-Year	2021/22	2022/23	2023/24	2024/25	Long Term Ambition
Performance Commitment Level ("PCL")		85.0		85.0	85.0	85.0	85.0	93.0
Performance	N/A	88.2	N/A					
On track to meet PCL?			Yes					

Performance

As this measure is based on annual survey data, a mid-year value is not applicable. Based on our performance in 2020/21 we are however forecasting to meet our target for this reporting year.

Following the results of last year's survey, we are promoting regular dialogue between our community stakeholders and our initiative leads throughout the year and we are working with our research agency to ensure that when they conduct the survey, the purpose of it and relevance of the questions to the stakeholders is fully understood.

Social Contract

In order to demonstrate to our stakeholders that we have improved our contributions to our local communities, we are undertaking a range of social contract programmes, with specified objectives for the year. Our website provides our customers and stakeholders with our current and future plans on our social contract. Our social contract forward programme outlines our ambitious plans for 2021/22.¹⁶

In order to keep our stakeholders informed of our social contract progress throughout the reporting year we have published a separate Social Contract Benefit and Transparency Report on the initiatives we have prioritised that contribute to the local communities that we serve. This report can be found on our website at <https://www.bristolwater.co.uk/about-us/social-contract/> and this in addition to an infographic that summarises the progress we have made in the delivery of our social contract initiatives in 2021/22 at <https://www.bristolwater.co.uk/midyear-socialcontract-2021-22>.

¹⁶ [Social Contract Forward Programme 2021/22](#)



MID-YEAR PERFORMANCE REPORT 2021/22



Our Social contract in action

We are on a journey, we have a proud history of serving the communities around Bristol – our social purpose

1 Conservation
Protecting natural resources through measuring and improving biodiversity

2 Health & Wellbeing
Facilitating the enjoyment of recreational activities such as fishing, sailing, walking, cycling and birdwatching

3 Conservation & Community Engagement
Working collaboratively with community groups to address issues that impact wellbeing

4 Community Engagement
We are part of the communities we serve, with initiatives such as the Bristol Water Bar and Refill Bristol

5 Resource West
Working with local partners to deliver a joined up approach to resource efficiency across different sectors

6 Communication
Combining resources to communicate with current and future citizens to change culture for a more sustainable future

7 Vulnerability
Technology and data will help us to work with local stakeholders to deliver the specific needs of individuals – building a shared connection with the communities we serve together

8 Education – employees for the future
Inspiring the next generation to raise their aspirations to want to work in the water sector, improving social mobility by providing opportunities that build the skills we need as a diverse employer to deliver our social purpose

10 Education – citizens for the future
Building a shared connection between our people, the organisations we work with and future citizens. Harnessing the concerns of the next generation to change the culture of the current

12 Affordable for all, for the wellbeing of society
Our social purpose – To have a positive impact on the lives of our customers, our communities, our colleagues, and on the environment, beyond the delivery of pure and reliable water

9 Academic Partnerships
Linking academic research to help us with social challenges, tackling the key issues such as resource efficiency. Innovating through learning and providing opportunities for student projects

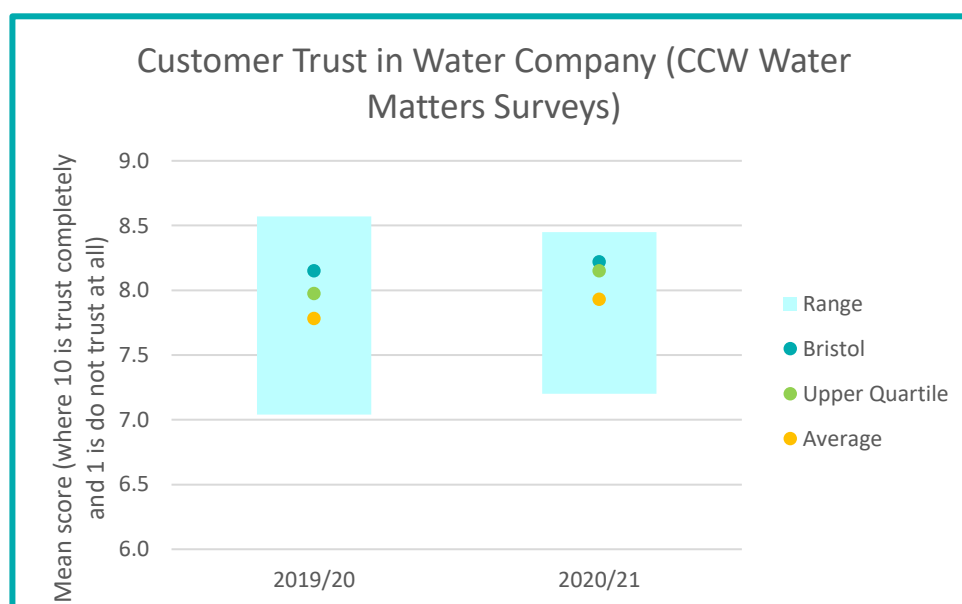
11 Local and regional strategies
Supporting local and regional plans to address the challenges of society and progress towards a sustainable and carbon-neutral Bristol

COVID-19

As the majority of our social contract initiatives are by their very nature, social activities, COVID-19 had a major impact on these. However, we have been working hard to restart and continue our initiatives in new and COVID-19 compliant ways. A couple of examples of this include producing educational materials which could be printed out at home to help with home-schooling and moving our annual Youth Board from a face-to-face meeting to a virtual event taking place over 10 days. We have also adjusted our messaging regarding our PSR and affordability schemes to become more digitally focussed.

Comparative Performance

CCW conduct an annual Water Matters survey, which tracks household customers' views and preferences on the services and support that they receive from the water companies in England and Wales. The survey includes the annual tracking of customer trust in their water company. As these surveys are not conducted by Bristol Water, the results are not directly comparable but the method is a useful proxy measure for comparative purposes. The latest report can be found online at <https://www.ccwater.org.uk/research/our-annual-water-matters-survey-results/>.



Abstraction incentive mechanism (AIM)

Definition and Targets

The abstraction incentive mechanism (AIM) has the objective of encouraging water companies to reduce the environmental impact of abstracting water at environmentally sensitive sites when water is scarce. The aim of this performance commitment is to reduce abstraction from environmentally sensitive sites when flows or levels are below an agreed point otherwise known as a “trigger”. This



trigger indicates that there is a heightened risk of environmental impact from abstraction in the year ahead and that measures should be taken to mitigate this risk. The AIM measure supplements the controls we already have in place under our abstraction licencing obligations to safeguard the environment.

We have included one site for AIM for the period 2020-25, the Shipton Moyne Group, which relates to the effects of our groundwater abstractions at Tetbury, Shipton Moyne and Long Newnton on river flows in the Malmesbury Avon. The AIM measure is triggered when groundwater levels on 1st April each year are less than 90.0 meters above ordinance datum (sea level or mAOD). Once and if triggered, the sum total of water abstracted from the area is compared to the baseline of the Shipton Moyne Group, which is 8.3 MI/day or 3,029.5 MI.

The PCL is equal to the average daily abstraction during the period when flows are at or below the trigger threshold minus the Shipton Moyne Group baseline average daily abstraction during the period when flows are at or below the trigger threshold, multiplied by the length of the period when flows are at or below the trigger threshold.

Megalitres (MI)	2019/20 Baseline	2020/21	2021/22 Mid-Year	2021/22	2022/23	2023/24	2024/25
Performance Commitment Level ("PCL") if AIM triggered		-186.1		-186.1	-186.1	-186.1	-186.1
Performance if AIM triggered	Not applicable as AIM not triggered	Not applicable as AIM not triggered	Not applicable as AIM not triggered				
On track to meet PCL?			Yes as AIM not triggered				

Performance

On 1st April 2021 the groundwater level in the Oolite was 95.32mAOD and thus AIM has not been triggered for 2021/22. Despite this we have abstracted up to the end of September 333 MI less water than the baseline. This is partly due to an outage of one of the sources in this Malmesbury-Tetbury area with water being instead supplied by the more energy intensive sources fed from the Sharpness canal. Nevertheless we would have still met the AIM performance commitment had it been triggered for 2021/22.

We take the potential for low river flows and the potential damage this can have on the environment very seriously. We continue to prioritise other options for ensuring our customers have a sufficient supply of water, before abstraction is considered as a solution.



Appendix 1 - Greenhouse Gas Emissions and Climate Change

Climate change is one of the greatest threats and challenges of our time, through innovation and investing in renewable energy we will continue to actively reduce our carbon emissions and consumption of energy.

The gases that contribute to climate change are collectively known as “Greenhouse Gases” — or GHG. Our ambition is that by 2030 we will not cause any GHG emissions to Earth’s atmosphere through our activities to supply water to customers.

Water provision and treatment has adverse impacts on the environment. Balancing the objectives of environmental compliance, water resource planning, sustainability reductions and raising water quality standards with net carbon zero is going to present a challenge and as an industry we all recognise the need to work collaboratively to tackle this urgent problem.

We continue to develop and implement a programme of improvements to operational efficiency and a number of significant capital investment schemes that aim to reduce overall energy consumption. Most significantly, this includes a whole network automated pump scheduling and optimisation system to reduce the amount of energy we use to produce and move water to our customers.



In July 2021 we published our routemap to net zero carbon by 2030.¹⁷ Our emissions to the atmosphere are our “gross” emissions. Once we take account of any GHGs we have helped remove from the atmosphere these are “net” emissions, and this is our target area for net zero.

Almost half of our carbon footprint comes from the electricity used to treat water and pump it around our network. We are reducing our import from the grid by installing gas generators at Purton Treatment Works, our biggest energy consumer. This will marginally increase our carbon footprint and we will seek to mitigate this by seeking opportunities to investigate the use of biogas or other low carbon fuel sources for the generation system as part of our innovative partnership Resource West, working with other utility and resource management organisations in the West of England area.

¹⁷ [Our routemap to Net Zero Carbon by 2030](#)



The gas generator at our largest water treatment works also contributes a significant amount to our footprint. To produce zero emissions in some areas of our operation may not be directly achievable, but in these cases we can look to remove GHG from the atmosphere by other means (e.g. tree planting). Our proposed carbon routemap provides the best overall balance of cost versus benefit and is lower risk in the long-term. We will continue our efficiency and renewable energy programmes and build on our plans in the period to 2025, with a view to significant investment in the period 2025 to 2030.

Through its One City Plan, its climate strategy and most recently through its ecological emergency strategy, Bristol has committed to be carbon neutral by 2030. Bristol Water is supporting this ambition and our Director of Strategy & Regulation, is a member of the Bristol One City Plan Environment Board, linking climate change, ecological and green growth and economic recovery plans together for businesses, communities and organisations across Bristol. We have also publicly endorsed Bristol's Climate Strategy and response to the ecological emergency. Here are some examples of our recent work in response the climate and ecological emergencies:

- Publishing our routemap to net zero carbon by 2030.
- Integrating our strategy with the Bristol One City Plan, principally through our contributions to the Environment Board, and for example, by proactively supporting the drafting of the city's climate strategy and the city's bid for climate action funding. We are also a member of the ecological crisis working group. Although this One City Plan approach is being led by Bristol, it can readily be implemented beyond the city's boundaries, and this forms a measure within our 2021/22 social contract forward programme.
- Working with other organisations to develop a cross sector response to climate change – for example through our ambitious Resource West social contract initiative we are working with local partners (Bristol Energy, Bristol Waste, Wales and West Utilities, Western Power Distribution and the University of the West of England) to deliver a joined-up approach to reducing consumption across different sectors – combining resources and amplifying messages to customers. By doing so, we will be encouraging reductions in public consumption of resources and increased local resilience. The key to this approach is that tackling one aspect of resource efficiency at a time will have less impact that considering them together – it makes it easier for consumers to engage and make a change.
- Publishing our social purpose and social contract – the first of its kind in the utility sectors. This provides a framework for our contribution to the wellbeing of society and a voluntary financial consequence if we fail to meet the expectations of our customers and stakeholders in this regard. Many of our social contract initiatives will achieve social and environmental benefits. These initiatives include for example, the 10 water fountains which we have installed in Bristol to provide free access to drinking water – saving tens of thousands of plastic bottles. Examples of other initiatives which contribute to our net zero plans include:
 - Resource West – our partnership with local utility companies, academic and Community Interest Companies aimed at achieving a transformational shift in consumption of resources whilst also supporting more vulnerable members of society



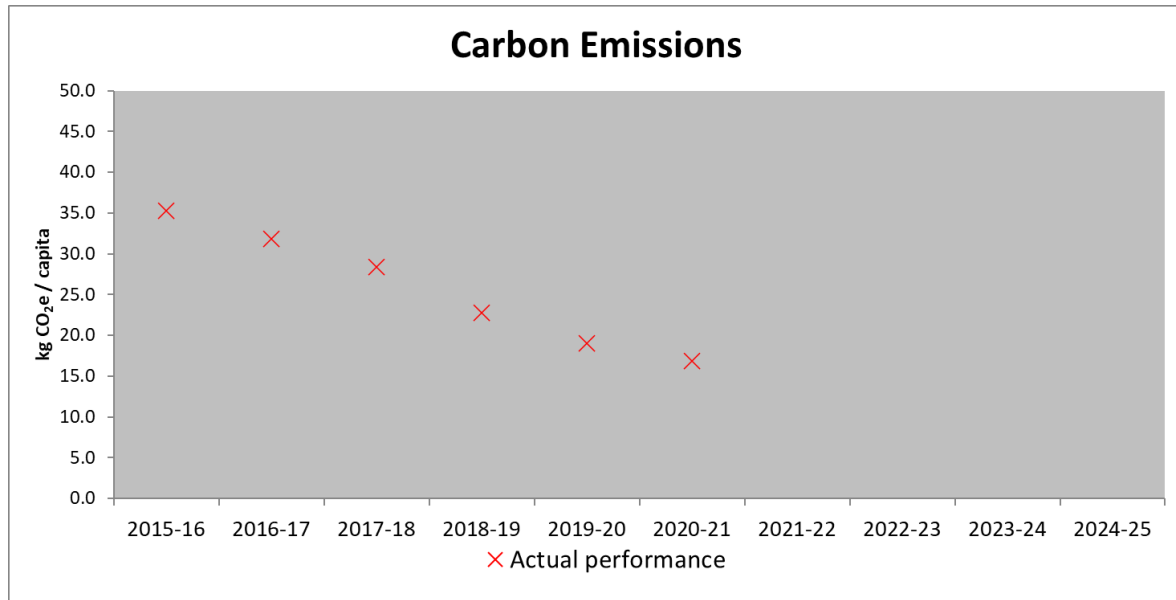
- Bristol Water the Foundation – providing resources, knowledge and engagement opportunities to inspire young people on the value of water and the need to use it mindfully.
- Recognising the importance of cultural rather than hoping for behavioural change to respond to the climate emergency – developing our social contract education programme and including resources on the benefits of the environment on our Bristol Water Foundation website.
- Sponsoring and working closely with the Bristol Green Capital Partnership to develop our partnerships with local stakeholders with a common social and environmental purpose – identifying joint actions to respond. A “green mingle” on 3 June 2021 identified new water related initiatives as part of an event to celebrate Bristol Water’s 175th birthday.

Our website provides our customers and stakeholders with our current and future plans on how our social contract plans further contribute to conservation and environmental benefit. Further details can be found at <https://www.bristolwater.co.uk/about-us/our-story/social-contract/>.

Whilst we do not have a regulatory performance commitment to report on over 2020-25, we are reporting on our energy performance throughout the period, for example in our 2020/21 Annual Performance Report we published our operational emissions and we will continue to do so throughout 2020-25. We are also reporting in our Annual Report based on the Streamlined Energy and Carbon Reporting requirements. Customers will also still be able to compare our performance on operational greenhouse gas (GHG) emissions on the Discover Water website.

Since 2015/16 we have also published the total carbon emissions produced by Bristol Water and contractors working on our behalf. We calculate our carbon emissions through the electrical energy we use in our operations, our consumption of gas and the fuel we use for transport, plant operation and site heating. This equals our annual operational greenhouse gas emissions, based on the Carbon Accounting Workbook and is expressed in kilograms of CO₂ (carbon dioxide) equivalent divided by the population supplied. We will continue to provide this information.

Carbon emissions (scope 1, 2 and 3 excluding chemicals, location based)	2019/20 Baseline	2020/21	2021/22 Mid-Year	2021/22	2022/23	2023/24	2024/25
kg CO ₂ e / capita	18.98	16.85	8.81				
Tonnes CO ₂ e	23,291	20,791	10,871				





Appendix 2 - Vulnerability Action Plan

Our social purpose is to build trust beyond water and a core component of this is to help those most at risk in society when receiving and paying for their critical water service.

In our latest business plan we set out our vulnerability and affordability action plan. The plan addressed how we would proactively support customers in vulnerable circumstances in every aspect of our business, by using data more wisely, increasing awareness of support, improving the customer journey and on developing our people and our culture.

Transparency is important to us, which is why we continue to provide updates to our customers and stakeholders on our action plan progress, as well as providing updates on our partnership working as part of our social contract vulnerability programme commitments. Our latest Social Contract Transparency & Benefits Report was published in December 2021. This report provides an update on how we are engaging with our communities and partnerships on our vulnerability plans. Our



MID-YEAR PERFORMANCE REPORT 2021/22

vulnerability partnership plans for the next 12 months can be found in our forward programme, published in April 2021.

The table below provides an update on the progress we have made to date on our vulnerability and affordability action plan.



MID-YEAR PERFORMANCE REPORT 2021/22

Action plan commitment	Purpose of commitment	Expected outcome	Target/ review date	2021-22 Mid-Year Update
Metering campaign including the launch of a new water meter calculator	To promote meter option take-up and give customers the information on how it will impact their bill	Increased meter take up for customers who would benefit financially	2019/20 (completed)	When we asked our customers how we could make the benefits of having a water meter more transparent, our customers told us that it would be good to have a personalised projection, or calculation based on how their individual household uses water. We committed to developing a water meter calculator, as well as redesigning the end-to-end customer journey across our website to streamline not only the information relating to water meters, but also the application process, including more comprehensive information as to what happens, and the timescales for having a meter installed after the initial application is submitted. This was completed in summer 2019. In February 2020 we launched a new website platform for Bristol Water and our metering calculator had a refresh and rebrand.



MID-YEAR PERFORMANCE REPORT 2021/22

Action plan commitment	Purpose of commitment	Expected outcome	Target/ review date	2021-22 Mid-Year Update
Communications campaign including launch of struggling to pay videos	To raise awareness of support available for those who struggle to pay their bills and may be eligible for support	Increased take-up of social tariffs and achieve our commitments for 0% of customers in water poverty support	2019/20 (completed)	<p>We completed our Pension Credit research (which was delayed due to COVID-19) in September 2020. We have taken the following learnings from this:</p> <ul style="list-style-type: none">▪ The Pension Credit Discount was renamed “discount for low-income pensioners” as our research highlighted that the original name was confusing and may exclude some customers. Further information on this discount can be found on our website.¹⁸▪ Since February 2021 we have prioritised the messaging on the customer bill to be about help for customers struggling to pay.

¹⁸ [Discount for low income pensioners](#)



MID-YEAR PERFORMANCE REPORT 2021/22

Action plan commitment	Purpose of commitment	Expected outcome	Target/ review date	2021-22 Mid-Year Update
Implement data checking process	To ensure customer data on PSR is accurate and up to date	Achieve commitment to proactively contact customers on the PSR every two years	2019/20 (completed)	<p>We have proactively contacted eligible customers as part of the data cleanse audit to meet our PSR performance commitment. In addition we also contacted those not eligible for the data checking regarding the changes to the legal basis for collecting information. The Substantial Public Interest (SPI), as in UK law, is now used as our legal basis to process special category data for the purpose of providing a priority service to vulnerable customers based on their health data.</p> <p>Our established reporting processes are now in place, which ensure these bi-annual audits continue.</p>
New billing platform	Greater capability to flag missed payments and proactively contact customers	Enhanced billing capabilities	2020/21 (delayed)	The new billing platform is still in progress.
E-billing portal enhancements	To provide customers with more capability to self-serve	Increased customer satisfaction and reduced cost to serve	2020/21 (delayed)	The opportunities to deliver this action plan commitment will start after the new billing platform is complete i.e. it is linked to the action above regarding the new billing platform.



MID-YEAR PERFORMANCE REPORT 2021/22

Action plan commitment	Purpose of commitment	Expected outcome	Target/ review date	2021-22 Mid-Year Update
Refresh of customer segmentation	To gain a refreshed view of our unique customer segments and demographics	Improved customer satisfaction	2020/21 (delayed)	Due to COVID-19 and national lockdown restrictions, this research has not yet been started but it is in our plans for development in 2021/22.
National data share with Water UK Working Group	To share data nationally with all utility companies	Achieve target of 7% of customers on PSR	2020/21 (delayed)	The national project has been paused, which has had an impact on our performance reported in section 3 as part of our Priority services for customers in vulnerable circumstances performance commitment.
British Standards institution (BSI) standard for inclusive services	To demonstrate our commitment to improving accessibility to services for all	Achieve the 85% satisfied with the service provided by customers registered on the PSR	2020/21 (delayed)	We have conducted a gap analysis for BSI measure 18477 inclusive services. We will continue to work on any gaps, however the measure is currently under review and will be replaced by 22458. This will include how Bristol Water contact and respond to those in vulnerable circumstances. We will now work towards achieving BSI 22458 with a view to auditing on the new measure on release in 2022.



MID-YEAR PERFORMANCE REPORT 2021/22

Action plan commitment	Purpose of commitment	Expected outcome	Target/ review date	2021-22 Mid-Year Update
Achieve AA accreditation for website accessibility	To demonstrate our commitment to improving accessibility to services for all	Achieve the 85% satisfied with the service provided by customers registered on the PSR	2020/21 (delayed)	<p>Our new web platform has been implemented and we are now focused on reviewing the content for its accessibility. We have had a website accessibility review by scope who are industry leaders in this area.</p> <p>We will be looking to make necessary amendments to attain the AA standard by end of June 2022.</p>
Bill re-design	To make the bill easier to understand for all	Increased customer satisfaction	Ongoing	We have had a bill review carried out by scope for accessibility. We are working on their recommendations, which can be categorised as medium to long term projects.
Maintain Institute of Customer Service ServiceMark Accreditation	To ensure we have an adequate strategy for delivering customer service that it is communicated and staff are trained.	Accreditation maintained throughout 2020-25	Ongoing	The ServiceMark is a national standard, independently recognising an organisation's achievement in customer service and its commitment to upholding those standards. Our mid-point surveys were undertaken in September and October, we are due the results in November.



MID-YEAR PERFORMANCE REPORT 2021/22

Action plan commitment	Purpose of commitment	Expected outcome	Target/ review date	2021-22 Mid-Year Update
Hard to reach projects with local charities	To raise awareness and increase take up of our affordability support amongst our hardest to reach customers	Increased take-up of social tariffs and achieve our commitments for 0% of customers in water poverty	Ongoing	Due to the covid-19 pandemic and national lockdowns, we have not selected new hard to reach charities but we have extended the work we are doing with existing hard to reach charities. Further information can be found in our 'vulnerability' programme updates in our social contract. ¹⁹ We will look to relaunch our Hard-to-Reach Projects in the coming months.
Social tariff eligibility maps for targeting support	To establish how many of our customers might be eligible for support, and to obtain spatial analysis on affordability issues among our customer base	Increased take-up of social tariffs and achieve our commitments for 0% of customers in water poverty	Ongoing	This commitment is still ongoing.
Pension credit mail shots	To raise awareness of our Pension Credit tariff amongst those who are most likely to be eligible	Increased take up of Pension Credit social tariff	Ongoing	We have been doing some trials with targeted data for those who may be eligible for our 'Discount for Low-income Pensioners'. We are currently contacting 550 customers per month to promote.

¹⁹ [Vulnerability](#)



MID-YEAR PERFORMANCE REPORT 2021/22

Action plan commitment	Purpose of commitment	Expected outcome	Target/ review date	2021-22 Mid-Year Update
Accredited agency pilot	To provide a better experience for customers who are applying for help with payments through our debt advice partners	Improved customer satisfaction for customers applying for social tariffs	Completed	<p>We launched our Accredited Agency pilot in early 2019, which was designed to provide a better experience for customers who were applying for help with payments through our debt advice partners.</p> <p>This project has been completed. Following the pilot, we have now put into place a new funding model which has additional rewards for those charities who offer our PSR services and our discount for low income pensioners.</p>
Outreach community events i.e. Blue Monday	To raise awareness of support available for those who struggle to pay their bills and may be eligible for support	Increased take-up of social tariffs and achieve our commitments for 0% of customers in water poverty	Ongoing	<p>We continue to prioritise these events. Due to COVID-19 we have needed to be more innovative in our approach on how to connect with our customers.</p> <p>We have started in late 2021, being able to attend events in person, and will continue to look at ways we can reach out to customers by various channels.</p>



MID-YEAR PERFORMANCE REPORT 2021/22

Action plan commitment	Purpose of commitment	Expected outcome	Target/ review date	2021-22 Mid-Year Update
Review partnership funding	To raise awareness of support available for those who struggle to pay their bills and may be eligible for support	Increased take-up of social tariffs and achieve our commitments for 0% of customers in water poverty	Completed	This project has been completed and the information was cascaded to our partners in January 2020.
Increase partner work	To work with a greater range of partners that interact with customers who may need additional support with bills	Increased take-up of social tariffs and achieve our commitments for 0% of customers in water poverty	Ongoing	<p>As part of our social contract vulnerability programme we work with local stakeholders to help provide extra support to those customers who need.</p> <p>We have been working closely with a number of organisations, increasing our partnership working to promote our Priority Services.</p>
Launch of new online application forms	To provide customers with more choice on how to sign up and update their preference for additional support services	Achieve the 85% satisfied with the service provided by customers registered on the PSR. Achieve commitment to proactively contact customers on the PSR every two years	Completed	<p>This has been completed and be found on our website: https://www.bristolwater.co.uk/priority-services</p> <p>Proactively contacting customers on the PSR every two years forms part of our performance commitment for PSR.</p>



MID-YEAR PERFORMANCE REPORT 2021/22

Action plan commitment	Purpose of commitment	Expected outcome	Target/ review date	2021-22 Mid-Year Update
Local data share implementation and enhancements	To improve our local data share with Western Power Distribution	Achieve target of 7% of customers on PSR	Ongoing	Our partnership with Western Power Distribution is now established and progress is reported as part of our social contract vulnerability programme.
Capability to access data and sign customers up to PSR in the field	To enable our fieldworkers to sign customers up for additional support services during visits and appointments	Achieve target of 7% of customers on PSR	Ongoing	This is part of our business-as-usual service. Field teams have 'helping hand' cards to distribute to customers if they see the need and we also as part of our field feedback surveys include a referral to PSR to enable easier registrations for customers. We will continually look for new channels to aid registration
Vulnerability training across the business	To ensure all staff that interact with customers are continuously trained on the best way to service customers in vulnerable circumstances	Achieve the 85% satisfied with the service provided by customers registered on the PSR	Ongoing	We have appointed vulnerability heroes across the business so they can support our wider teams. We have also released business wide vulnerability training to improve awareness and understanding.
Vulnerable customers incident support review	To continually improve our support to vulnerable customers during supply interruptions	Achieve the 85% satisfied with the service provided by customers registered on the PSR	Completed	Changes have been made to our reporting to help provide more accurate data on needs codes to enable a better service in an incident. No further changes are planned.



MID-YEAR PERFORMANCE REPORT 2021/22

Action plan commitment	Purpose of commitment	Expected outcome	Target/ review date	2021-22 Mid-Year Update
Increase partner work	To work with a greater range of partners that interact with customers who may need additional support due to physical or mental vulnerability	Achieve target of 7% of customers on PSR	Ongoing	This is ongoing and we are continually forging new partnerships that will help us reach more customers who need additional support.



Customer Priorities



You give me a bill that I can afford



We get the best possible experience everytime we need you



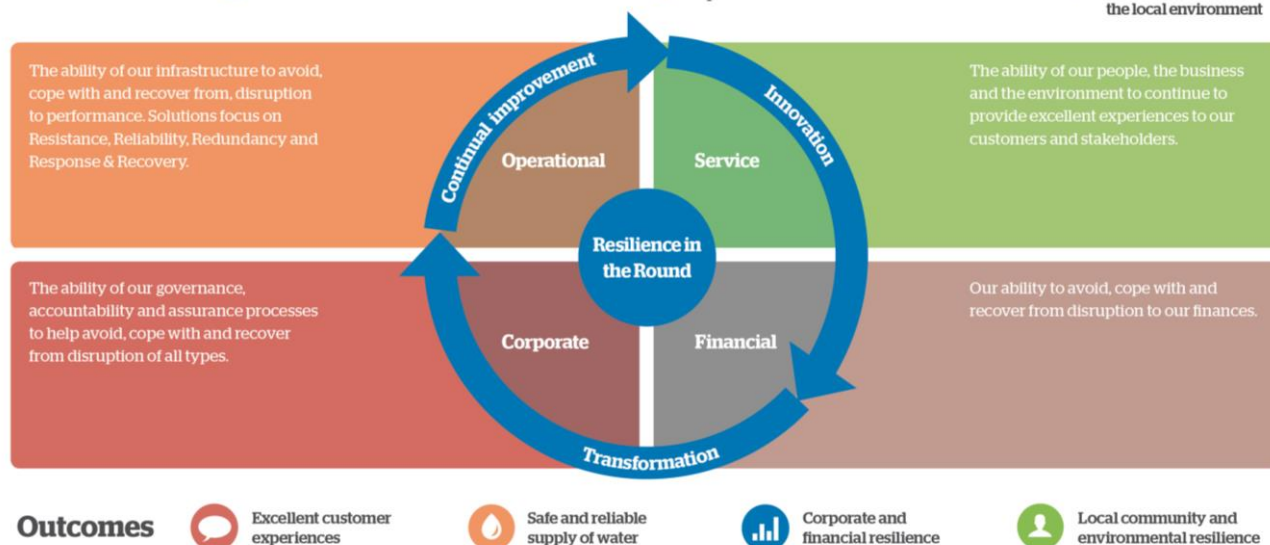
You keep top quality water flowing to my tap



Save water before developing new supplies



Trust beyond water - helping you to improve your communities and the local environment



Appendix 3 - Systems Thinking Action Plan

The services and outcomes we deliver to our customers rely on a complex set of relationships between a number of operational, corporate and financial systems. Some of these systems fall entirely under our control however many also interact with or influence the systems of other stakeholders. The natural environment is the foundation to all these systems.

In addition to this complex picture, and in order to deliver outcomes over the long-term, we must effectively identify and plan for future uncertainties, such as climate change, technological advancements, and even things we do not yet understand.

In August 2019 we published an action plan to enhance our systems thinking approach to resilience in the round. We consider systems thinking to be about understanding the whole context of a particular challenge with all its connections and interrelationships. This approach helps to identify the root cause of a problem, or source of an opportunity, enabling powerful, long term and cost-effective decision making.

At Bristol Water we operate as an organised collection of systems, arranged in hierarchies which are integrated to deliver outcomes to our customers. Our systems also influence and interact with the natural environment, our community and external stakeholders. To ensure our systems are aligned and focussed on achieving common goals, their component parts need to continually exchange information.



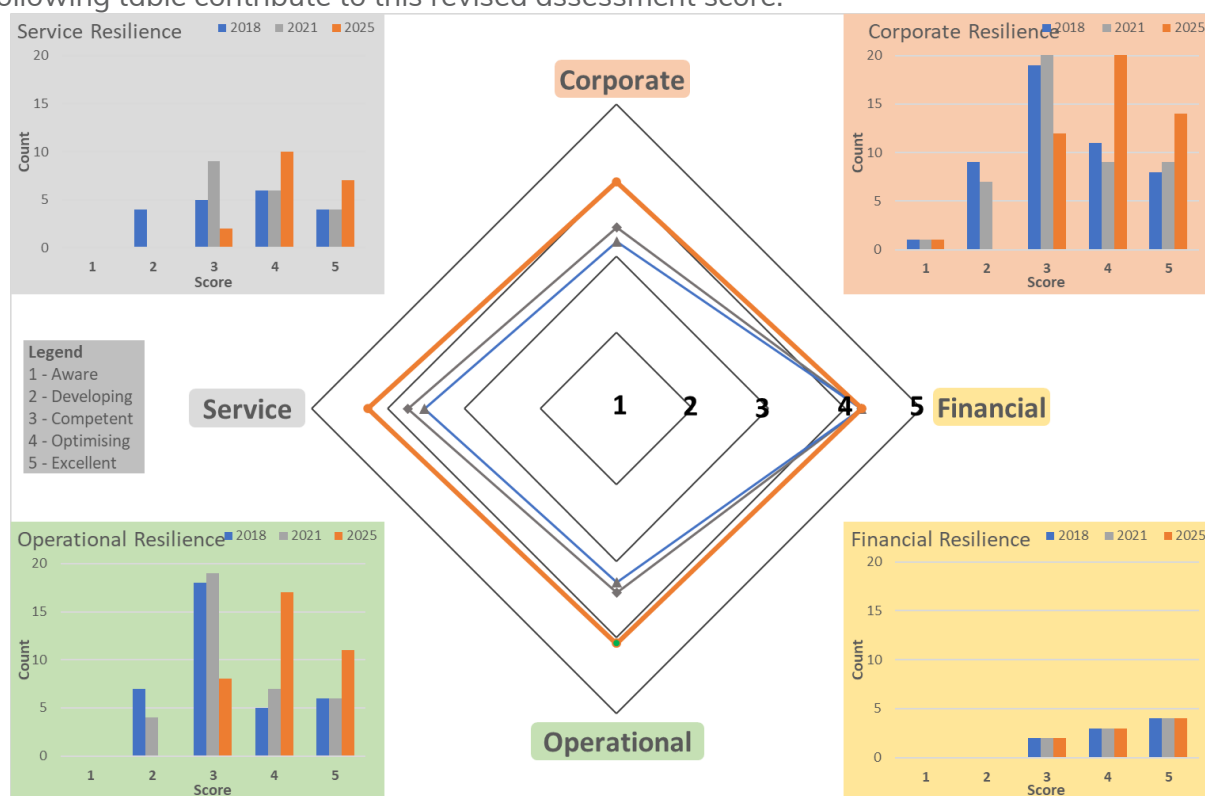
MID-YEAR PERFORMANCE REPORT 2021/22

By the end of AMP7 we aspire to be recognised as being a mature organisation in terms of systems thinking approach to maturity.

Being aware of complex interactions and adapting decision making procedures accordingly is at the heart of systems thinking and we know that we must embed this approach into our ways of working if we are to sustain high levels of resilience. We already apply systems thinking to many of our procedures and resilience initiatives, such as through the Social Contract, our WRMP and our Biodiversity Index performance commitment.

We are committed to the continual improvement of our approach to resilience in the round and believe that maturity in our people, plans and procedures and tools will ensure we achieve our ambitions in an efficient, robust and cost-effective manner. The table below provides an update on our systems thinking action plan. We are committed to implementing the activities in this action plan.

The updated summary below indicates the improvements from the 2018 assessment, their maturity improvement category (MIC), with the actions in future years expected to close the gap to the 2025 targets we set as part of our systems-based resilience action plan. The detailed actions updated in the following table contribute to this revised assessment score.





MID-YEAR PERFORMANCE REPORT 2021/22

Objective	MIC	Summary of improvement plan	2021-22 Mid-Year Update
Overarching			
Deliver our action plan	Corporate risk management improvement	<p>We will:</p> <ul style="list-style-type: none"> Develop and implement monitoring and assurance processes for this action plan. COMPLETED. Ensure effective organisational leadership to encourage long-term planning. COMPLETED 	As per our business plan commitments, we now report on our systems thinking action plan as part of our mid-year performance reports.
Taking a systems thinking approach			
Benchmark our systems thinking approaches with other organisations.	Corporate risk management improvement	<p>We will:</p> <ul style="list-style-type: none"> Conduct benchmarking against other companies and sectors in systems thinking approaches to resilience, including business continuity management. COMPLETED To support robust option assessment, explore best practice in multi criteria assessment and develop recommendations. Share our experience of our social purpose and Social Contract with other utilities. COMPLETED 	<p>Periodically we conduct benchmarking analysis and we have in recent years taken part in the European Benchmarking Cooperation (EBC), a water industry-based, not-for-profit benchmarking exercise on costs, performance and operational best practice. In November 2019 the EBC Foundation awarded Bristol Water with a “2-Star” certificate, in acknowledgement of:</p> <ul style="list-style-type: none"> participating in the programme for multiple years; providing timely and good quality data; and participating actively in improvement efforts like knowledge exchanges or the implementation of good practices or innovations <p>Further information on the EBC can be found at: https://www.waterbenchmark.org/</p> <p>We continue to share our Social Contract plans with other utilities.</p>



MID-YEAR PERFORMANCE REPORT 2021/22

Objective	MIC	Summary of improvement plan	2021-22 Mid-Year Update
			Although we set the target/ review date as April 2020, this objective is a continuous and ongoing activity.
Further develop our understanding of the broader, open system that we are a part of, including the goals and objectives of the community (this is a requirement of the commitments we make through our Social Contract). Better understand the flows (of information, stakeholder relationships and physical resources) across the boundaries of our systems, so that we can work with stakeholders to influence the wellbeing of society, and local community and environmental resilience.	Social Contract	<p>We will:</p> <ul style="list-style-type: none"> ▪ Prepare and publish a Social Contract to ensure we continue delivering societal benefits, and to provide a way for local people to hold us to account for how we deliver our actions. COMPLETED. ▪ Conduct detailed mapping of our Social Contract activities to the Bristol One City Plan and UN SDGs. Use this to inform ongoing prioritisation of the programme. COMPLETED ▪ Undertake stakeholder mapping to capture extent and status of stakeholder relationships and areas of common ambition. COMPLETED ▪ Develop new stakeholder links through our Social Contract – utilising our connections through Bristol Green Capital Partnership, the city's Environmental Sustainability Board and the One City Plan. COMPLETED ▪ Continue ongoing customer and employee engagement and participation through the Customer Forum and a new Employee forum, including a direct link to the Board. COMPLETED ▪ Ensure adherence to Board governance code and transparency of reporting through 'Trust Beyond Water' statement at year end and interactive performance graphic, including reporting of Social Contract activities through a new performance graphic. This ensures transparency in financial, asset, service, social performance reporting. COMPLETED 	<p>Each of these activities has been completed and we continue to deliver our social contract, which is now in its third year of existence.</p> <p>Over the past year we continued to deliver wider benefits to society, despite restrictions related to COVID19. Highlights include:</p> <p>Resource West: We are taking a community leadership role for broader issues of resource efficiency and have created partnerships with organisations such as Bristol Waste, Bristol Energy, the University of the West of England, Wales & West Utilities, Western Power Distribution and Bristol Pay CIC. We've kicked off a three-year project starting with trial in Southmead. This will test the impact of different communication messages and other interventions such as customer home visits on resource consumption. This recognises the need for cultural change in resource consumption,</p>



MID-YEAR PERFORMANCE REPORT 2021/22

Objective	MIC	Summary of improvement plan	2021-22 Mid-Year Update
			<p>together with combined support for customers who struggle to pay their bills.</p> <p>Our Youth Board – we host an annual Youth Board programme which brings the views of young people into our decision making, as well as providing development opportunities and business experience for the young people involved.</p> <p>Supporting vulnerable customers: In response to the pandemic we have increased our focus on providing a service to all those vulnerable customers who need our support the most. It has heightened our awareness of vulnerabilities and will continue to shape our work. We have seen an increase of households on our Priority Services Register to over 15,800 households</p> <p>The Bristol One City Plan: by working in partnership we have aligned our strategy to One City Carbon, Biodiversity and Economic Recovery & Renewal action plans.</p> <p>Academic Partnerships: We have provided learning experiences to a number of university students through work based placements. We have also</p>



MID-YEAR PERFORMANCE REPORT 2021/22

Objective	MIC	Summary of improvement plan	2021-22 Mid-Year Update
			<p>continued to work in an international academic partnership on our Sustainable Urban Nexus (SUNEX) project, which explores the circular economy in relation to water, energy and food in urban regions.</p> <p>Together for good: This is a monthly competition which provides £500 to a charity or community scheme. Three winners have received £500 so far this year – Brigstowe plan to create a 25th birthday celebratory video to showcase everything that has been achieved through local HIV support services. Bishop Henderson School plan to create a spiritual quiet area. Brain Tumour support plan to enhance their services</p> <p>These updates are provided via our Mid-Year Social Contract Update Reports. The latest can be found on our website:</p> <p>https://www.bristolwater.co.uk/about-us/social-contract/</p> <p>The performance graphic can also be found on this webpage.</p>



MID-YEAR PERFORMANCE REPORT 2021/22

Objective	MIC	Summary of improvement plan	2021-22 Mid-Year Update
			<p>Our Trust Beyond Water statements are published in July every year. The latest can be found on our website:</p> <p>https://www.bristolwater.co.uk/about-us/our-performance/#regulation</p> <p>The initial action has been completed ahead of the July 2021 target we set.</p>
<p>Use an improved understanding of our systems to optimise the way we deliver our business processes, for example to challenge how we support the most vulnerable in society. Develop ways we can meaningfully stress test the system to inform our resilience planning and identify the most effective leverage points in our community.</p> <p>Develop a procedure which ensures we learn from stress testing activities and that communicates the learning back into the system to act more effectively.</p>	Corporate risk management improvement	<p>We will:</p> <ul style="list-style-type: none">▪ Conduct a review of key strategic partners and stakeholders for securing resilience in the round.▪ Identify and implement required changes to stakeholder and strategic partnerships aligned to resilience strategy.▪ Hold a series of workshops with partners and stakeholders to update systems mapping at appropriate scale.▪ Document outcomes of workshops to develop plans and strategies for the systems in question.▪ Develop procedures to exploit understanding of system interdependencies to link different aspects of resilience (operational, service, financial and corporate) when undertaking planning, risk assessment and mitigation.▪ Ensure company plans demonstrating system understanding and describe how associated planning tools and processes are implemented and maintained.▪ Update interdependency planning approach, including associated governance, to align with resilience strategy.▪ Deliver comprehensive and systems-based water resource and drought planning involving regional planning and collaboration. COMPLETED.	<p>Our target aim for completion of this objective is July 2022.</p> <p>We have updated our site criticality assessments and created network schematics of the changes that would need to make in the event of a failure. We have also collated evidence of where we have operated these resilience options in the past to confirm the validity of our assumptions.</p> <p>We have also been working with one of our key partners and stakeholders, the Canal & Rivers Trust, to update their emergency plan for loss of water supply via the Gloucester & Sharpness Canal. We are planning to carry out a series of tests against theoretical scenarios to confirm our ability to respond.</p>



MID-YEAR PERFORMANCE REPORT 2021/22

Objective	MIC	Summary of improvement plan	2021-22 Mid-Year Update
		<ul style="list-style-type: none"> ▪ Ongoing monitoring of the delivery of the WRMP to inform subsequent plans. COMPLETED ▪ Update resilience stress testing approaches, including operational, service and financial scenarios. COMPLETED ▪ Run resilience stress testing exercises in collaboration with stakeholders. Develop procedure to capture learning from stress-testing exercises, including monitoring the delivery of actions to address observations. 	
Develop natural capital accounting tools and methodology to embed these in to ways of working.	Asset management capability improvement	<p>We will:</p> <ul style="list-style-type: none"> ▪ Develop and implement procedures to identify natural assets and ensure a robust understanding of the natural environment and how ecosystem resilience supports systems resilience. ▪ Develop a framework to quantitatively assess the natural, social, human and economic capital benefits of our social contract activities. COMPLETED ▪ Plans and procedures developed and implemented to undertake and apply economic valuation of natural assets – we will inform our optimisation of investment options based on whole life direct and in-direct costs and benefits on an ongoing basis (this will underpin our investment plans developed as part of the next price review). 	<p>We are still developing the use of our natural capital accounting tool, the Biodiversity Index, alongside our Natural Asset Register to ensure we have robust understanding of the biological value of the company's natural assets.</p> <p>This will help us to quantify our social contract activities where customers are engaged with the natural environment or environmental activity.</p> <p>We intend to review our plans to apply economic valuation to natural assets, alongside valuations for other areas for capital benefit. (i.e. social and human) in time for the start of the PR24 planning process. Natural capital valuation is a developing science and requires further consideration to enable methods and data to be applied to our investment plans</p>



MID-YEAR PERFORMANCE REPORT 2021/22

Objective	MIC	Summary of improvement plan	2021-22 Mid-Year Update
			<p>Our social contract Benefits & Transparency report further demonstrates our progress in meeting this target. The latest report can be found on our website:</p> <p>https://www.bristolwater.co.uk/about-us/our-story/social-contract/.</p> <p>Our target aim for completion of this objective is April 2023.</p>
Enhancing our integrated resilience framework			
<p>Enhance our integrated resilience framework by:</p> <ul style="list-style-type: none"> ▪ Recognising that a system is a collection of different elements that together produce results not obtainable by the elements alone. We therefore focus on understanding the whole problem before we try to solve it, and we identify and account for uncertainties to guide our planning. Depending on the level of risk, we may do this by simple conceptual mapping of 	Asset management capability improvement	<p>To apply the core concepts of systems thinking to our integrated resilience framework for risk assessment and decision making we will:</p> <ul style="list-style-type: none"> ▪ Develop and implement procedures to identify and understand asset interdependencies. ▪ Formalise plans, procedures and tools in to a clear asset management system and supporting framework. COMPLETED. ▪ Develop procedures to ensure option assessment and selection considers the full lifecycle of assets (including decommissioning and disposal). COMPLETED. ▪ Develop procedures to ensure option assessment considers a full range of risk mitigation options, including those related to resistance, reliability, redundancy, response and recovery ▪ Develop a suite of asset health and broader resilience indicators which enable effective tracking of systems resilience. 	<p>We remain on plan for the completion of this objective by March 2025. We will continue to support the development of asset health and broader resilience metrics through contribution to industry working groups, such as via the UK Water Industry Research Project (UKWIR) on 'Future Asset Planning'.</p> <p>We regularly review our Asset Management maturity, which is supported by independent review, and continue to make progress in developing our strategic Asset Management plan and associated policies and procedures.</p>



MID-YEAR PERFORMANCE REPORT 2021/22

Objective	MIC	Summary of improvement plan	2021-22 Mid-Year Update
<p>the system, or detailed numeric modelling.</p> <ul style="list-style-type: none">▪ Translating the problem into measurable requirements, with a line of sight to our resilience pillars and our corporate goals and customer outcomes.▪ Examining all feasible alternatives, via a proportionate risk-based assessment, before selecting a solution.▪ Making sure we consider the total system life cycle.▪ Making sure we test the performance of the total system before delivering solutions. This might be via desk-top exercises, multi-stakeholder workshops, or extensive stress testing, depending on the nature of the risk we are addressing. <p>Documenting everything, monitoring our performance and regularly reflecting on progress with all the stakeholders in our systems to</p>		<ul style="list-style-type: none">▪ Explore opportunities to collaborate with partners, other water companies and across other sectors to evaluate and address resilience risk. ON-GOING▪ Develop policies and plans aligned to the systems-based resilience strategy to guide procedures and the application of tools. COMPLETED.▪ Develop series of linked procedures to ensure innovation is supported throughout organisational policies and strategies. COMPLETED.▪ Embed a focus on long-term resilience in policy and strategy, including a clear corporate definition and vision for resilience. COMPLETED.▪ Develop and implement Cyber Security Strategy. COMPLETED.▪ Develop and implement Information Strategy.	<p>The systems thinking approach is embedded in both our smart network monitoring (GISel), open data Msc/Phd projects with the University of the West of England and our plan for 2021/22 to focus on Customer Led Intelligent Operations to plot out the future of asset management, workforce management and customer management for the water sector.</p>



MID-YEAR PERFORMANCE REPORT 2021/22

Objective	MIC	Summary of improvement plan	2021-22 Mid-Year Update
deliver continual improvement.			
Improving our resilience maturity			
Aligning the asset management system to ISO 55001	Asset management capability improvement	<p>We will develop our asset management system to align with ISO 55001. COMPLETED</p> <p>We have established an on-going asset management capability improvement programme which includes annual assessment of our asset management system against the ISO 55001 39 subject areas. In April 2019, our system will be assessed by a third party for the third consecutive year. Our objective for the subsequent assessment, in April 2020, we are targeting an assessment at the level of 'competent' on the asset management maturity scale (i.e. a score of at least three across the majority of the 39 subject areas, which is the minimum requirement to obtain ISO 55001 certification). COMPLETED</p>	<p>We continue to build on our asset management capability improvement programme and our objectives are aligned to the requirements of ISO550001 and the 39 IAM subject areas.</p> <p>We have however gone further than we originally planned, by integrating asset management into our ground-breaking Customer Led Intelligent Operations (CLIO) approach, which brings together technology and processes across asset management, operational work force management and our customer hub. This will bring an end-to-end review of how we manage assets and operations from a customer perspective, covering both operational and service resilience. It builds on the current technology platform, represented by GISel which is our visual monitoring and planning tool for our extensive smart network capability.</p>
Assess changes in energy demands in future	Asset management capability improvement	We have established a dedicated energy management team, who are responsible for improving how we assess changes in energy demands in the future. Our on-going Asset Management Capability Improvement Programme will manage the delivery of these improvements.	We have completed this objective. There is a dedicated Energy Management team fully embedded into the Asset Management directorate.



MID-YEAR PERFORMANCE REPORT 2021/22

Objective	MIC	Summary of improvement plan	2021-22 Mid-Year Update
		<p>Our Resource West work with Bristol Energy includes promoting water efficiency and energy efficiency advice, which will inform customer information which drives our energy demands. We also have a number of initiatives that effect energy use and source, including through renewable opportunities.</p> <ul style="list-style-type: none"> ▪ We will identify and quantify energy demands and potential sources. COMPLETED. ▪ We will assess and forecast near and longer term future changes in energy demand. COMPLETED. 	<p>Some of the key elements being driven include the implementation of intelligent pumping and storage systems that controls the production and distribution of water across our area and seeks to optimise our operations to save energy.</p> <p>We continue to assess investment into further renewable sources and the replacement of inefficient equipment to improve energy efficiency.</p> <p>Our Resource West project has identified a number of key partners including Wales & West Utilities, University of the West of England and Western Power Distribution. We are now working with these partners on shared messaging around energy and resource use, to help create broader benefits for the communities we serve through engaging with these communities with a combined voice on key issues.</p>
Develop methodology and tools for visualising and sharing information about future risks	Corporate risk management improvement	<p>Future risks are visualised through our long-term ambition document "Bristol Water... Clearly", which was a structured approach to considering the external context for our business strategy and plans. Short and medium term risks contributing to this are visualised in the corporate risk framework. The short term reporting on our website in the interactive performance graphic describes risks in terms of current performance. We also are developing visual presentations in our Social Contract, which captures risks</p>	<p>Our target aim for completion of this objective was April 2021.</p> <p>Internal visualisation of risk has been completed for priority areas (water quality, discolouration, budget control, performance reporting) through the use of Power BI tools. Network risk is visualised through the implementation of GISel.</p>



MID-YEAR PERFORMANCE REPORT 2021/22

Objective	MIC	Summary of improvement plan	2021-22 Mid-Year Update
		<p>(linking back to the initial analysis in Bristol Water... Clearly) and opportunities in terms of the wider influences and benefits from our activities.</p> <p>In terms of visualising asset risks more specifically, the dedicated Asset Information and Performance team, who are responsible for defining and planning improvements to our methodology and tools for visualising and sharing information about future risks. Our on-going Asset Management Capability Improvement Programme will manage the delivery of these improvements. We will integrate this with wider company-wide risk management improvements.</p> <p>We will:</p> <ul style="list-style-type: none"> Develop and implement methodology and tools for visualising and having an open data approach sharing future risks and project data in a common data environment. For example data shared through Resource West Partnership. 	<p>Visualisation of community resource efficiency risks through Resource West is planned for piloting during 2021/22.</p>
Profile risk and assess change owing to interventions and strategies	Asset management capability improvement	<p>We have an established a dedicated asset risk and planning team whose responsibilities include:</p> <ul style="list-style-type: none"> Assessing remaining life, failure risk and impact on service. COMPLETED. Assessing, monetising and profiling risk, defining interventions, and assessing the change in risk owing to interventions and strategies. COMPLETED. <p>A number of process improvements have been identified and are being implemented. Our on-going asset management capability improvement programme will manage the delivery of these improvements.</p>	<p>We have completed this objective. We have constructed a model of all our treatment works, trunk mains, pumping stations and reservoirs to allow us to initially explore the measurement of criticality at a site level. Discussions have started to confirm the scope, content and criteria of the criticality measurement and reporting system.</p>
Ensure mitigation activities and associated investments	Asset management	<p>The corporate risk register includes asset, operational, regulatory and compliance risks and considers both internal</p>	<p>We have completed this objective. We have developed further our Risk</p>



MID-YEAR PERFORMANCE REPORT 2021/22

Objective	MIC	Summary of improvement plan	2021-22 Mid-Year Update
are (i) commensurate with the level of risk and (ii) prioritised based on risk	capability improvement	<p>and external hazards. We track emerging risks and opportunities, changes in risk (quarterly), whether action plans are considered sufficient, and the direction of impact, probability and mitigating controls. This process is overseen by the audit and risk committee (ARAC) as a formally constituted sub-committee of the Board overseen by an independent non-executive director.</p> <p>We will:</p> <ul style="list-style-type: none"> ▪ Develop and implement set of procedures to assess asset failure risk, remaining life, and impact on service. Apply this information to prioritise investments. COMPLETED. ▪ To support horizon scanning, undertake demand analysis and assessment of option performance against alternative futures (demand, regulation, climate, technology). COMPLETED. ▪ Use planning horizon epochs to evaluate risks, costs and benefits to understand change over time. COMPLETED. ▪ Compile and analyse hazard and failure event data for all asset types to inform understand of risk. COMPLETED. ▪ Profile changes in risk over time and assess the impact of interventions and strategies on residual risk (monetised where possible). COMPLETED. 	<p>Management processes and have implemented an Asset Risk Management framework which incorporates several key procedures and instructions.</p> <p>Our Asset Risk Strategy and Asset Risk Management Plan is now fully implemented, and we are now using the principles as stated in our Risk Appetite and Risk Escalation procedures as our business-as-usual Asset Risk Management processes. We have developed links and a clear process to ensure the correlation between risks in the Asset Risk Register and the corporate Risk Register.</p> <p>Bristol Water's Asset Risk Management Process now includes a common assessment process and includes a calculation of the risk score and value for each asset risk to allow a direct comparison (prioritisation) of risks of different types to be carried out. The risk score for each asset risk is obtained using a series of risk matrixes (using consequence and likelihood). These matrixes are linked to the business outcomes directly dependent upon the operation of the company's assets.</p>



MID-YEAR PERFORMANCE REPORT 2021/22

Objective	MIC	Summary of improvement plan	2021-22 Mid-Year Update
			Through this process we can apply in consistent manner the different type of risks, both short-medium term as well as emerging risk, in a risk-based investment planning process.
Link corporate actions to findings from staff and external stakeholder engagement	Social Contract	We will link our corporate actions to findings from staff engagement as our engagement plan develops. The employee engagement survey (annual) includes corporate and individual team action plans, where appropriate. For instance, the strategy & regulatory team employee engagement survey identified a need to plan PR19 project delivery into our wellbeing plan as part of an outcome of our engagement survey. This resulted in creative thinking, in particular a holiday souvenir competition that matched relaxation with the competitive instinct of the team. The engagement idea for team diversity in a project was taken forward to a video about the team's perception of customers that formed part of National Customer Service Week. We also link our corporate actions to findings from external stakeholder engagement through our Social Contract - as part of using our purpose and corporate values as a promise from the executive to our staff and external stakeholders, and with an employee forum with a route to a non-executive director to hold the executive collectively to account for this development. We plan to measure success further through national surveys (e.g. Times 100 best companies to work for), building on the benchmarking within the existing employee engagement survey. The Social Contract has initiative owners who select themselves based on their interests, which is a key part of	<p>Our target aim for completion of this objective was April 2021. We have completed this action early, which is now part of a continuous process.</p> <p>We have implemented employee engagement action plans for Bristol Water as a whole, with specific departmental plans.</p> <p>We track employee engagement through an annual survey and regular shorter "pulse" surveys. We also use the Institute of Customer Service ServQual assessment for engagement on customer services.</p> <p>We have run employee forums on the social contract, wellbeing, the Foundation educational programme. We ran a forum on Diversity, Equality and Inclusion early in 2021, which included both external speakers sharing their experience and a session where the Board discussed their experiences with colleagues. Leading up to this, people around the business have</p>



MID-YEAR PERFORMANCE REPORT 2021/22

Objective	MIC	Summary of improvement plan	2021-22 Mid-Year Update
		<p>the values and employee engagement approach to business change.</p> <p>We will:</p> <ul style="list-style-type: none">▪ Develop, implement and sustain staff engagement programme. COMPLETED▪ Act on the findings from staff and external stakeholder engagement to implement initiatives which boost corporate resilience. COMPLETED	<p>been sharing their stories on wellbeing and diversity challenges.</p>
Identify and rank critical assets	Asset management capability improvement	<p>We have undertaken analysis to identify our critical network mains and their ranking and we are rolling out criticality assessment to our non-infrastructure assets.</p> <p>The critical mains analysis from a customer perspective is reflected in our >10,000 population centres resilience metric, with a ten-year programme to provide dual-supplies to over 800,000 people, building on the existing strong resilience following 2018 completion of the Southern resilience scheme.</p> <ul style="list-style-type: none">▪ We will implement procedures to ensure identification and ranking of critical assets across all asset types.	<p>The critical mains analysis from a customer perspective is reflected in our >10,000 population centres resilience metric undertaken as part of the PR19 business plan analysis. We are now building on this work through implementation of a criticality and resilience model for all our assets.</p> <p>Work is ongoing to further develop and implement the following:</p> <ul style="list-style-type: none">▪ Implementation of the AMP7 resilience programme, linking this to the enhanced method of assessing asset criticality.▪ Building of an Asset Criticality model for large mains and treatment works▪ Identification of our critical (non) infrastructure large assets, including an assessment of the dynamic level of criticality when operationally constraints.



MID-YEAR PERFORMANCE REPORT 2021/22

Objective	MIC	Summary of improvement plan	2021-22 Mid-Year Update
			<ul style="list-style-type: none"> Assessment of the likelihood and consequence of critical assets not operational. <p>We are still working towards the completion of this objective by April 2023. Within Asset Management we are reviewing various opportunities for improvement including enhanced analysis techniques that would improve the prioritisation of mitigation options for failure of critical mains.</p>
Capture asset performance data and analysing data to inform planning	Asset management capability improvement	<p>We have an established dedicated Asset Information and Performance team whose remit includes:</p> <ul style="list-style-type: none"> Managing our GIS and SAP systems, and improving how we are capturing asset performance data in these systems. Improving how we capture asset performance data and how we analyse it to inform our asset investment and planning. Capturing asset performance data to inform our understanding of asset interdependencies Improving our predictive and prescriptive analytics capability <p>Our on-going Asset Management Capability Improvement Programme will manage the delivery of these improvements.</p> <p>This team has the responsibility for reporting all non-financial Company Performance Areas. Our company performance is reviewed formally on a monthly basis with the executive, their direct reports, and is reported to the Board along with the CEO report. This includes actual and</p>	<p>Our target aim for completion of this objective is March 2025 but we are making good progress with this objective, some of the highlights so far in 2021/22 include:</p> <ul style="list-style-type: none"> Participating in an UK Water Industry Research Project (UKWIR) on 'Future Asset Planning' which, as one of its key objectives, includes developing robust measures of forward-looking asset health metrics, which reflect clear definitions that can be applied across the industry. Further developing our suite of internal Performance Dashboards so that information and intelligence can be easily viewed and understood to drive any corrective actions required.



MID-YEAR PERFORMANCE REPORT 2021/22

Objective	MIC	Summary of improvement plan	2021-22 Mid-Year Update
		<p>forecast performance levels. Our mid and year-end assurance processes include consistency checks with monthly report, to test the accuracy of decision making and monthly reporting. Our performance management approach leads to timely and frequent operational decisions (e.g. leakage, network operations, customer experience, business retail market operations performance). Any performance areas in jeopardy are escalated to executive level. Our approach ensures that our asset information and business decisions directly link.</p> <p>We will:</p> <ul style="list-style-type: none"> ▪ Develop systematic maintenance data collection programme supported by a storage system, tools and procedures to optimise asset performance. ▪ Work with the sector to develop robust forward looking asset health metrics. ▪ Develop procedures to ensure option assessment and selection considers the full lifecycle of assets (including decommissioning and disposal). ▪ Compile and analyse hazard and failure event data for all asset types to inform understand of risk. ▪ Implement integrated set of procedures to capture asset performance data and transform this into robust information to inform asset planning. 	<ul style="list-style-type: none"> • We have also trialled the use of Natural Language Processing to capture historic failure data that may not have been assigned to a specific asset. Once captured at asset level this data can help inform our maintenance and replacement strategy to address risk proactively and reduce the costs of failure.
Measure outcomes delivered by projects/products against the originally defined aims	Asset management capability improvement	We have established an Investment Programme Governance Framework, which ensures we track and measure the outcomes delivered by projects/products against the originally defined aims; and which ensures we include multiple stakeholders in post-project appraisals. This includes third parties, as well as internal teams and	We are delighted to report that we have now completed this objective.
Take corrective actions where projects fail to meet original aims			We have a gated process for project delivery:



MID-YEAR PERFORMANCE REPORT 2021/22

Objective	MIC	Summary of improvement plan	2021-22 Mid-Year Update
Conduct post-project appraisals and acted upon them		<p>construction partners. Strategic projects, including non-asset focused projects have similar post project appraisals by the Executive Management Team and/or the delegated steering group. The Social Contract and the community ODI includes a route for third party lessons learned inherent in community initiatives delivery, and the governance allows wider stakeholder concerns or opportunities, including from general performance (input into how as well as what we deliver) to be considered in full. The terms of reference and benefit measurement objectives in our evolving Social Contract also contribute significantly to this improvement description.</p> <p>We will:</p> <ul style="list-style-type: none"> Measure outcomes delivered by projects against originally defined aims to support continual improvement. Use this information to take corrective action where projects fail to meet defined aims. COMPLETED. Develop and apply suite of performance measures that enable evaluation of the delivery of schemes against customer outcomes, including for response & recovery activities. COMPLETED. Ensure post-project appraisals are conducted on all major schemes and the findings acted upon to support continual improvement. COMPLETED Ensure multiple stakeholders are involved in post-project appraisals. COMPLETED 	<ul style="list-style-type: none"> Gateway 1 is the promotion of a project, Gateway 2 is the completion of design and approval to move to delivery, Gateway 3 is the Construction Completion Review Gateway 4 is the Project Review and Benefits Realisation. <p>Multiple stakeholders are involved in the project reviews from across Bristol Water, our supply chain and external organisations where applicable.</p> <p>We have documented the findings from Gateway 3 and 4 and further reviews and have created a log to capture actions and lessons learnt. The log will be reviewed on a regular basis as part of our programme governance meetings to ensure that we act on the findings.</p> <p>Whilst projects are ongoing we have monthly reviews to discuss progress and any changes required to scope or outputs. If a project is off-track we will use these reviews to establish the necessary changes to either bring it back on track, or redefine the costs and benefits.</p>
Involve multiple stakeholders in post-project appraisals			



MID-YEAR PERFORMANCE REPORT 2021/22

Objective	MIC	Summary of improvement plan	2021-22 Mid-Year Update
Systematic and integrated resilience risk assessment across the entire business	Corporate risk management improvement	<p>We are reviewing our current approach to company-wide resilience risk management with the aim of improving it to ensure it is systematic and integrated across the entire business.</p> <p>We will:</p> <ul style="list-style-type: none"> ▪ Refresh corporate Risk Management process to ensure consistent risk assessment and scheme prioritisation across all departments. COMPLETED ▪ Ensure risk mitigation interventions are prioritised and selected commensurate with the level of risk and certainty of risk reduction. COMPLETED. ▪ Improve business cases to outline expected, quantified residual risk following investment. ▪ Conduct joint evaluation of business cases with key strategic partners. 	<p>Our target aim for completion of this objective is March 2025.</p> <p>We have set up an Outcome Delivery Strategy group with membership across our Senior Leadership Team to ensure this action is delivered across the business rather than as just an asset risk action. This is also the focus for our PR24 plans, which we believe can build on our existing resilience and performance, whilst also building on the innovations we have planned.</p>
Consult stakeholders to identify opportunities for the collaborative delivery and funding of schemes	Social Contract	<p>We have already utilised a number of partnership funding opportunities and provided funding to other organisations, for example funding our Sustainable Urban Nexus project (SUNEX) through the University of the West of England (UWE), working with Imperial College on our calm-DMA project, sponsoring Bristol Green Capital Partnership which provides links to 850 other organisations, funding social mobility mentorship through Ablaze and the Refill campaign through City to Sea.</p> <p>Through our Social Contract we are working with stakeholders to identify further opportunities for partnership working and funding. Our voluntary sharing reinvestment fund linked to the Social Contract will also help other organisations explore matched funding.</p> <p>We will:</p>	<p>Our target aim for completion of this objective is March 2025.</p> <p>Our Flexible Water Supply Schemes pilot innovation project with Binnies, RWE, Castle Water and UWE was successful in the Water Breakthrough Challenge, and was awarded £622.156 in funding. The project will implementing flexible, multi-use schemes filtering water with lower levels of carbon and extracting water from existing, local, and natural sources, this will allow water to be used for both supplying water industry customers and alternative uses during times of normal river flow</p>



MID-YEAR PERFORMANCE REPORT 2021/22

Objective	MIC	Summary of improvement plan	2021-22 Mid-Year Update
		<ul style="list-style-type: none"> Use our innovation framework, including the Workshop innovation hub, to find further R&D joint funding opportunities. Consult with stakeholders to identify opportunities for collaborative funding and delivery of schemes. <p>COMPLETED</p>	<p>We have separately supported a number of external funding opportunities for Bristol Green Capital Partnership and UWE.</p> <p>We have increased our strategic engagement with UKWIR, in support of developing the sector innovation strategy and centre of excellence for innovation.</p>
Comprehensive supplier and contractor management arrangements, including promotion of flexibility and incentivisation	Project Delivery	<p>We are currently undertaking a renewal of our Network Maintenance Supply Chain contracts, to go live from October 2019. Our approach to renewing the NMSC contracts is to establish comprehensive supplier and contractor management arrangements, so that we have a partner delivery approach which promotes flexibility and incentivisation. This model through our transformation programme will then inform other areas of contracts. We will:</p> <ul style="list-style-type: none"> Develop AMP7 comprehensive supplier and contractor management arrangements which include the promotion of flexibility and appropriate incentivisation. <p>COMPLETED.</p> <ul style="list-style-type: none"> Develop supplier and contractor management arrangements for AMP8 and beyond. 	Our target aim for completion of this objective is March 2025.
Identify and develop the future competencies we need	People Plan	The Board and Executive Team have set the company purpose and values, through which the culture of the company is changing. As part of this change, a People Plan has been produced and is in the process of being implemented.	These actions were due for completion by April 2019 and are now subject to continuous development.



MID-YEAR PERFORMANCE REPORT 2021/22

Objective	MIC	Summary of improvement plan	2021-22 Mid-Year Update
		<p>The People Plan includes:</p> <ul style="list-style-type: none">▪ A competency framework which considers current and future competency requirements. Our competency expectations sit under the Board strategic objectives and are based on our values. COMPLETED▪ A staff engagement programme including annual employee surveys. COMPLETED▪ A Talent Development Programme - which develops high performing and high potential staff and allows participants to progress along career development paths COMPLETED▪ On-the-job training programmes COMPLETED▪ Staff coaching programme COMPLETED▪ The development of work experience and apprenticeship programmes COMPLETED▪ Values based development and recruitment COMPLETED▪ Mentoring programme COMPLETED▪ Develop and implement training to enhance systems thinking understanding across all teams.▪ We are also developing an employee forum, which is connected to our Social Contract and is linked to our internal communication of values and performance. It has Board scrutiny, and includes an executive pledge that allows all staff to challenge any actions that are not in line with our values. This allows the employee elements of the Social Contract and People Plan to be aligned. COMPLETED▪ We also have externally facing mentoring programmes (such as through the local education charity Ablaze), which support social mobility whilst also providing development opportunities to employees. COMPLETED	<p>We have not completed the action on systems thinking training, which has been a challenge due to COVID-19. We have reprioritised the wider competency framework.</p> <p>We completed the second cohort through the talent development programme. This will not be repeated immediately with a further cohort as we are focusing on on-the-job competency training for all staff and leadership training for all managers.</p> <p>Our further actions are set out in our social contract.</p> <p>We have restructured with a clear distinction between front line operations, support services and strategy, regulation and legal functions. Our current focus is on active management, a clearer set of expectations to standardise performance management to support target delivery across the organisation. Our CLIO project we build on this further, combining technology.</p>



MID-YEAR PERFORMANCE REPORT 2021/22

In October 2021 Ofwat published a number of areas of improvement for the water sector and specific recommendations having conducted an Asset Management Maturity Assessment for the water sector. We are taking into account these recommendations in our future plans, in particular those that require companies to work together. The table below sets out how the actions we already are undertaking relate to Ofwat's maturity assessment.

Ofwat recommendation	Our actions
We expect all companies to reflect the AMMAs findings and identify appropriate steps to improve their asset management capabilities. Where we have outlined common areas for improvement in this report we expect companies to work together to improve asset management maturity across the sector.	We consider that our Resilience Action Plan covers many of these points and are the ones appropriate for Bristol Water. We continue to work with other companies, in particular to identify the appropriate forward looking asset health and resilience metrics for the water sector.
Companies should improve their approaches to risk management by ensuring boards have clear oversight and understanding of current and future asset health risks and of the plans to mitigate these	The Board achieves this through the oversight on our Resilience Action Plan. Asset risks are also considered through their impact, through Health & Safety root cause analysis, causes of customer experience, service failures and complaints, monthly water quality metric reports including the changes to unacceptable water quality risks (which are linked to asset solutions), including monitoring the DWI Risk Assessment Risk Index (RARI) score which is linked to our asset risk register but also considers wider environmental and operational risks to water quality compliance.
Companies should systematically identify and consider uncertainty in all areas of asset management, from strategic asset planning to data quality management	This is an area we are developing through our Resilience Action Plan and is covered in our own asset management assessments that are periodically undertaken with Board oversight.
Companies should develop a strategic approach to data and information management that takes into account the ability to share data	This features in the Resilience Action Plan, our innovation projects such as on water quality, and also forward looking planning across sectors as part of the Bristol One City plan.
Companies should make sure that employee competencies and skills are appropriately considered to plan and manage their assets efficiently now and in the future	Asset management, risk and operational management skills all feature in our employee competency framework. We anticipate the skills and competencies we need change over time and the business transforms regularly in order to reflect these changes and to deliver efficient cost levels.



MID-YEAR PERFORMANCE REPORT 2021/22

Companies should systematically consider wider aspects of social and environmental value in decision-making and monitor whether delivered interventions provide the benefits expected in their planning.

Our social contract benefits reporting includes social return on investments. Our performance reporting demonstrates how these activities benefit our core service delivery, and the planning benefits that arise. Examples of vulnerability benefits through asset improvement delivery are included in this report. Ultimately the local community satisfaction measure, alongside our equivalent customer and environmental biodiversity net gain metrics provide tangible evidence of delivery alongside the benefits valuation in our on-going decision making.