



BRISTOL  
WATER



# Mid-Year Performance Report 2020/21

December 2020

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## Introduction

### Executive Summary

Our 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, as we are delivering on leading service levels when compared against performance across the sector.

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 you to explain what is happening, and what you 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.

The document provides a forward-looking assessment of whether we are on track to meet the targets we have set ourselves for the performance commitments in 2020/21 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 following 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 2020, and we include a forecast of whether we will meet our 2020/21 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.<sup>1</sup> We will be reviewing our long-term targets as the water sector starts its planning for 2020-25 and beyond.

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.<sup>2</sup> Comparative performance is considered using the latest set of data available (2019/20). It is not possible to consider our comparative performance against 2020/21 data because this data has not yet been published.

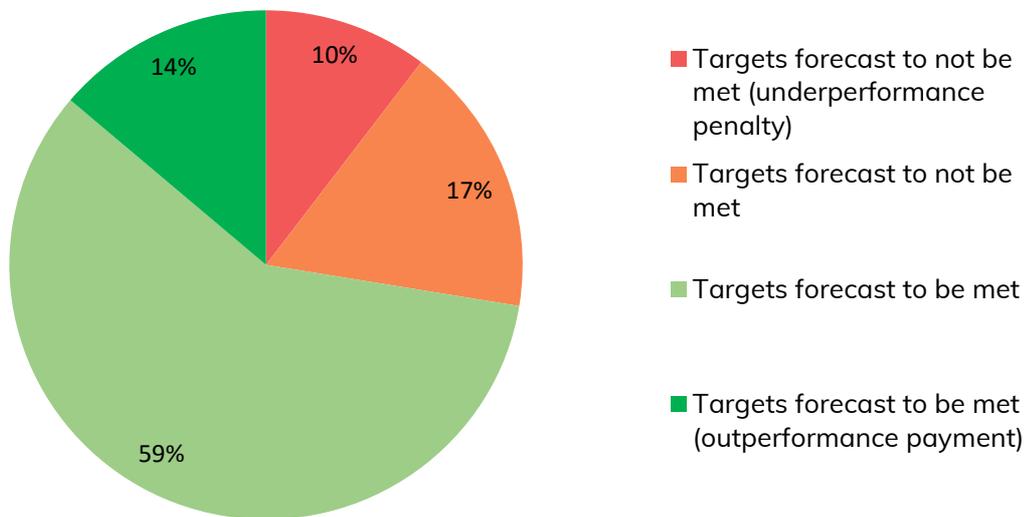
Based on our performance to date we forecast to meet at least 73% of our performance commitments and to miss 27% of our performance commitments.

<sup>1</sup> [Bristol Water...Clearly](#)

<sup>2</sup> 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](http://www.discoverwater.co.uk)



## 2020/21 Mid-Year Performance - Forecasts for Targets to be Met



The table below summarises our performance to date.

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)



## MID-YEAR PERFORMANCE REPORT 2020/21

Outcome – Excellent Customer Experiences		Bristol Water Historical Performance				2019/20 Industry Performance				Bristol Water 2020/21 Performance		
Performance Commitment	Unit	2017/18	2018/19	2019/20	Trend	Lower Quartile	Average	Upper Quartile	Bristol Water's Position	Mid-Year Actual <sup>3</sup>	End-Year Target	On track?
Customer Experience (C-MeX)	C-MeX score	N/A	N/A	81.22	N/A	77.33	80.48 <sup>4</sup>	82.18	Middle of the pack	83.01	Top 5 <sup>5</sup>	Yes
Developer Experience (D-MeX)	D-MeX score	N/A	N/A	84.92	N/A	78.73	84.38 <sup>6</sup>	85.91	Middle of the pack	91.08	Top 5 <sup>7</sup>	Yes
Priority Services Register (PSR)	% households registered on the PSR	0.8	0.8	1.5	↑	1.3	1.9	2.5	Middle of the pack	2.1	3.1	No
Water poverty	% households in water poverty	0	0	0	↔					N/A	0	Yes
Value for money	% customers surveyed (CCW survey method for comparison)	69 (77)	68 (75)	75 (80)	↑	75	76	79	Ahead of others	N/A	80	Yes
Satisfied vulnerable customers	% customers surveyed	N/A	N/A	N/A	N/A					N/A	85	Yes
Void properties	% household properties	2.06	2.26	2.54	↑	3.27	2.67	2.31	Middle of the pack	2.01	1.90	Yes
Total customer complaints	Household complaints per 10,000 connections	N/A	N/A	73.4	N/A	142.4	114.1	87.3	Ahead of others	31.8	87.3	Yes

<sup>3</sup> Mid-year actuals for water poverty, value for money and satisfied vulnerable customers not available because these performance commitments are assessed using annual data.

<sup>4</sup> 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

<sup>5</sup> 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

<sup>6</sup> 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. Based on Q1.

<sup>7</sup> 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 2020/21

Outcome – Safe and Reliable Supply of Water		Bristol Water Historical Performance				2019/20 Industry Performance				Bristol Water 2020/21 Performance		
Performance Commitment	Unit	2017/18	2018/19	2019/20	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	↑	3.95	2.67	0.83	Middle of the pack	0.29	0.00	No
Water Supply interruptions	Hours:minutes:seconds (HH:MM:SS) per property per year	1:15:59	0:15:01	0:09:17	↓	0:12:52	0:09:43	0:05:53	Middle of the pack	0:16:21	0:06:30	No
Mains repairs	No. of repairs per 1,000km of mains	178.6	156.5	115.5	↓	135.4	123.1	109.0	Middle of the pack	49.1	138.4	Yes
Unplanned outage	% of peak week production capacity	1.50	0.40	0.72	↓	3.50	3.19	0.80	Ahead of others	0.87	2.34	Yes
Risk of severe restrictions in a drought	% of population at risk	N/A	21.40	85.11	↑	5.03	15.13	0.00	Behind others	N/A <sup>8</sup>	38.00	No
Water quality contacts – appearance	Consumer contacts per 1,000 population	1.00	1.21	1.03	↔	1.13	0.96	0.64	Middle of the pack	0.82	0.83	No
Water quality contacts – taste and odour	Consumer contacts per 1,000 population	0.45	0.41	0.39	↓	0.39	0.28	0.21	Behind others	0.28	0.40	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)	↓	1.47	2.64	0.42	Middle of the pack	70	65	Yes

<sup>8</sup> 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 2020/21

Outcome – Safe and Reliable Supply of Water		Bristol Water Historical Performance				2019/20 Industry Performance				Bristol Water 2020/21 Performance		
Performance Commitment	Unit	2017/18	2018/19	2019/20	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	Yes
Unplanned maintenance – non-infrastructure	No. maintenance jobs	3,279	2,913	3,327	↔					1,591	3,272	Yes
Glastonbury Street network resilience	No. months delay to deliver scheme	N/A	N/A	0	N/A					0	0	Yes

Outcome – Local Community and Environmental Resilience		Bristol Water Historical Performance				2019/20 Industry Performance				Bristol Water 2020/21 Performance		
Performance Commitment	Unit	2017/18	2018/19	2019/20	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)	↓	122.4	107.2	88.4	Leading	39.5 (three year average)	38.2 <sup>9</sup> (three year average)	Yes
Per Capita Consumption (PCC)	Litres per person per day	148.9	151.3	146.4	↔	149.4	141.4	131.4	Middle of the pack	150.2 (three year average)	147.0 <sup>10</sup> (three year average)	No
Meter penetration	% household properties	52.67	55.97	58.98	↑					59.28	67.70	No

<sup>9</sup> Annual level of performance at 36.4 to achieve the three-year average target, which is based on a commitment to achieve a 6.1% reduction from a three-year average performance baseline from 2017/18 to 2019/20 (which results in a baseline of 40.7 Ml/d)

<sup>10</sup> Annual level of performance at 143.4 to achieve the three-year average target, which is based on a commitment to achieve a 1.3% reduction from a three-year average performance baseline from 2017/18 to 2019/20 (which results in a baseline of 148.9 l/p/d)



## MID-YEAR PERFORMANCE REPORT 2020/21

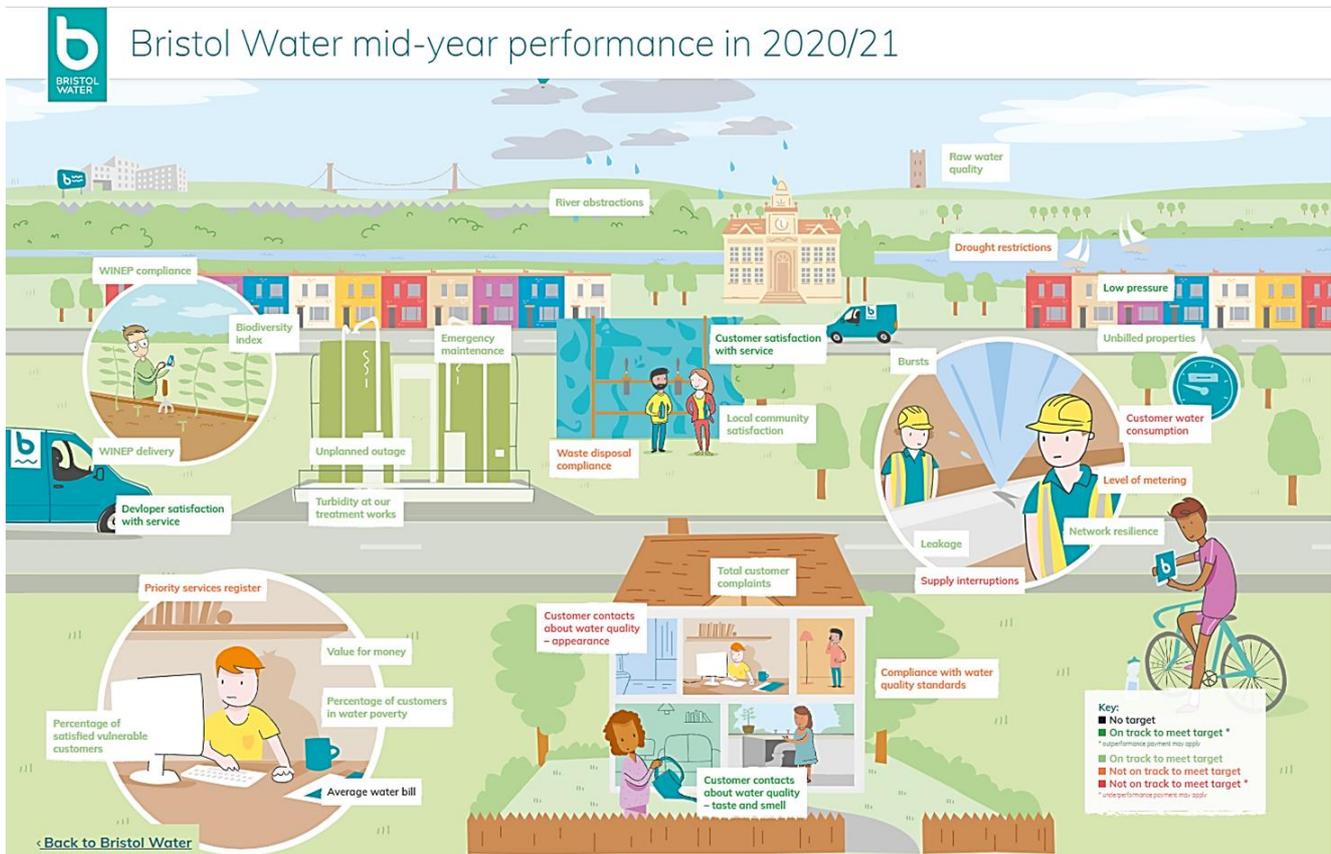
Outcome – Local Community and Environmental Resilience		Bristol Water Historical Performance				2019/20 Industry Performance				Bristol Water 2020/21 Performance		
Performance Commitment	Unit	2017/18	2018/19	2019/20	Trend	Lower Quartile	Average	Upper Quartile	Bristol Water's Position	Mid-Year Actual	End-Year Target	On track?
Raw water quality of sources	Kilograms of phosphorus loss reduction	N/A	N/A	0	N/A					39	109	Yes
Biodiversity index	Biodiversity index score	17,657	17,668	17,670	↑					17,648	17,668	Yes
Waste disposal compliance	% compliant samples	98	98	98	↔					98	100	No
Water Industry National Environment Programme (WINEP) compliance	% WINEP schemes completed	N/A	N/A	100	N/A					100	100	Yes
WINEP delivery	Text (either “met” or “not met”)	N/A	N/A	N/A	N/A					met	met	Yes
Local community satisfaction	% stakeholders surveyed	N/A	N/A	89.0	N/A					N/A <sup>11</sup>	85.0	Yes
Abstraction Incentive Mechanism (AIM)	Megalitres (Ml) if AIM triggered	N/A	N/A	3,029.5	N/A					N/A (AIM not triggered)	-186.1 (if AIM triggered)	Yes (AIM not triggered)

<sup>11</sup> Mid-year actual for local community satisfaction not available because this performance commitment is assessed using annual data.



# MID-YEAR PERFORMANCE REPORT 2020/21

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-2020-21/>.





## Chief Executive Officer's Update

This year marks the first year of a new five-year reporting period and I am pleased to present Bristol Water's mid-year performance for 2020/21; 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 well below our annual target, 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 disappointing, but it has been primarily impacted by a major burst on Rose Green Road, Royate Hill in May and by incidents where third parties have damaged our mains. Our underlying performance however is strong. I take personal pride in the improvement in our developer market performance and I was delighted that the Consumer Council for Water (CCW) ranked Bristol Water as one of the best performing companies in the industry their latest annual household customer complaint handling report.



The COVID-19 pandemic has of course impacted Bristol Water, just as it has the rest of the world. Indeed, the economic impact of the COVID-19 pandemic is still emerging. 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.

The Company has responded vigorously to this challenge, prioritising the safety and wellbeing of our employees and customers, focusing particularly on maintaining our essential services. Inevitably the pandemic has impacted on the way in which we serve our customers and, in some cases, has necessarily resulted in some levels of service being impacted.

Despite these unprecedented times, I am delighted that we are starting to see real benefits as a result of our social contract initiatives. Though we have had to pause many of this year's activities, we have at the same time adapted our ways of working and delivered for our partners and communities in new and innovative ways. When I took the role of CEO at Bristol Water in 2017, I was blown away by the passion of our employees and their desire to help our local communities and environment. The progress we have made is beginning to impact on our performance, which has only been possible by working with our stakeholders to develop our approach and to deliver benefits to society in partnership.

I look forward to the challenges that lie ahead over the next six months. Our customers and stakeholders can expect another update on our performance in July 2021 when we publish our Annual Report and Annual Performance Report for 2020/21.

**Mel Karam**

Chief Executive Officer

December 2020



### 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 the 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 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:

- 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 performance to date for 2020 (covering performance from April to September 2020 for reporting year Performance Commitments (PCs) and from January to September 2020 for calendar year PCs); and
- Approvals of the data and information to be included in the Mid-Year Report the in the interactive graphic on our website.

On behalf of the Board of Bristol Water:

**Mel Karam**

Chief Executive Officer

## **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.

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 2020 for reporting year (2020/21) PCs and from January to September 2020 for calendar year (2020) PCs. It has received assurance from the company that its performance information for these periods is reliable and accurate.

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 second 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 21 of its 29 performance commitments. It is pleased to note that Bristol Water's performance against the vast 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 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 disappointed that the Company forecasts that it will miss its targets for eight 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. Bristol Water has suffered a number of supply interruptions which means its



target for this PC cannot now be met this year. Third party actions have increased water quality contacts concerning appearance. The company is also struggling to meet its target this year for the number of customers on its Priority Services Register. 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

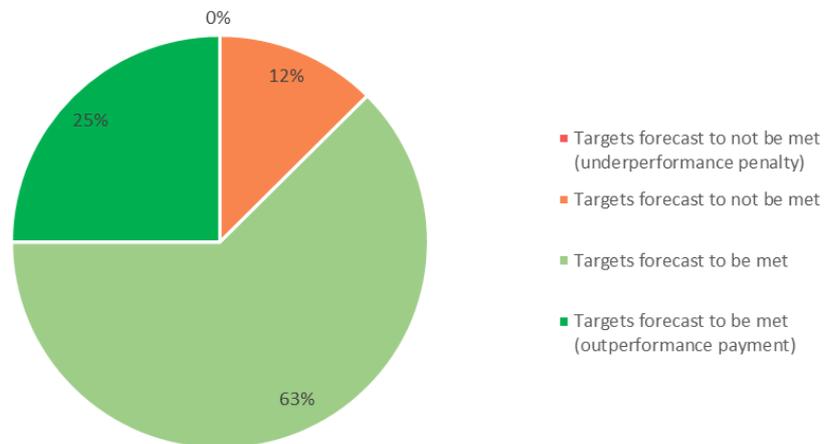
December 2020



## 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.

2020/21 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). The better and poorer performers 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. Our aim in 2020/21 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 last year.

C-MeX score	2019/20 Baseline	2020/21 Mid-Year	2020/21	2021/22	2022/23	2023/24	2024/25	Long Term Ambition
<b>Bristol Water Ambition</b>			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
<b>Performance</b>	81.22 (8/17 industry ranking)	83.01 (7/17 industry ranking after waves 1 and 2)						
<b>On track to meet ambition?</b>			Yes					

### Performance

Our mid-year C-MeX score is based on waves 1 and 2. Our ability to achieve our forecast for 2020/21 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.

We were pleased that our C-MeX scores in wave 1 were the highest customer satisfaction rates we have achieved. Likewise, we were pleased that both our billing and operational scores were higher



in wave 1 than in 2019/20, which underlines our customers' approval of the quality and reliability of the services we provide. In wave 2 our customer satisfaction scores increased to a level that ranks us at fifth place in the industry. Our customer experience results are however bringing our overall C-MeX score further down the industry rankings list.

We are undertaking a range of initiatives over the next few months to improve our customers' perceptions, some of which revolve around embedding our new branding and publicising it, as well as promoting our educational activity and local community projects, such as the Bristol Water Foundation and the Water Efficiency campaign.

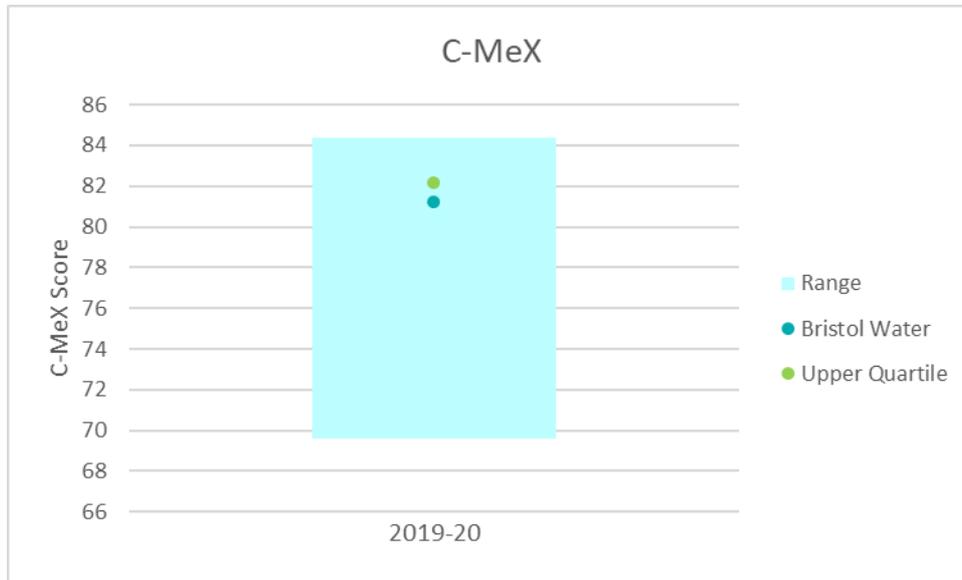
### **COVID-19**

We adapted a lot of our services over the first few months of this reporting year due to the restrictions of lockdown (for example we could not complete requests for customers, mainly where checks on pipe work were needed for billing), but we focused on communicating changes quickly across all of our teams. We also introduced extra process for entering a home for urgent work which involved more contact with customer and changes for both our staff and the customer.

Throughout lockdown and in the intervening period before the November lockdown announcement we have ensured that our messaging to our customers has been clear and consistent. We have also ensured that our services for our vulnerable customers have been promoted at a time where they are so critically needed, which we achieved through updated messaging on our customers' bills and our digital campaigns.

### **Comparative Performance**

Information on company C-MeX scores can be found on individual company websites. Bristol Water's C-MeX score was published in our 2019/20 Annual Performance Report (APR) at <https://www.bristolwater.co.uk/about-us/our-performance/>. As the C-MeX scores reported in company APRs now reflects an outdated methodology, the data below presents 2019/20 C-MeX performance based on the final methodology.



### 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 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. Our aim in 2020/21 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 last year. We have also set ourselves our own ambition for each year.

D-MeX overall score	2019/20 Baseline	2020/21 Mid-Year	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Bristol Water Ambition</b>			Top 5 industry ranking	Top 5 industry ranking	Top 5 industry ranking	Top 3 industry ranking	Top 3 industry ranking



Performance	84.92 <sup>12</sup> (8/17 industry ranking)	91.08 (1/17 industry ranking after wave 1)					
On track to meet ambition?			Yes				

### Performance

Our mid-year D-MeX score is based on wave 1. Our ability to achieve our forecast for 2020/21 will be determined on our final D-MeX ranking (after waves two, three and four) leading to the publication of all D-MeX scores across the industry.

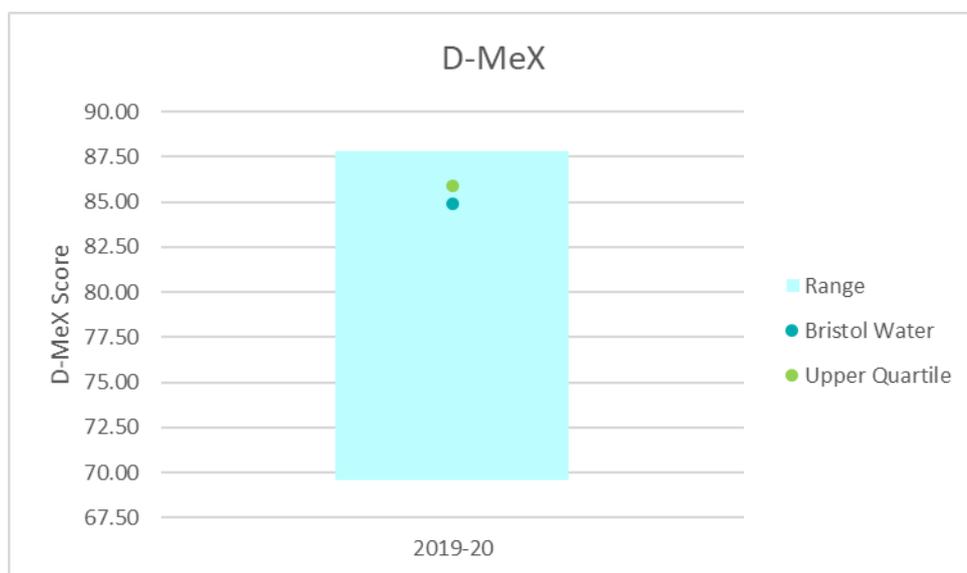
We have a dedicated team which is responsible for processing applications from developers, SLPs and NAVs and we have worked to create a closer working relationship with developers and self-lay providers. We have made significant improvements in timeliness and effectiveness of our response to these customers and we publish technical information that makes it easier for developers and SLPs to understand our costs and approach to developer service.

We now offer a range of services for our developer services customers and our results from the first wave are very encouraging. The results demonstrate that we are delivering the range of services expected and indicate that we are on track to achieve at least a fifth places position by the end of the reporting year.

### Comparative Performance

Information on company D-MeX scores can be found on individual company websites. Bristol Water's C-MeX score was published in our 2019/20 Annual Performance Report (APR) at <https://www.bristolwater.co.uk/about-us/our-performance/>.

<sup>12</sup> Stated as 84.85 in our 2019/20 APR but has since been revised following a clarification process from Ofwat



## 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. It is also reported against the following criteria, which we will provide a full update on in our Annual Performance Report 2020/21:

- 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 last year.

% households registered on the PSR	2019/20 Baseline	2020/21 Mid-Year	2020/21	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	2.1					
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.

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. We do not forecast 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. This national project has however been put on hold and so achieving our ambitious targets has become even more challenging.

Despite this, more households have registered with us to receive our Priority Services than we had planned at this stage of the year, meaning we are ahead of where we expected to be for knowing who needs the additional support for a level of performance that has not had the benefit of a national data share. Over the last six months we have focused on promoting our Priority Services across our digital channels, as well as asking staff to mention and signpost it to customers whenever they have the opportunity. We have also partnered with Western Power Distribution and agreed a local data share.

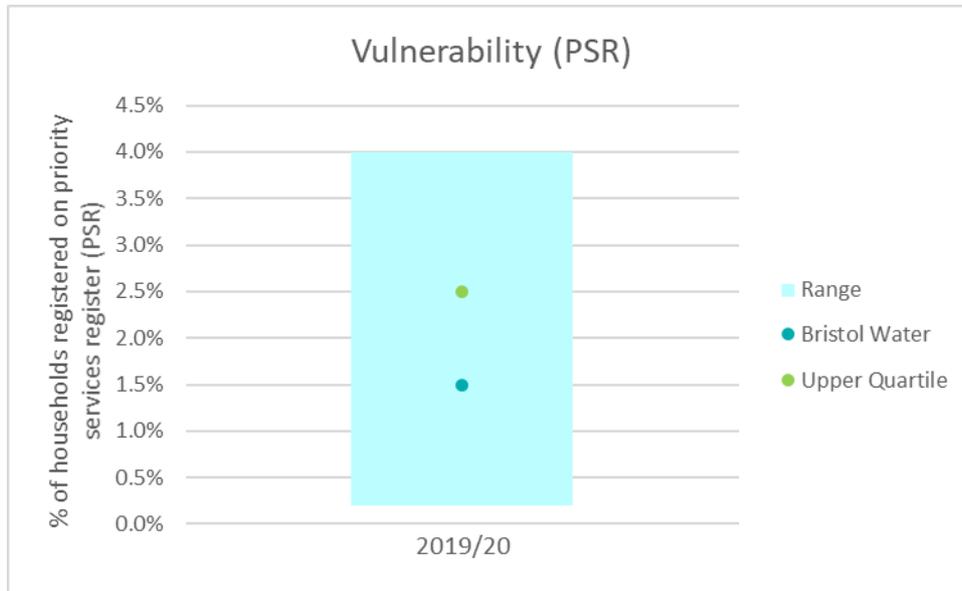
In our latest business plan we also set out our vulnerability and affordability action plan. We have provided a detailed update of our progress to date in an appendix.

### 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.

### 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/our-annual-water-matters-survey-results/>. Industry performance on the percentage of households registered for on the PSR is below.



## Percentage of customers in water poverty

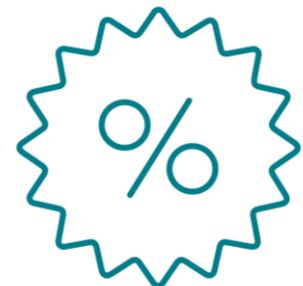
### Definition and Targets

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 to estimate the gross percentage of customers in water poverty, and then deduct those customers who we support through our Assist and Pension Credit social tariffs.

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 last year.





% of households in water poverty	2019/20 Baseline	2020/21 Mid-Year	2020/21	2021/22	2022/23	2023/24	2024/25	Long Term Ambition
Performance Commitment Level ("PCL")			0	0	0	0	0	0
Performance	0	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 we are however forecasting to meet our target for this reporting year.

We have historically been able to ensure zero percentage of our customers are in water poverty as a result of our focus on increasing the number of customers on our social tariffs. We offer three discounted social tariffs to make sure we can help customers who find it hard to pay their water charges, with 19,755 customers receiving assistance through these measures to date. Below is a breakdown of each scheme and the number of customers currently registered:

- 8,430 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
- 3,177 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
- 8,148 customers are on our 'Pension Credit Discount' 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.

We also know that due to the additional water usage in households, arising from a greater number of people working from home due to COVID-19, some customers will see their metered bills increase. We are working hard to review our customer journey and to ensure that the financial support we have available for those struggling to pay is easy to understand and receive.

### 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. In 2020/21 for example we are undertaking 'hard to reach' projects and establishing partnerships with debt advice charities to prioritise trying new ways to reach out to those customers who are struggling to pay their bill but are hard to reach and to help low income customers receive full debt advice (not just help with their water bill).



## 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; 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?”

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 last year.

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

### Performance

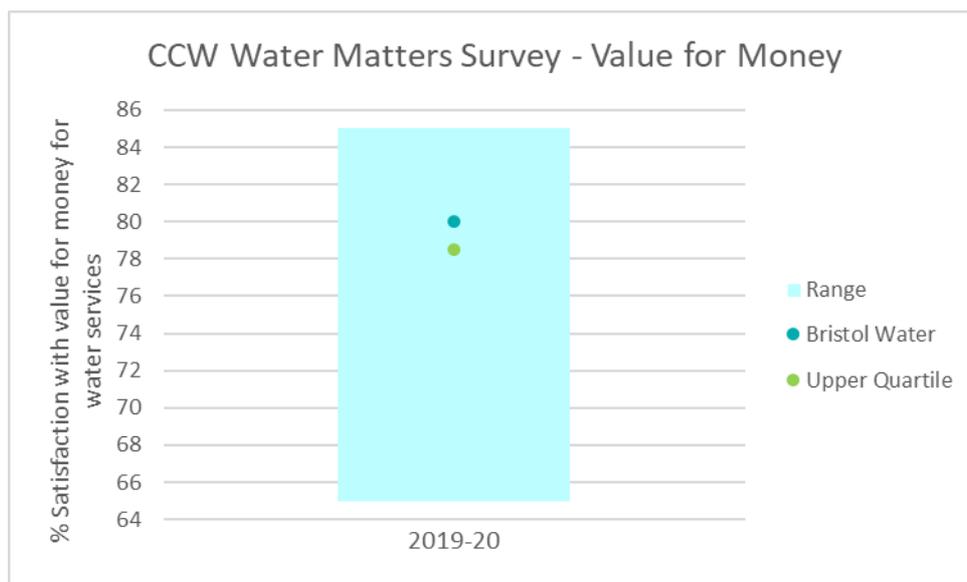
As this measure is based on annual survey data, a mid-year value is not applicable. However, the increase in both our billing and operational C-MeX scores compared to last year would imply that customers feel they are getting increased value for money, and therefore would result in a higher result than in previous years. We have also achieved an encouraging level of performance in the CCW Water Matters survey. The survey is 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.

### 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 latest report can be found online at <https://www.ccwater.org.uk/research/our-annual-water-matters-survey-results/>.



## 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.



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

As this measure is based on annual data, a mid-year value is not applicable. 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.

### 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 Mid-Year	2020/21	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	2.01						
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

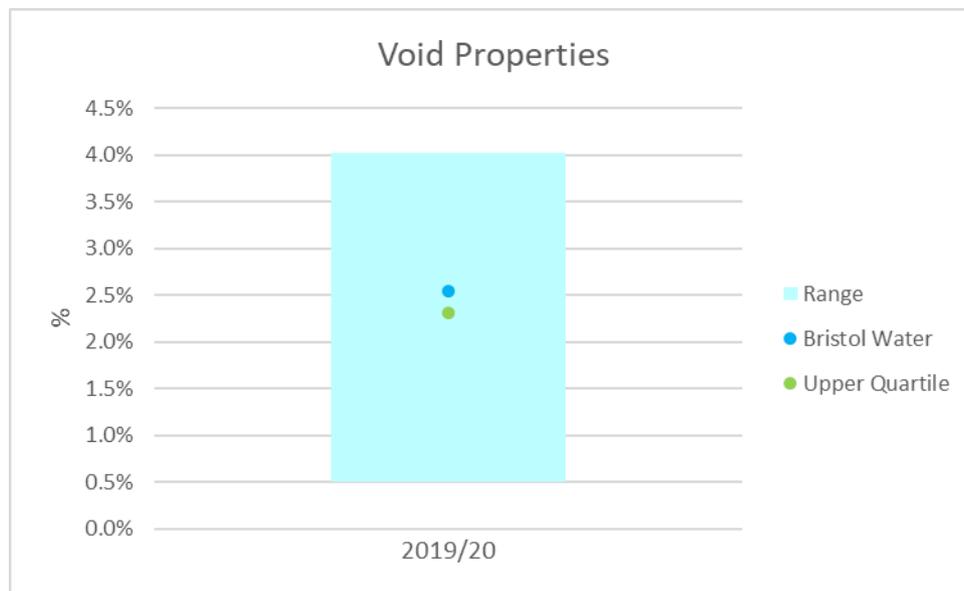


close management on the void level to prevent this happening. It is therefore encouraging that our level of performance at mid-year has seen a considerable reduction from our baseline position on 31 March 2020, which gives us confidence that we at least meet the PCL by the end of this reporting year.

One method we have undertaken to reduce the number of voids is by performing ongoing checks of HM Land Registry, to establish whether our records of void properties align to the records of ownership of the registry. Another method is to conduct property visits. Although this activity cannot take place during the Covid-19 lockdowns, we will continue to undertake such visits when the level of restriction allows.

### Comparative Performance

Although customers cannot access the data publicly, to be fully transparent we are able to demonstrate our performance compared to other companies in the industry.



### 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 included within the table a baseline level of performance, taken from our level of service reported last year.

Number of household complaints per 10,000 connections	2019/20 Baseline	2020/21 Mid-Year	2020/21	2021/22	2022/23	2023/24	2024/25
Performance Commitment Level (“PCL”)			87.3 <sup>13</sup> (2019/20 Upper Quartile)	2020/21 Upper Quartile	2021/22 Upper Quartile	2022/23 Upper Quartile	2023/24 Upper Quartile
Performance	73.4	31.8					
On track to meet PCL?			Yes				

### Performance

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 better than last year’s upper quartile.

### COVID-19

We had to stop all non-essential work in line with the government guidance; this meant we could not complete non-essential customer requests, for example where checks on pipe work were needed for billing. Outside of lockdown periods we have been working to clear the backlog of non-essential work.

### Comparative Performance

We were pleased to be ranked as one of the best performing companies in the latest annual household customer complaint handling report published by the Consumer Council for Water (CCW) for 2019/20.<sup>14</sup> CCW compared the performance of water companies in England and Wales across a series of measures, including written complaints made to water companies, escalated complaints

<sup>13</sup> Number may be recalculated by CCW for 2020/21 year-end reporting

<sup>14</sup> [Right First Time: A review of water companies’ complaint handling in England and Wales](#)

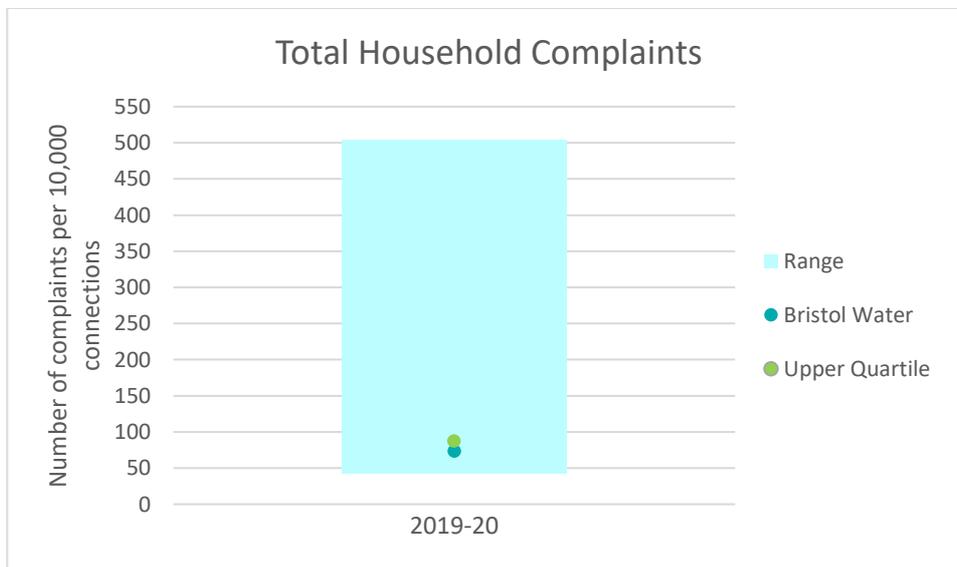


and those received by CCW, as well as investigations carried out by the consumer watchdog into the most serious cases of complaint handling failures. In summary:

- Written complaints, social media complaints and site visits complaints result in a level of performance that is close to the upper quartile level of service
- We had the biggest decrease in written complaints in the industry at 34%
- We are now in the upper quartile for the number of complaints that go to CCW
- We are now a good performer at resolving complaints at the first stage



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.

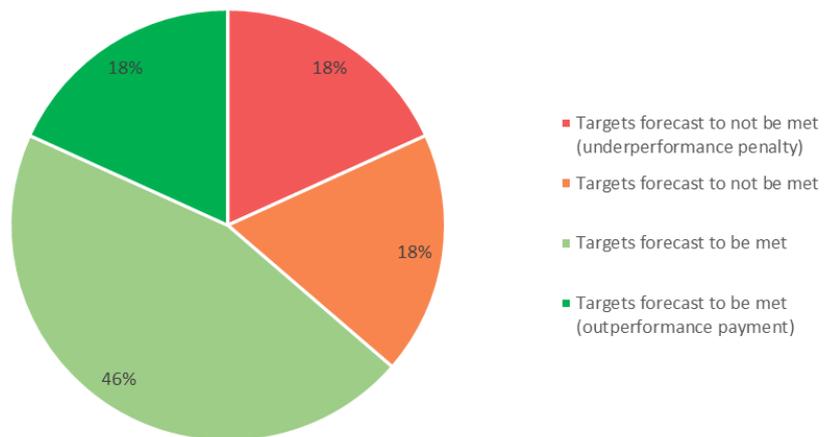




## Safe and Reliable Supply of Water

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

2020/21 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.

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 score	2019 Baseline	2020 Mid-Year	2020	2021	2022	2023	2024	Long Term Ambition
Performance Commitment Level ("PCL")			0	0	0	0	0	0
Performance	2.31	0.29						
On track to meet PCL?			No					

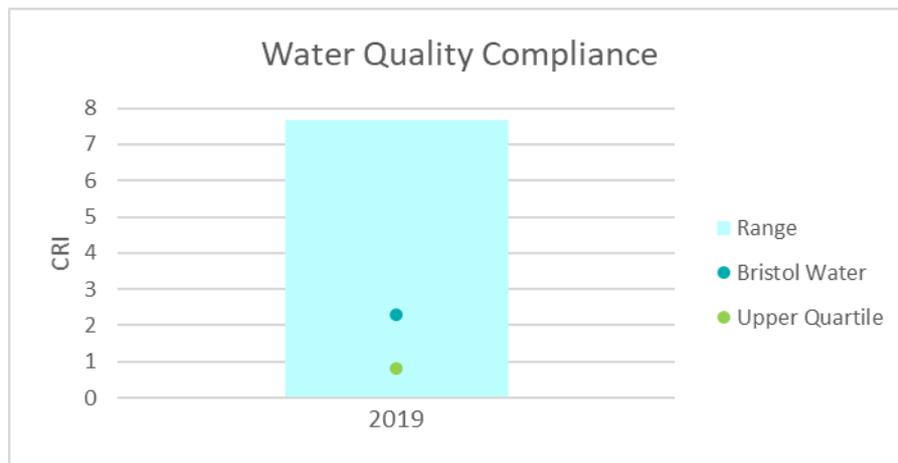
### Performance

We are pleased that our performance indicates a high level of water quality performance.

Our CRI to date largely consists of isolated bacteriological failures at service reservoirs and customer properties where our investigations concluded that they were not representative of the water quality being supplied to consumers and that there was no wider issue within the network. This suggests that the risk to our customers from water compliance sample failures causing an impact on their drinking water has been minimal, but we are never complacent in aiming for zero failures and thoroughly test the root cause of problems and potential risks.

### 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

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 Mid-Year	2020/21	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	0:16:21						
On track to meet PCL?			No					

### Performance

We have extended our operational techniques to minimise supply interruptions to customers. These include rezoning from one discrete area of supply to another, on-demand supplies from bowzers, infusion tankering, overland connections and 'live' clamp repairs. The extent of the use of these techniques means that we no longer interrupt customers for more than three hours for any planned



or warned interruption. We also use the techniques to limit the length of unplanned interruptions and to reduce the number of customers impacted.

Our performance this year has however been dominated by two large events. A burst on a 10" main on Rose Green Road, Royate Hill in Eastville and third-party damage to a 12" main in Yate which have resulted in 13 minutes 41 seconds (84% of the total to date).

We have also seen an increase in third-party damage events that have led to an increase in our supply interruptions performance.

We accept that the default position is that as a water company we manage the risk of supply interruptions and the performance commitment does not allow for any exclusions. The cause of the interruption is therefore not relevant to the calculation of the reported figure and therefore, asset failure caused by third parties are treated the same as any failure arising as a result of our assets. It is however worth noting that third party damage now accounts for 7 minutes 28 seconds (46% of the mid-year total) and we are investigating ways to address their underlying causes. Without any third-party damage, our year-to-date position would have been 8 minutes 49 seconds. Furthermore, if we exclude the Rose Green Road burst in May, we would only be reporting 2 minutes 8 seconds for our mid-year total.

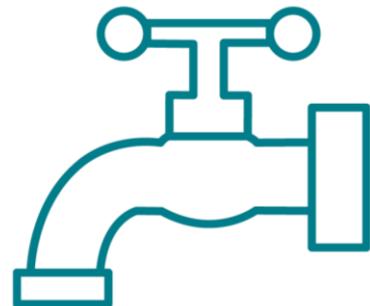
Our challenge now is to learn from these third-party events and effectively embed plans and processes to ensure interruptions in future years are kept to a minimum.

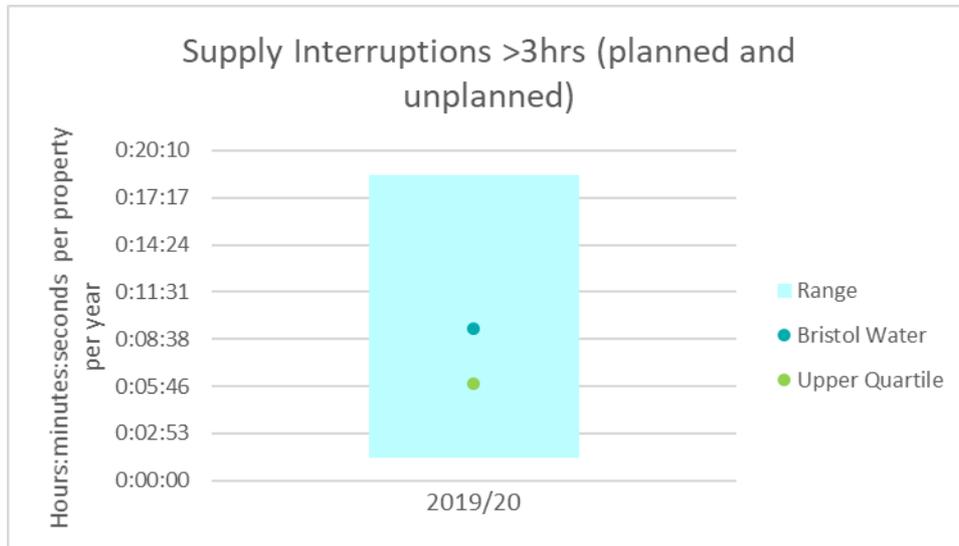
### COVID-19

In addition to third-party impacts on our performance, the pandemic has caused second-order impacts too, primarily as a result of social distancing working arrangements. Quantifying this impact is not straightforward, but the likelihood of such effects (of not being able to respond effectively with higher than usual demand and social distancing in place) partly impacted our performance earlier this year.

### Comparative Performance

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





### Longer-term Plans

Last year’s network duty manager pilot providing 24-hour Operations Room support has now been embedded into our operational structure. This critical coordination role helps focus activity and minimise the impact of supply interruption events on customers. We are continuing to learn from the following areas of focus:

- Performance & Continuous Improvement
- Resilience of the Network & Response
- Third Party Damage Prevention
- SMART Networks & Real Time Analytics

Improving in these areas will ensure that we will not only perform well against our target levels of performance, but also deliver a better service for our customers in the long-term.

### 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 Mid-Year	2020/21	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	49.1						
On track to meet PCL?			Yes					

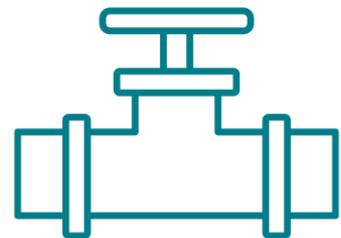
### Performance

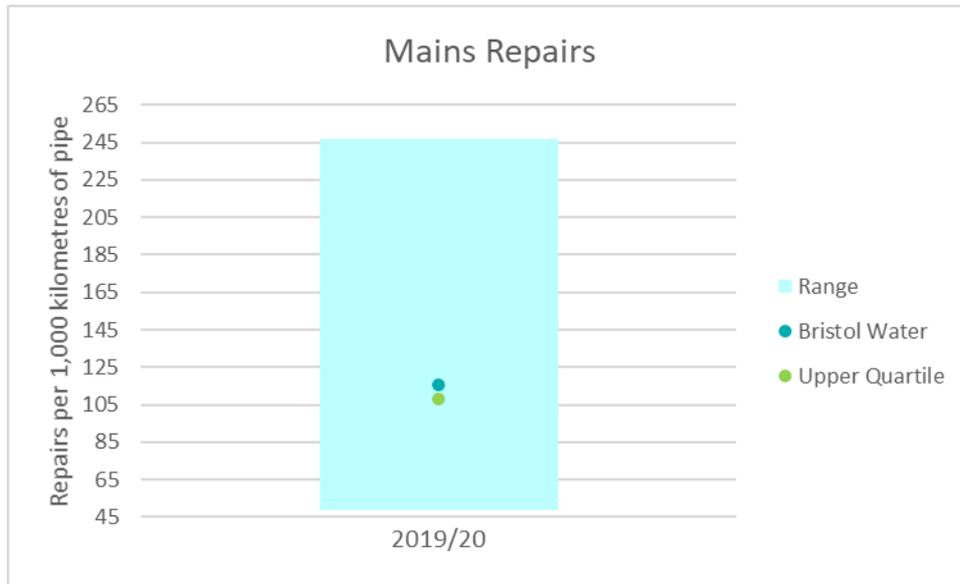
Our approach for over the next five years is to continue to develop our risk-based targeted investment approaches to replace failing assets through a mixture of renovation techniques but also to explore and exploit innovation opportunities in both operations and maintenance and Smart Network technologies.

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.

### 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.





**Longer-term Plans**

We plan to continue exploring innovative approaches to the management of our assets through 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.

**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).

% of peak week production capacity	2019/20 Baseline	2020/21 Mid-Year	2020/21	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	0.87						
On track to meet PCL?			Yes					

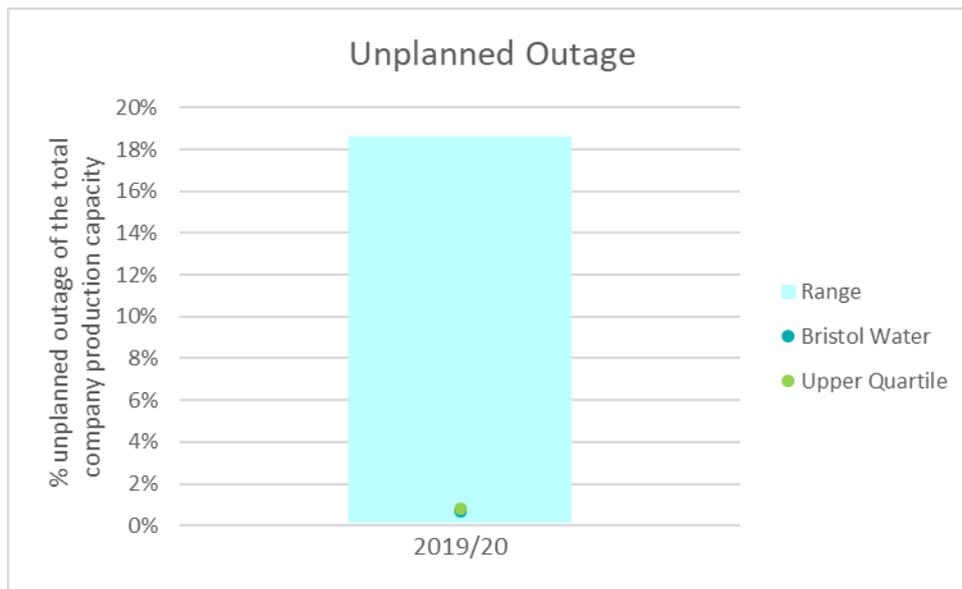


### Performance

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

Industry performance on unplanned outage is below.



### 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 Mid-Year	2020/21	2021/22	2022/23	2023/24	2024/25	Long Term Ambition
Performance Commitment Level ("PCL")			38.00	29.80	29.80	29.80	25.60	0.00
Performance	85.11	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.<sup>15</sup> 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.

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 sensitivity of the Bristol Water supply demand balance, and the fact we only have one water resource zone, significantly impacts this metric, which is why our performance on this metric is not directly applicable to other companies (many of whom have multiple water resources zones).

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.

<sup>15</sup> Further information on droughts and the levels of restrictions can be found 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.

**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.

**Longer-term Plans**

Our preferred approach to maintaining our 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.



**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).

Number of consumer contacts per 1,000 population	2019 Baseline	2020 Mid-Year	2020	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	0.82						
On track to meet PCL?			No					

**Performance**

Customer contacts for discoloured (orange/brown) water remain the biggest contributor to appearance contacts. This discolouration can be primarily attributed to the disturbance of harmless



iron sediments within the mains network. Our systematic flushing programme has proven to be effective as a first stage intervention in removing iron sediment before it can cause a problem (to the extent that it then results in customers feeling the need to contact us about the appearance of their water).

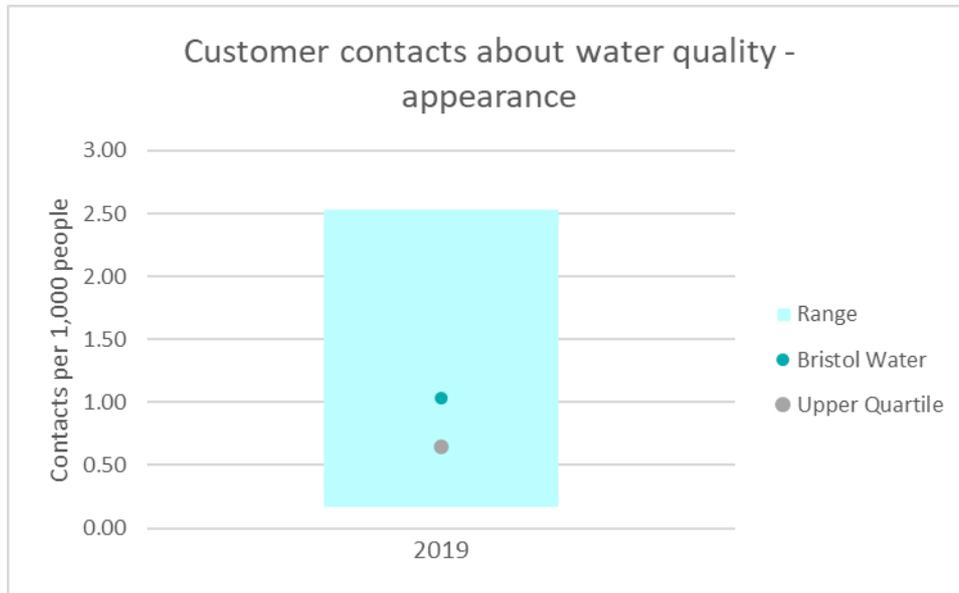
The performance so far in 2020 is similar to previous years but is not on track to deliver the reduction in our business plan. There is no single cause, but the most significant factors that have prevented our improved network performance from achieving this target has been third party use of hydrants and standpipes as well as individual burst main events.

We are looking to develop our operational monitoring of the network to include innovative portable water quality monitors to identify those mains that are contributing iron sediment to the network and to therefore be able to proactively intervene before the problem persists. This demonstrates our continuing commitment to reducing the likelihood of customers experiencing discolouration as a result of network operations, burst mains or when a third party uses our apparatus.

### **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>.





**Longer-term Plans**

Our water quality and network teams are working in partnership to identify a probable cause for all instances where three or more discoloured water contacts are received in a “single zone” (our network is split into a number of different zones, called Waste Water Districts) and where possible for single contacts. This has already proven beneficial in identifying contacts associated with third-party use of standpipes as contributory factors.

**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).

Number of consumer contacts per 1,000 population	2019 Baseline	2020 Mid-Year	2020	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	0.28						
On track to meet PCL?			Yes					

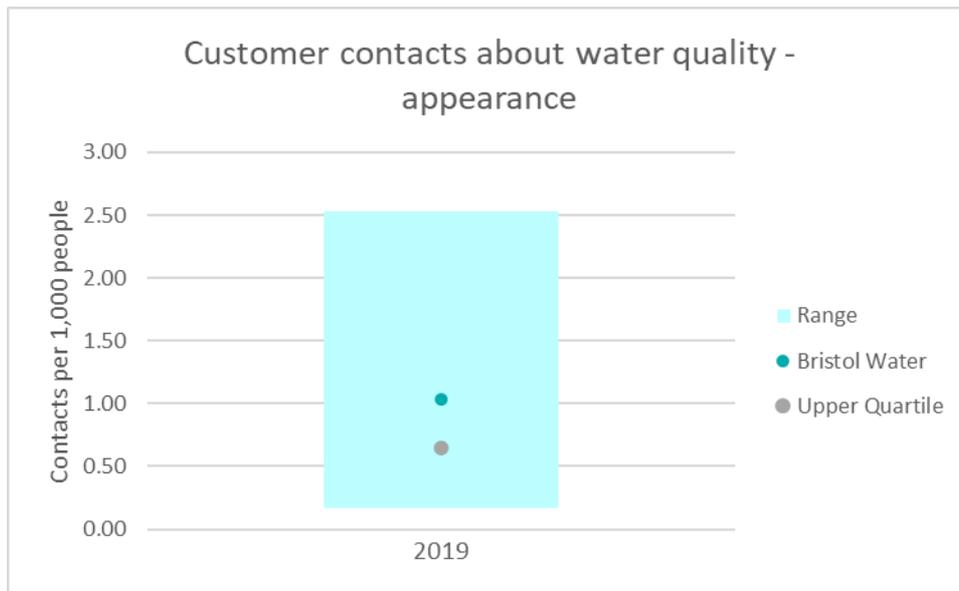


### Performance

Historically, the majority of taste and odour contacts are associated with problems that develop within internal domestic plumbing systems. Updates to our website have helped to improve the information currently available to customers. As our works and network are performing well, performance has improved, but a significant further improvement is being targeted for future years.

### 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.

Number of properties	2019/20 Baseline	2020/21 Mid-Year	2020/21	2021/22	2022/23	2023/24	2024/25	Long Term Ambition
Performance Commitment Level ("PCL")			65	61	57	53	49	20
Performance	57	70						
On track to meet PCL?			Yes					

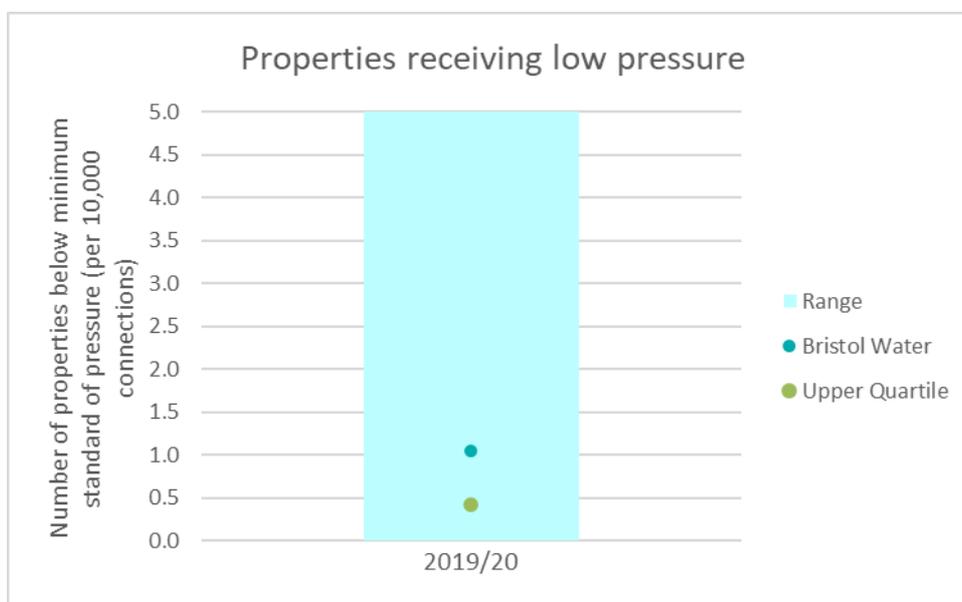
**Performance**

It is unlikely that our customers will experience water pressure below the minimum standard; since the end of March 2020 an additional 13 properties, all located in Radstock, have been identified as receiving low pressure. The insufficient pressure has been caused by being on a shared supply pipe (rather than their property receiving water via their own supply pipe). Over the remaining months of this reporting year we have plans in place to conduct remedial work in order to address seven of the recently added properties at risk of poor pressure identified in Radstock. Alongside other planned improvements, we expect to beat our target.

**Comparative Performance**

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





The range in the chart above is up to 35 properties below minimum standard of pressure (per 10,000 connections) but this has been limited to 5 properties due to the outlier in the data.

### Longer-term Plans

We have started a process of significantly increasing the level of pressure monitoring and other sensor deployment in our distribution network which will give us a more informed way to report on poor pressure in the network over the next five years. 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.

## 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 included within the table a baseline level of performance, taken from our level of service reported last year.



Number of works whose turbidity 95th percentile equals or exceeds a 0.5 NTU threshold	2019 Baseline	2020 Mid-Year	2020	2021	2022	2023	2024	Long Term Ambition
Performance Commitment Level ("PCL")			0	0	0	0	0	0
Performance	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 we are confident that this will continue into futures years as a result of our approach.

### 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 last year.



Number of unplanned non-infrastructure maintenance jobs	2019/20 Baseline	2020/21 Mid-Year	2020/21	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	1,591					
On track to meet PCL?			Yes				

**Performance**

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.

**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 last year.

Expected number of months delay	2019/20 Baseline	2020/21 Mid-Year	2020/21	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						
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 there is no redundancy. This scheme will ensure that 13,000 properties 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 Wells to Glastonbury and Street area mains scheme in Somerset is expected to be delivered in November 2022.

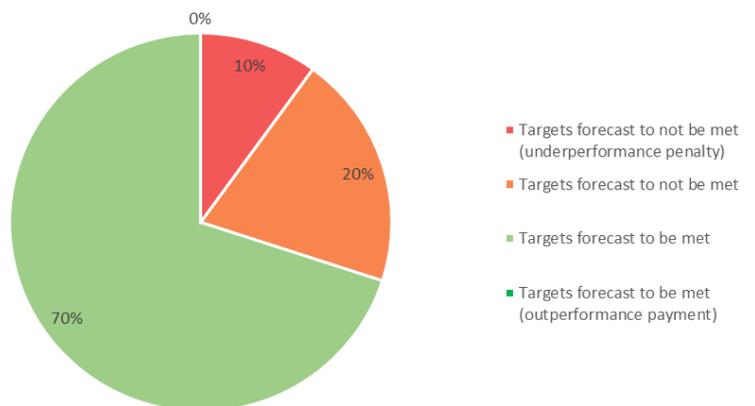
Our long-term strategy continues to have a focus on resilience and a growing need to ensure our assets are, and remain, maintained and effective in preventing our customers from experiencing water supply interruptions of over 24 hours.



## 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.

2020/21 Mid-Year Performance -  
Local Community and Environmental Resilience





## Leakage

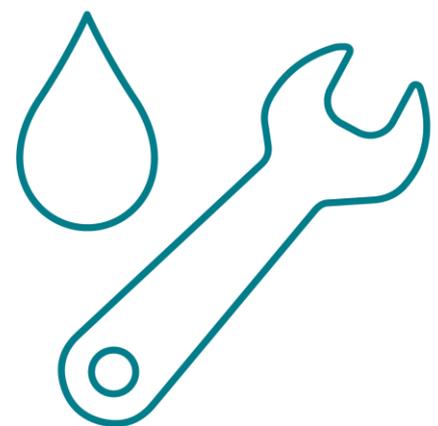
### **Definition and Targets**

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 per megalitres per day (Ml/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.

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 2020/21

	2017/18	2018/19	2019/20	2020/21 Mid-Year	2020/21	2021/22	2022/23	2023/24	2024/25	Long Term Ambition
Annual performance in Megalitres per day (Ml/d)	43.9	41.1	37.0	34.2						31.5
Three-year average performance in Ml/d			40.7	39.5						
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 Ml/d					38.2	36.1	34.3	33.0	32.1	



	2017/18	2018/19	2019/20	2020/21 Mid-Year	2020/21	2021/22	2022/23	2023/24	2024/25	Long Term Ambition
Indicative annual performance required to meet three-year average PCL in MI/d					36.4	34.8	31.6	32.5	32.1	
On track to meet three-year average PCL?				Yes						

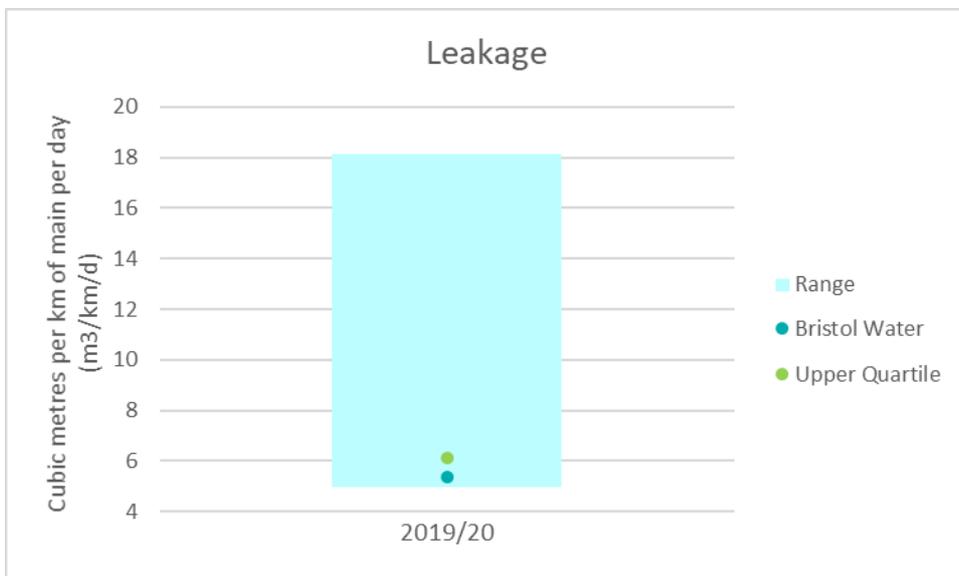
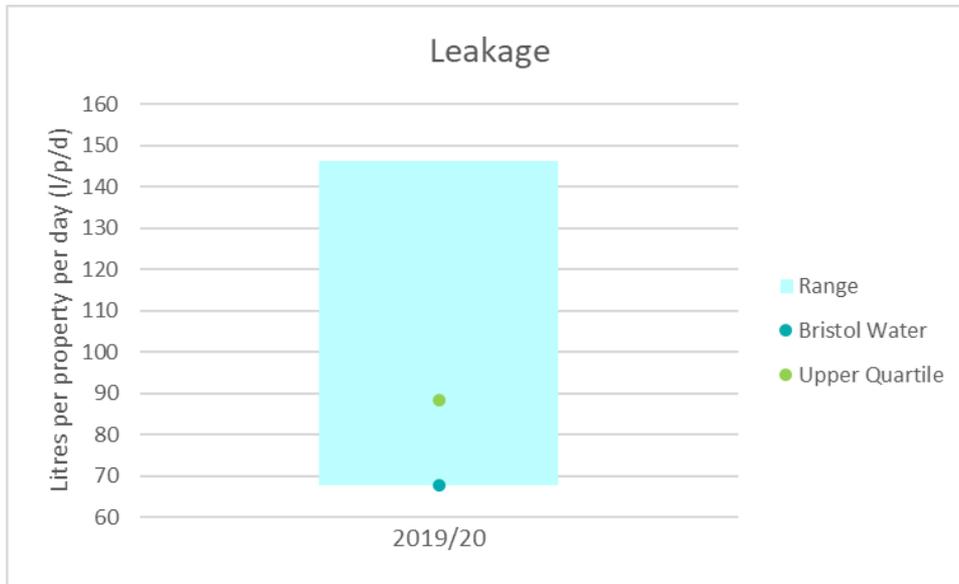
**Performance**

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 minimise leakage.

**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.



**Longer-term Plans**

We aim to continue to deliver on our industry-leading levels of service through a combination of focused leakage detection and repair activity, enhanced network monitoring through the introduction of “smart networks” and additional pressure management to reduce network volatility and stabilise the pressure received by our customers.



### 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, depending on our final position in 2020/21.



## MID-YEAR PERFORMANCE REPORT 2020/21

	2017/18	2018/19	2019/20	2020/21 Mid-Year	2020/21	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	159.8						110.0
Three-year average performance in l/p/d			148.9	150.2						
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	



	2017/18	2018/19	2019/20	2020/21 1 Mid-Year	2020/21	2021/22	2022/23	2023/24	2024/25	Long Term Ambition
Indicative annual performance required to meet three-year average PCL in l/p/d					143.4	145.3	140.7	138.0	139.9	
On track to meet three-year average PCL?				No						

### Performance

This is a challenging target and regrettably, based on our performance to date, we are forecasting to not achieve it for this year.

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 mid-year 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.

### COVID-19

It is clear that COVID-19 has impacted our performance on PCC during the first half of 2020/21, and we expect it to continue to do so. This is because 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. Consumption in workplaces and offices that has reduced is not measured in this metric. During lockdown periods we



also suspended meter installations as non-essential immediate work; this also has an impact on PCC.

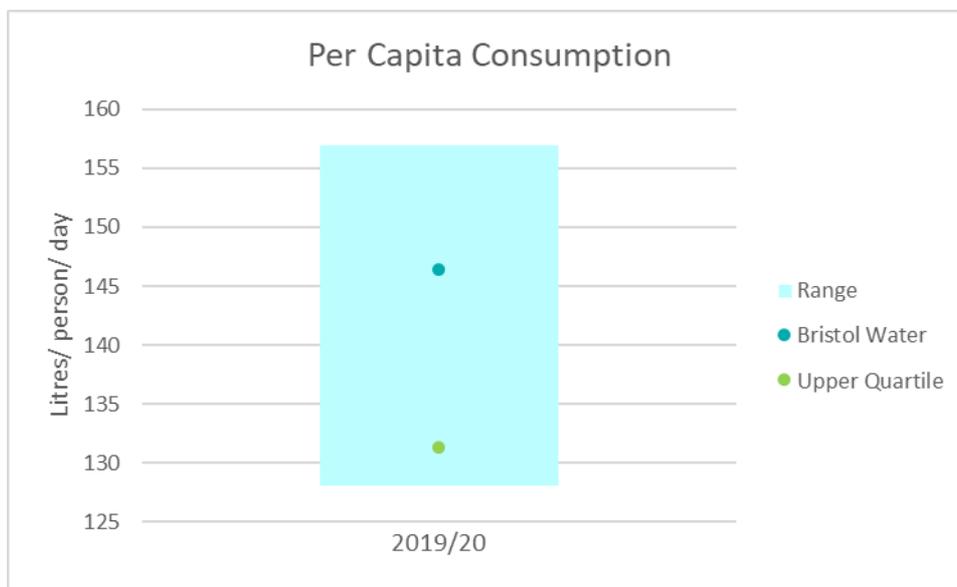
### **Social Contract**

We plan to undertake a range of community initiatives and partnership campaigns as part of our social contract throughout 2020-25. Example of some of our initiatives in 2020-21 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.
- **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.
- **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>.



### Longer-term Plans

We do want to help customers to reduce water consumption, through supportive and voluntary measures. However, we recognise that we have to do more to help customers reduce water consumption in line with our long-term ambition to reach 110 litres per person per day. We will also have to consider what the long-term impact of COVID-19 will mean for consumption patterns.

### 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.



% household properties charged based on metered consumption	2019/20 Baseline	2020/21 Mid-Year	2020/21	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	59.28						
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.

Our mid-year performance has been severely impacted by COVID-19.

### COVID-19

In order to support efforts to control the spread of the virus and protect our customers and employees, we suspended all meter installation activity in the first half of this financial year, as COVID-19 restrictions meant that we were unable to install as many meters as our customers would have ideally liked. Accordingly, we changed our marketing focus onto other issues, such as promoting our schemes designed to protect vulnerable customers and encouraging customers experiencing financial hardship to move to a tariff more appropriate to their circumstances.

Additionally, customer demand for meters (meter optants) temporarily dropped, as our customers' attention was understandably focussed elsewhere, primarily upon coping with the sudden changes in circumstances brought about by the lockdown, such as schools closing with minimal notice to parents. Where customers asked for a meter, but due to COVID-19 we could not fit one, we temporarily provided them with an alternative "assessed" charge instead.

We re-commenced our metering activities as soon as it was safe and legal to do so. However, the continuing uncertainty caused by the pandemic has continued to decrease the number of applications for a meter we receive from our customers, and it remains to be seen how long it will take for applications to return to pre-COVID-19 levels.

### Social Contract



We continue to promote the benefits of water efficiency and the links to metering. These campaigns are linked to our new resource efficiency partnership “Resource West” and our social contract partnership approach on education and community engagement.

### Longer-term Plans

Based on our performance in 2019/20 we recognise that it will be a challenge to meet our ambitious targets but we are confident that the foundations we have put into place will ensure that we meet our aim to achieve a rate of 75% meter penetration by 2025. We may not catch up with the target levels shown below until 2025, due in part to the disruption due to COVID-19.

Key activities that will help increase our meter penetration rate include:

- All unmetered properties will be metered on change of occupier;
- All void properties will be metered where possible - we have also reduced our “wait time” before metering a void property from 6 months to 1 month;
- We will increase our promotion of metering;
- Specialist plumbers will be hired for more technically demanding internal meter installations; We will undertake benchmarking visits to other water and utility companies to establish best practice in improving meter penetration rates; and
- We also offer a range of free water saving products that could help our customers maximise the money they can save. Customers can find out more information on applying for a water meter and on the products available at <https://www.bristolwater.co.uk/water-meter/>.



## 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 kilograms of phosphorus saved from being lost to the environment. The assessment of progress against the target is made using a recognised model (Farmscoper).



Kilograms of phosphorus loss reduction	2019/20 Baseline	2020/21 Mid-Year	2020/21	2021/22	2022/23	2023/24	2024/25	Long Term Ambition
Performance Commitment Level ("PCL")			109	216	322	427	531	541
Performance	0	39						
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, 39 kilogrammes of phosphorus per year will not be lost from the land into the water environment. This will contribute to our aim to maintain raw water quality in our sources, so that the water is easier 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. Our contributions to this performance commitment helps to benefit wider society, by improving our wider natural capital.

This performance commitment alone does not measure of all of our catchment management activities. Examples of our wider work include:

- We are working with University of Bristol by co-supervising a PhD student to investigate nutrient flux in the Chew catchment. This will be informed by and support our own catchment management programme towards improving the water environment.
- 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 (2-Methylisoborneol) research.

We also continue to lead the Mendip Lakes Partnership. We are working in partnership with Catchment Sensitive Farming, Avon Wildlife Trust, Natural England and the Environment Agency, and working with farmers across the Blagdon and Chew Reservoir catchments to improve water quality and enhance habitats. The Partnership provides free specialist advice on soils, nutrients and business management – and support on the new Countryside Stewardship schemes. As part of the project, we are undertaking an extensive water quality monitoring programme so that we can understand risk areas and identify improvements over time. Through the project, farmers can access:

- Free soil analysis and management advice
- Free manure and slurry nutrient value analysis
- Free Nitrate Vulnerable Zone compliance checks



- Free Nutrient Management Planning by FACTS (Fertiliser Advisers Certification and Training Scheme) qualified advisor
- Free Countryside Stewardship and Catchment Sensitive Farming grant application advice
- Free Infrastructure and Water Management audits

**Longer-term Plans**

Our catchment management programme was partially impacted by COVID-19 as face to face engagement with farmers was prevented during the lockdown period until summer 2020. Despite this we have been able to support a number of farmers in working up schemes for application to our grant scheme, and have delivered and reviewed a number of nutrient management plans on farms. We plan to catch up on delivery of our on-farm advice and interventions, which were delayed due to COVID-19 restrictions, to ensure that we at least meet the minimum level of service expected of us.

**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 Mid-Year	2020/21	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	17,648						
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.

Specifically, our BI score has deteriorated since the end of March 2020 following the identification of an Invasive Non-Native Species within the Reedbed assets at Chew Valley Lake. The invasive plant species, Himalayan Balsam, was identified and surveyed at locations around Chew Valley Lake during September 2020. The extent of the growth of this invasive plant directly impacts the condition of the Wetland Reedbed/Swamp assets.

In order to achieve our forecast year-end position we have identified a Tree Planting opportunity at our Axbridge Treatment Works. At this site we have an opportunity to convert a lesser valued natural asset (semi-improved neutral grassland) to a higher valued natural asset (broadleaved plantation parkland).

### **Social Contract**

Our social contract conservation programme initiatives have also delivered management and conservation enhancements too.

### **Longer-term Plans**

Our staff are monitoring the ongoing impact of Ash Dieback (ADB), which has the potential to materially change the conditions of our woodland assets. The current condition of these woodland assets has not deteriorated however the ADB disease is advancing each year. National trends indicate that the ADB disease in combination with climatic changes will lead to a rapid deterioration in Ash tree health (6-18 months). A mitigation plan is being considered for the next 18-24 months to remove and replant diseased trees to ensure that our biodiversity does not irreversibly decline in future years.



## **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.



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 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.

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

### Performance

There have been six non-compliant samples out of a total of 359 collected, with the samples being sourced from two sites: Blagdon fisheries and Barrow Treatment Works.

Our ability to report on full compliance for this performance commitment has been significantly impacted since the introduction of a discharge consent (which came into force from 1 February 2018) at Blagdon fisheries (downstream of the trout rearing pens). Compliance for samples collected at the site has proved challenging ever since. This year four failures were reported between February and May at that site. One of these failures was a consequence of staff restrictions due to COVID-19, which led to a change in the operation of the rearing programme, which resulted in fish residing for longer in the holding pens. The subsequent deterioration in quality which led to the ammonium compliance failure in May is understood to be a consequence of this change in operation.

In response to these challenges, additional control measures have been put into place since June 2020 to ensure representative samples could be collected consistently at the discharge point (at the outlet of the fish farm) and work has continued throughout the summer to improve water quality monitoring and install equipment which will reduce the likelihood of future non-compliance.

Even if the Blagdon fisheries consent was not included, extreme seasonal fluctuations in the quality of the water sources we use for treatment will always present a challenge in achieving our target of full compliance. We are however constantly reviewing the reasons for the small number of failures with a view of implementing remedial measures to drive our compliance figure higher.

### COVID-19



Due to the necessary restrictions imposed on staff accessing customer properties for non-urgent water quality related concerns, we were able to focus our resources to collecting additional discharge compliance samples, which in turn allowed us to enhance monitoring at sites which have historically shown the lowest compliance scores.

### 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
<b>Number of WINEP schemes due for completion</b>	0	26	4	3	17

% WINEP schemes completed against agreed EA programme	2019/20 Baseline	2020/21 Mid-Year	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Performance Commitment Level ("PCL")</b>			100	100	100	100	100
<b>Performance</b>	100	100					
<b>On track to meet PCL?</b>			Yes				

#### Performance

As none of the WINEP schemes are due for completion in 2020/21 we are able to forecast that we will meet our target for this year.



**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 learnings of numerous community groups with diverse interests

**Longer-term Plans**

We aim to deliver all of our obligations under the WINEP included within this performance commitment. By doing so we will be providing benefit to the environment through assessment of our abstraction impacts; river restoration and adaptive flow management; and protection of species including prevention of invasive non-native species transfer and protection of key species such as eels. We will also implement a strategic biodiversity action plan for the whole business, to bring together and enhance our existing and industry-leading approach on biodiversity management and protection, creating a single strategic approach for the way we manage our sites.

**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.

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

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



## Local community satisfaction

### Definition and Targets

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 question: “How far do you agree that Bristol Water makes a positive contribution to the communities it serves?”

% stakeholder satisfaction	2019/20 Baseline	2020/21 Mid-Year	2020/21	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	89.0	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 baseline level of performance in 2019/20 we are however forecasting to meet our target for this reporting year. 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 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



**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

**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



In order to keep our stakeholders informed of our social contract progress we have published a separate Mid-Year Social Contract Update 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/>, this in addition to an infographic that summarises the progress we have made in the delivery of our social contract initiatives in 2020/21 at <https://www.bristolwater.co.uk/midyear-socialcontract-2020-21/>.

### 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 at the beginning of the year. 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.

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 2020/21 at <https://www.bristolwater.co.uk/wp-content/uploads/2020/05/Forward-Programme-2020-2021.pdf>.

## 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 safe guard 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). Once and if triggered, the sum total of water abstracted from the area is compared to the baseline level of performance, which is 8.3 Ml/day or 3,029.5 Ml.

The PCL is equal to the average daily abstraction during the period when flows are at or below the trigger threshold minus the 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 (Ml)	2019/20 Baseline	2020/21 Mid-Year	2020/21	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	3,029.5	Not applicable as AIM not triggered					
On track to meet PCL?			Yes as AIM not triggered				

### Performance

On 1 April 2020, the groundwater level was 97.767mAOD and thus AIM has not been triggered for 2020/21. This means the target is met.

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.

In early 2018 we entered into an agreement with Wessex Water on measures to protect rivers that are impacted by abstractions in the Malmesbury Avon. This is an example of a responsible partnership approach to water resource and environmental management, which ensures protections of the environment while enabling a neighbouring company to provide a resilient supply to their own customers, and illustrates our commitment to work with other water companies and environmental regulators to protect the environment that helps us to provide a reliable supply of water needed by customers. We are continuing to work in partnership with Wessex Water and we will further reduce our abstraction when ground water levels in the area are particularly low.



## 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. 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 our Annual Report includes details on Streamlined Energy and Carbon Reporting. Customers will also still be able to compare our performance on operational greenhouse gas (GHG) emissions on the Discover Water website.

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 CO<sub>2</sub> (carbon dioxide) equivalent divided by the population supplied



kgCO2e/ person	2019/20 Baseline	2020/21 Mid-Year	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Performance</b>	19	9					

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.

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 Environmental Sustainability Board. 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:

- Agreeing to a water industry Public Interest Commitment objective for the industry to be carbon neutral by 2030 – the first commitment of its kind by any industry and widely acknowledged to be extremely ambitious. We continue to work with the sector to develop our plans to achieve this target. We are also working with Ofwat and the industry to develop consistent reporting in this area.
- 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 newly formed 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.
- Working with other organisations to develop a cross sector response – for example through our ambitious Resource West initiative we are currently developing plans for a large-scale pilot scheme to reduce water and energy consumption and reduce waste. We are working with several partners including Bristol Energy, Bristol Waste, Wales and West Utilities, Western Power Distribution, Wessex Water and the University of the West of England. 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 water industry. 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.



## MID-YEAR PERFORMANCE REPORT 2020/21

- Recognising the importance of cultural rather than behavioural change to respond to the climate emergency – developing our education programme and including resources on the benefits of the environment on our 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.
- Our work with City to Sea on the Refill campaign.

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/social-contract/>.



## Appendix 2 - 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. The table below provides an update on the progress we have made to date on our action plan.



## MID-YEAR PERFORMANCE REPORT 2020/21

Action plan commitment	Purpose of commitment	Expected outcome	Target/ review date	Mid-Year Update
Metering campaign including launch of 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	This was completed in summer 2019.
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	2019/20	We completed our Pension Credit research (which was delayed due to COVID-19) in September 2020. We will now take learnings from this into campaigns.
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	The data checking process has now been implanted, which will ensure our PSR data reported in our Annual Performance Report 2020/21 is accurate and reliable.
New billing platform	Greater capability to flag missed payments and proactively contact customers	Enhanced billing capabilities	2020/21	The new billing platform is not due to be live until the end of 2020/21.
E-billing portal enhancements	To provide customers with more capability to self-serve	Increased customer satisfaction and reduced cost to serve	2020/21	This will start after the new billing platform is complete



## MID-YEAR PERFORMANCE REPORT 2020/21

Action plan commitment	Purpose of commitment	Expected outcome	Target/ review date	Mid-Year Update
Refresh of customer segmentation	To gain a refreshed view of our unique customer segments and demographics	Improved customer satisfaction	2020/21	This research has not yet been started.
National data share with WaterUK Working Group	To share data nationally with all utility companies	Achieve target of 7% of customers on PSR	2020/21	The national project has been paused, which has had an impact on our mid-year performance reported 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	This commitment has not yet been started.
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	Revisited as part of the web platform project as the new brand has resulted more work in this area.
Bill re-design	To make the bill easier to understand for all	Increased customer satisfaction	Ongoing	This commitment is still ongoing.



## MID-YEAR PERFORMANCE REPORT 2020/21

Action plan commitment	Purpose of commitment	Expected outcome	Target/ review date	Mid-Year Update
Maintain ServiceMark Accreditation	To ensure we have an adequate strategy for delivering customer service that it is communicated and staff are trained.	Accredited maintained throughout 2020-25	Ongoing	Our mid-point surveys were undertaken in September and October.
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	This commitment is still ongoing. We are providing updates as part of our social contract. The latest mid-year report can be found on our website: <a href="https://www.bristolwater.co.uk/about-us/social-contract/">https://www.bristolwater.co.uk/about-us/social-contract/</a> .
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	Our progress has been paused whilst we have completed the research in September 2020.



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Action plan commitment	Purpose of commitment	Expected outcome	Target/ review date	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	Ongoing	This project has been completed.
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	We continue to prioritise these events, although we have adapted our approach in response to the challenges of COVID-19 and held virtual events.  We are providing updates on our PSR outreach events as part of our social contract. The latest mid-year report can be found on our website: <a href="https://www.bristolwater.co.uk/about-us/social-contract/">https://www.bristolwater.co.uk/about-us/social-contract/</a> .
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	Ongoing	This project has been completed and the information was cascaded to our partners in January 2020.



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Action plan commitment	Purpose of commitment	Expected outcome	Target/ review date	Mid-Year Update
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	As part of our social contract vulnerability programme we work with local stakeholders to help provide extra support to those customers who need.  The latest mid-year social contract report can be found on our website: <a href="https://www.bristolwater.co.uk/about-us/social-contract/">https://www.bristolwater.co.uk/about-us/social-contract/</a> .
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	Ongoing	This has been completed and be found on our website: <a href="https://www.bristolwater.co.uk/priority-services">https://www.bristolwater.co.uk/priority-services</a>



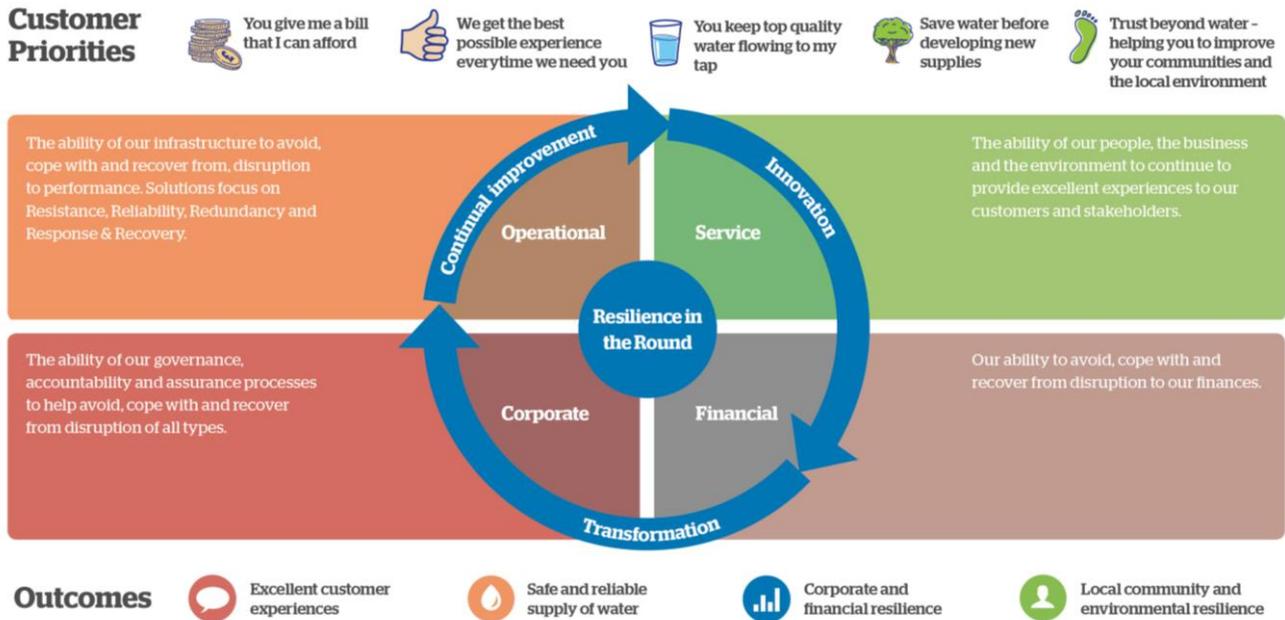
## MID-YEAR PERFORMANCE REPORT 2020/21

Action plan commitment	Purpose of commitment	Expected outcome	Target/ review date	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	<p>Our partnership with Western Power Distribution is now established and progress is reported as part of our social contract vulnerability programme.</p> <p>The latest mid-year social contract report can be found on our website: <a href="https://www.bristolwater.co.uk/about-us/social-contract/">https://www.bristolwater.co.uk/about-us/social-contract/</a></p>
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 now business as usual following training and role out of 'helping hand' card. Performance is monitored monthly and it is the second highest route of how customers hear about PSR after the Western Power Distribution data share.
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	This is now business as usual,, vulnerability heroes have now been identified to help support training and idea gathering.



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Action plan commitment	Purpose of commitment	Expected outcome	Target/ review date	Mid-Year Update
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	Ongoing	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.
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 through work with Wessex Water and Pelican.



## 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.

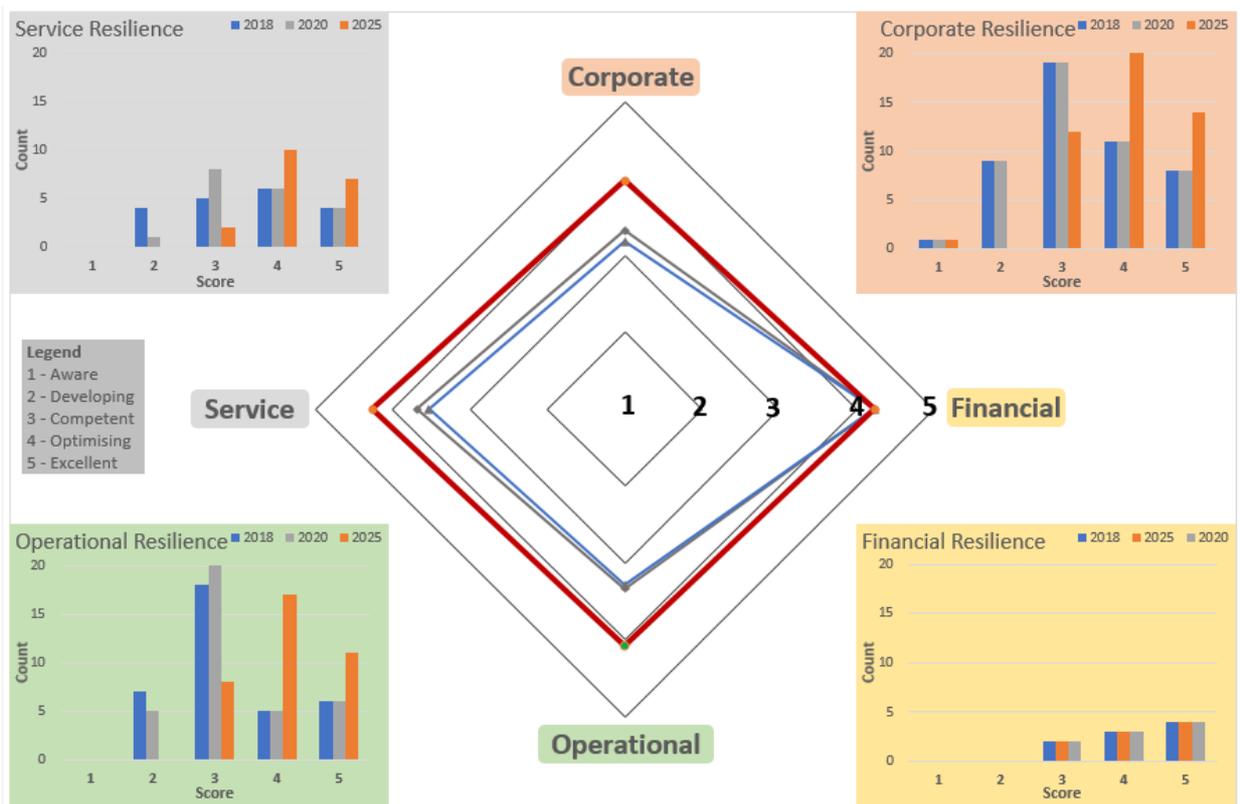


By the end of AMP7 we aspire to be recognised as being a mature organisation in terms of systems thinking approach to maturity.

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 2020/21

Objective	MIC	Summary of improvement plan	2020/21 update
Overarching			
Deliver our action plan	Corporate risk management improvement	<p>We will:</p> <ul style="list-style-type: none"> <li>Develop and implement monitoring and assurance processes for this action plan. COMPLETED.</li> <li>Ensure effective organisational leadership to encourage long-term planning. COMPLETED</li> </ul>	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"> <li>Conduct benchmarking against other companies and sectors in systems thinking approaches to resilience, including business continuity management. COMPLETED</li> <li>To support robust option assessment, explore best practice in multi criteria assessment and develop recommendations.</li> <li>Share our experience of our social purpose and Social Contract with other utilities. COMPLETED</li> </ul>	<p>Each year we conduct benchmarking analysis as part of our participation of 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"> <li>participating in the programme for multiple years;</li> <li>providing timely and good quality data; and</li> <li>participating actively in improvement efforts like knowledge exchanges or the implementation of good practices or innovations</li> </ul>



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Objective	MIC	Summary of improvement plan	2020/21 update
			<p>Further information on the EBC can be found at: <a href="https://www.waterbenchmark.org/">https://www.waterbenchmark.org/</a></p> <p>We continue to share our Social Contract plans with other utilities.</p> <p>Although we set the target/ review date as April 2020, this objective is a continuous and ongoing activity. Due to Covid-19 we targeted our benchmarking on this resilience challenge, through which we compared well to others. We will revisit the benchmarking before November 2021.</p>
<p>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</p>	<p>Social Contract</p>	<p>We will:</p> <ul style="list-style-type: none"><li>▪ 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.</li><li>▪ 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</li><li>▪ Undertake stakeholder mapping to capture extent and status of stakeholder relationships and areas of common ambition. COMPLETED</li></ul>	<p>These updates are provided via our Mid-Year Social Contract Update Reports. The latest can be found on our website: <a href="https://www.bristolwater.co.uk/about-us/social-contract/">https://www.bristolwater.co.uk/about-us/social-contract/</a></p> <p>The performance graphic can also be found on this webpage.</p>



## MID-YEAR PERFORMANCE REPORT 2020/21

Objective	MIC	Summary of improvement plan	2020/21 update
<p>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.</p>		<ul style="list-style-type: none"> <li>▪ 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</li> <li>▪ 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</li> <li>▪ 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</li> </ul>	<p>Our Trust Beyond Water statements are published in July every year. The latest can be found on our website:</p> <p><a href="https://www.bristolwater.co.uk/about-us/our-performance/#regulation">https://www.bristolwater.co.uk/about-us/our-performance/#regulation</a></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</p>	<p>Corporate risk management improvement</p>	<p>We will:</p> <ul style="list-style-type: none"> <li>▪ Conduct a review of key strategic partners and stakeholders for securing resilience in the round.</li> <li>▪ Identify and implement required changes to stakeholder and strategic partnerships aligned to resilience strategy.</li> <li>▪ Hold a series of workshops with partners and stakeholders to update systems mapping at appropriate scale.</li> <li>▪ Document outcomes of workshops to develop plans and strategies for the systems in question.</li> </ul>	<p>Our target aim for completion of this objective is July 2022.</p>



## MID-YEAR PERFORMANCE REPORT 2020/21

Objective	MIC	Summary of improvement plan	2020/21 update
<p>identify the most effective leverage points in our community. 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>		<ul style="list-style-type: none"> <li>▪ 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.</li> <li>▪ Ensure company plans demonstrating system understanding and describe how associated planning tools and processes are implemented and maintained.</li> <li>▪ Update interdependency planning approach, including associated governance, to align with resilience strategy.</li> <li>▪ Deliver comprehensive and systems-based water resource and drought planning involving regional planning and collaboration. COMPLETED.</li> <li>▪ Ongoing monitoring of the delivery of the WRMP to inform subsequent plans.</li> <li>▪ Update resilience stress testing approaches, including operational, service and financial scenarios.</li> <li>▪ 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.</li> </ul>	
<p>Develop natural capital accounting tools and methodology to embed</p>	<p>Asset management capability improvement</p>	<p>We will:</p> <ul style="list-style-type: none"> <li>▪ Develop and implement procedures to identify natural assets and ensure a robust understanding</li> </ul>	<p>Our social contract impact report demonstrates are progress in meeting this target, Our target aim for</p>



## MID-YEAR PERFORMANCE REPORT 2020/21

Objective	MIC	Summary of improvement plan	2020/21 update
these in to ways of working.		<p>of the natural environment and how ecosystem resilience supports systems resilience.</p> <ul style="list-style-type: none"> <li>▪ Develop a framework to quantitatively assess the natural, social, human and economic capital benefits of our social contract activities.</li> <li>▪ 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).</li> </ul>	completion of this objective is April 2023.
Enhancing our integrated resilience framework			
<p>Enhance our integrated resilience framework by:</p> <ul style="list-style-type: none"> <li>▪ 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.</li> </ul>	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"> <li>▪ Develop and implement procedures to identify and understand asset interdependencies.</li> <li>▪ Formalise plans, procedures and tools in to a clear asset management system and supporting framework. COMPLETED.</li> <li>▪ Develop procedures to ensure option assessment and selection considers the full lifecycle of assets (including decommissioning and disposal). COMPLETED.</li> <li>▪ Develop procedures to ensure option assessment considers a full range of risk mitigation options,</li> </ul>	<p>Our target aim for completion of this objective is March 2025.</p> <p>The asset health and broader resilience metrics will be developed alongside Ofwat’s current asset resilience project. We are contributing to this with other companies through participation in project working groups.</p>



## MID-YEAR PERFORMANCE REPORT 2020/21

Objective	MIC	Summary of improvement plan	2020/21 update
<p>Depending on the level of risk, we may do this by simple conceptual mapping of the system, or detailed numeric modelling.</p> <ul style="list-style-type: none"> <li>▪ Translating the problem into measurable requirements, with a line of sight to our resilience pillars and our corporate goals and customer outcomes.</li> <li>▪ Examining all feasible alternatives, via a proportionate risk-based assessment, before selecting a solution.</li> <li>▪ Making sure we consider the total system life cycle.</li> <li>▪ Making sure we test the performance of the total system before delivering solutions. This might be via desk-top exercises, multi-stakeholder workshops,</li> </ul>		<p>including those related to resistance, reliability, redundancy, response and recovery</p> <ul style="list-style-type: none"> <li>▪ Develop a suite of asset health and broader resilience indicators which enable effective tracking of systems resilience.</li> <li>▪ Explore opportunities to collaborate with partners, other water companies and across other sectors to evaluate and address resilience risk.</li> <li>▪ Develop policies and plans aligned to the systems-based resilience strategy to guide procedures and the application of tools. COMPLETED.</li> <li>▪ Develop series of linked procedures to ensure innovation is supported throughout organisational policies and strategies. COMPLETED.</li> <li>▪ Embed a focus on long-term resilience in policy and strategy, including a clear corporate definition and vision for resilience. COMPLETED.</li> <li>▪ Develop and implement Cyber Security Strategy. COMPLETED.</li> <li>▪ Develop and implement Information Strategy.</li> </ul>	



## MID-YEAR PERFORMANCE REPORT 2020/21

Objective	MIC	Summary of improvement plan	2020/21 update
<p>or extensive stress testing, depending on the nature of the risk we are addressing.</p> <p>Documenting everything, monitoring our performance and regularly reflecting on progress with all the stakeholders in our systems to deliver continual improvement.</p>			
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>Our focus has been on the following areas:</p> <ul style="list-style-type: none"> <li>▪ Risk management alignment across the business: risk management has been aligned with processes to include asset specific risks from Drinking Water Safety Plans and links to the Corporate Risk Register.</li> <li>▪ Document management integration: a document management procedure has been completed and all policies, strategies and key documents integrated into the same system</li> </ul>



## MID-YEAR PERFORMANCE REPORT 2020/21

Objective	MIC	Summary of improvement plan	2020/21 update
			<ul style="list-style-type: none"><li>▪ Completion of the asset costing methodology: the methodology has been completed and over twenty costing models developed.</li><li>▪ Performance review and audit: an audit plan for asset management has been developed and the first audits undertaken</li></ul> <p>All the above, together with the work undertaken over the previous years, put the business in a good position for the April 2020 Institute of Asset Management (IAM) Maturity Assessment audit. The COVID-19 pandemic and national lockdown however resulted in cancellation of the audit and restrictions since have prevented it being rearranged. Despite this, we are confident that with all the improvements that have been put in place we would have been assessed as competent in asset management if an audit would have proceeded. All the asset management systems are in place, the landscape survey audit plan can be implemented easily but under current circumstances an effective audit is not possible. Due to COVID1-</p>



## MID-YEAR PERFORMANCE REPORT 2020/21

Objective	MIC	Summary of improvement plan	2020/21 update
			19 no plans have been made for an external audit in 2020/21.
Assess changes in energy demands in future	Asset management capability improvement	<p>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.</p> <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"> <li>▪ We will identify and quantify energy demands and potential sources. COMPLETED.</li> <li>▪ We will assess and forecast near and longer term future changes in energy demand.</li> </ul>	Our target aim for completion of this objective is April 2021. We are on target to complete this objective.
Develop methodology and tools for visualising and sharing information about future risks	Corporate risk management improvement	<p>Future risks are visualised though 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 (linking back to the</p>	Our target aim for completion of this objective is April 2021.



## MID-YEAR PERFORMANCE REPORT 2020/21

Objective	MIC	Summary of improvement plan	2020/21 update
		<p>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"><li>▪ 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.</li></ul>	
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"><li>▪ Assessing remaining life, failure risk and impact on service.</li><li>▪ Assessing, monetising and profiling risk, defining interventions, and assessing the change in risk owing to interventions and strategies.</li></ul> <p>A number of process improvements have been identified and are being implemented. Our on-going asset management capability improvement</p>	Our target aim for completion of this objective is April 2021.



## MID-YEAR PERFORMANCE REPORT 2020/21

Objective	MIC	Summary of improvement plan	2020/21 update
		programme will manage the delivery of these improvements.	
Ensure mitigation activities and associated investments are (i) commensurate with the level of risk and (ii) prioritised based on risk	Asset management capability improvement	<p>The corporate risk register includes asset, operational, regulatory and compliance risks and considers both internal 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"> <li>▪ Develop and implement set of procedures to assess asset failure risk, remaining life, and impact on service. Apply this information to prioritise investments.</li> <li>▪ To support horizon scanning, undertake demand analysis and assessment of option performance against alternative futures (demand, regulation, climate, technology). COMPLETED.</li> <li>▪ Use planning horizon epochs to evaluate risks, costs and benefits to understand change over time.</li> <li>▪ Compile and analyse hazard and failure event data for all asset types to inform understand of risk. COMPLETED.</li> </ul>	Our target aim for completion of this objective is April 2021.



## MID-YEAR PERFORMANCE REPORT 2020/21

Objective	MIC	Summary of improvement plan	2020/21 update
		<ul style="list-style-type: none"> <li>Profile changes in risk over time and assess the impact of interventions and strategies on residual risk (monetised where possible). COMPLETED.</li> </ul>	
<p>Link corporate actions to findings from staff and external stakeholder engagement</p>	<p>Social Contract</p>	<p>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 &amp; 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</p>	<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 a thorough 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 will run a forum on Diversity, Equality and Inclusion early in 2021. Leading up to this, people around the business have been sharing their stories on wellbeing and diversity challenges.</p>



## MID-YEAR PERFORMANCE REPORT 2020/21

Objective	MIC	Summary of improvement plan	2020/21 update
		<p>themselves based on their interests, which is a key part of the values and employee engagement approach to business change.</p> <p>We will:</p> <ul style="list-style-type: none"> <li>▪ Develop, implement and sustain staff engagement programme. COMPLETED</li> <li>▪ Act on the findings from staff and external stakeholder engagement to implement initiatives which boost corporate resilience. COMPLETED</li> </ul>	
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 &gt;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"> <li>▪ We will implement procedures to ensure identification and ranking of critical assets across all asset types.</li> </ul>	Our target aim for completion of this objective is April 2023.
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"> <li>▪ Managing our GIS and SAP systems, and improving how we capturing asset performance data in these systems.</li> </ul>	Our target aim for completion of this objective is March 2025.



## MID-YEAR PERFORMANCE REPORT 2020/21

Objective	MIC	Summary of improvement plan	2020/21 update
		<ul style="list-style-type: none"><li>▪ Improving how we capture asset performance data and how we analyse it to inform our asset investment and planning.</li><li>▪ Capturing asset performance data to inform our understanding of asset interdependencies</li><li>▪ Improving our predictive and prescriptive analytics capability</li></ul> <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 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>	



## MID-YEAR PERFORMANCE REPORT 2020/21

Objective	MIC	Summary of improvement plan	2020/21 update
		<ul style="list-style-type: none"> <li>▪ Develop systematic maintenance data collection programme supported by a storage system, tools and procedures to optimise asset performance.</li> <li>▪ Work with the sector to develop robust forward looking asset health metrics.</li> <li>▪ Develop procedures to ensure option assessment and selection considers the full lifecycle of assets (including decommissioning and disposal).</li> <li>▪ Compile and analyse hazard and failure event data for all asset types to inform understand of risk.</li> <li>▪ Implement integrated set of procedures to capture asset performance data and transform this into robust information to inform asset planning.</li> </ul>	
<p>Measure outcomes delivered by projects/products against the originally defined aims</p> <p>Take corrective actions where projects fail to meet original aims</p> <p>Conduct post-project appraisals and acted upon them</p> <p>Involve multiple stakeholders in post-project appraisals</p>	<p>Asset management capability improvement</p>	<p>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 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</p>	<p>Our target aim for completion of these objectives is March 2025.</p> <p>We have already completed most of the actions, with post project appraisals becoming a standard process. Once embedded, we will consider how to include multiple stakeholders within the post-project appraisals as part of the development of future business plan cases.</p>



## MID-YEAR PERFORMANCE REPORT 2020/21

Objective	MIC	Summary of improvement plan	2020/21 update
		<p>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"> <li>▪ 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.</li> <li>▪ Develop and apply suite of performance measures that enable evaluation of the delivery of schemes against customer outcomes, including for response &amp; recovery activities. COMPLETED.</li> <li>▪ Ensure post-project appraisals are conducted on all major schemes and the findings acted upon to support continual improvement. COMPLETED</li> <li>▪ Ensure multiple stakeholders are involved in post-project appraisals.</li> </ul>	
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>	<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</p>



## MID-YEAR PERFORMANCE REPORT 2020/21

Objective	MIC	Summary of improvement plan	2020/21 update
		<ul style="list-style-type: none"> <li>▪ Refresh corporate Risk Management process to ensure consistent risk assessment and scheme prioritisation across all departments.</li> <li>▪ Ensure risk mitigation interventions are prioritised and selected commensurate with the level of risk and certainty of risk reduction. COMPLETED.</li> <li>▪ Improve business cases to outline expected, quantified residual risk following investment.</li> <li>▪ Conduct joint evaluation of business cases with key strategic partners.</li> </ul>	<p>the business rather than as just an asset risk action,</p>
<p>Consult stakeholders to identify opportunities for the collaborative delivery and funding of schemes</p>	<p>Social Contract</p>	<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>We have developed a potential Green Growth set of projects that can form part of Ofwat’s Innovation Fund process, engaging with UWE and Bristol Green Capital Partnership.</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>



## MID-YEAR PERFORMANCE REPORT 2020/21

Objective	MIC	Summary of improvement plan	2020/21 update
		<ul style="list-style-type: none"> <li>▪ Use our innovation framework, including the Workshop innovation hub, to find further R&amp;D joint funding opportunities.</li> <li>▪ Consult with stakeholders to identify opportunities for collaborative funding and delivery of schemes. COMPLETED</li> </ul>	
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.</p> <p>We will:</p> <ul style="list-style-type: none"> <li>▪ Develop AMP7 comprehensive supplier and contractor management arrangements which include the promotion of flexibility and appropriate incentivisation. COMPLETED.</li> <li>▪ Develop supplier and contractor management arrangements for AMP8 and beyond.</li> </ul>	Our target aim for completion of this objective is March 2025.
Identify and develop the future competencies we need	People Plan	<p>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.</p> <p>The People Plan includes:</p>	These actions were due for completion by April 2019 and are now subject to continuous development.



## MID-YEAR PERFORMANCE REPORT 2020/21

Objective	MIC	Summary of improvement plan	2020/21 update
		<ul style="list-style-type: none"> <li>▪ 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</li> <li>▪ A staff engagement programme including annual employee surveys. COMPLETED</li> <li>▪ A Talent Development Programme - which develops high performing and high potential staff and allows participants to progress along career development paths COMPLETED</li> <li>▪ On-the-job training programmes COMPLETED</li> <li>▪ Staff coaching programme COMPLETED</li> <li>▪ The development of work experience and apprenticeship programmes COMPLETED</li> <li>▪ Values based development and recruitment COMPLETED</li> <li>▪ Mentoring programme COMPLETED</li> <li>▪ Develop and implement training to enhance systems thinking understanding across all teams.</li> <li>▪ 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. COMPELTED</li> </ul>	<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 current focus is on active management, a clearer set of expectations to standardise performance management to support target delivery across the organisation.</p>



## MID-YEAR PERFORMANCE REPORT 2020/21

Objective	MIC	Summary of improvement plan	2020/21 update
		<ul style="list-style-type: none"><li data-bbox="831 320 1563 497">▪ 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</li></ul>	