



Performance commitment definitions

September 2018 update

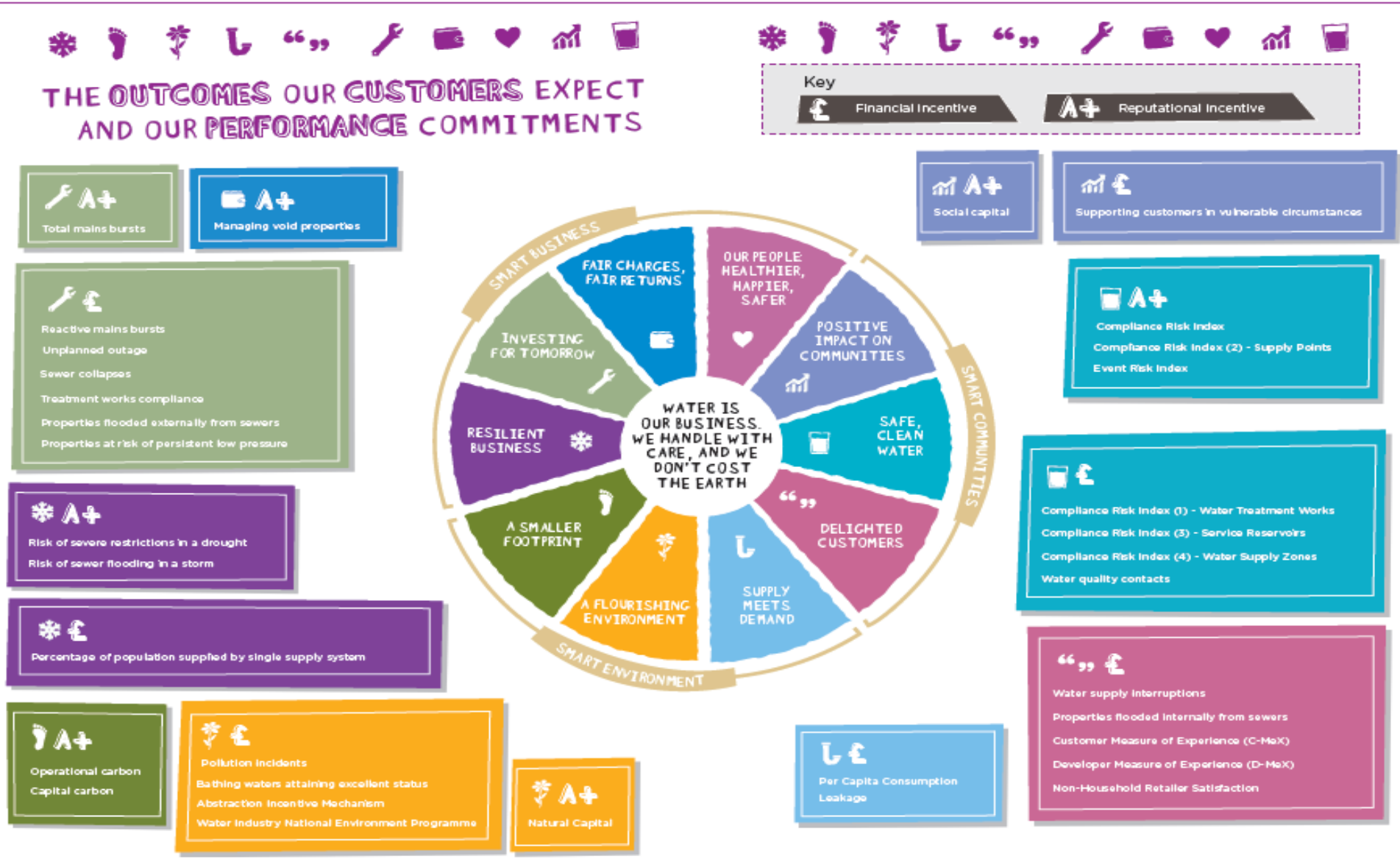
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1. Introduction

- 1.1. This document should be read in conjunction with our business plan for AMP7, titled 'Our plan 2020-2025'. The business plan describes the approach we have followed to develop our performance commitments.
- 1.2. In collaboration with our customers and wider stakeholders, we have developed our proposed performance commitments and definitions for how we will measure our performance during AMP7 (2020 to 2025).
- 1.3. We have developed our suite of performance commitments in the context of our long term strategy, our four ambitions and the ten high level outcomes. The measures set out in this document have been extensively tested with our customers.
- 1.4. The proposed measures reflect our customers' and stakeholders' priorities, contribute to our long-term strategy and are consistent with the priorities in the Government's Strategic Policy Statement, and with Ofwat's final methodology.
- 1.5. Our approach has been subject to third-party assurance by our technical assurance provider, Jacobs and we have engaged with our full Board on our proposed performance commitments.
- 1.6. This document sets out the final definitions for each of our 35 performance commitments for AMP7. The details of how we selected and developed each of these is set out in the 'Performance commitments' chapter of our business plan. This builds on our 3 May submission and reflects feedback received from Ofwat and our continued engagement with our customers and Customer Engagement Forum.
- 1.7. This document does not replicate the full customer engagement approach which is found in our main business plan narrative. This document does highlight any changes made to the performance commitment definitions since the 3 May submission.
- 1.8. Our performance commitments are presented by outcome in [Figure 1](#).

Figure 1: our outcomes and performance commitments



2. Delighted customers

2.1. Customer measure of experience (C-MeX)

Outcome: Delighted customers

Company performance commitment reference: Customer measure of experience (C-MeX), PR19ANH_1

Type: Common

Short definition

This measures customer satisfaction about the service they receive from us. It involves taking data from a number of different sources such as surveys of household customers.

Measurement & definition

This is a common performance commitment. It is measured and defined by Ofwat.

We are active members of the C-MeX working group helping to pilot and further develop this measure.

2.2. **Developer measure of experience (D-MeX)**

Outcome: Delighted customers

Company performance commitment reference: Developer measure of experience (D-MeX), PR19ANH_2

Type: Common

Short definition

We deal with many types of developer customers to ensure that new homes and business premises are connected to the water and waste water network. This is a measurement from a number of different sources showing how satisfied developers and other types of customers for these services are with the service they receive from us.

Measurement & definition

This is a common performance commitment. It is measured and defined by Ofwat.

We are active members of the D-MeX working group helping to pilot and further develop this measure.

2.3. Water supply interruptions

Outcome: Delighted customers

Company performance commitment reference: Water supply interruptions, PR19ANH_4

Type: Common

Short definition

Planned or unplanned interruptions to your water supply for periods of three or more hours. Performance is measured in minutes and seconds.

Measurement & definition

This is a common performance commitment. It is measured and defined by Ofwat. This measure was subject to the recent consistency project conducted by KPMG for Ofwat.

2.4. Internal sewer flooding

Outcome: Delighted customers

Company performance commitment reference: Internal sewer flooding, PR19ANH_7

Type: Common

Short definition

Sewer flooding occurs when sewage escapes from the sewerage network, through a manhole, from a drain or by backing up in a toilet. This performance commitment is the number of properties affected by internal sewer flooding per year per 10,000 sewer connections.

Measurement & definition

This is a common performance commitment. It is measured and defined by Ofwat. Flooding reporting was subject to the recent consistency project conducted by KPMG for Ofwat.

2.5. Non-household Retailer Satisfaction

Outcome: Delighted customers

Company performance commitment reference: Non-household Retailer Satisfaction, PR19ANH_30

Type: Bespoke

Short definition

Non household customers are now able to switch companies for the “retail” element of their service. We provide wholesale services to the retailers, who in turn provide retail services to non-household customers. We still deliver the water to these customers’ premises and take waste water away. This measure is the level of satisfaction these retailers believe they receive from us, as well as performance against existing market metrics. Performance is measured based on a blend of Net Promoter Score (NPS), market performance standards (MPS) and operational performance standards (OPS). These are weighted 20%, 40% and 40% respectively.

Measurement

A combined retail service score, based on performance on 3 measures:

- A net promoter score (NPS),
- Market Performance Standards (MPS),
- Operational Performance Standards (OPS).

Performance will be reported on an annual basis.

Mitigations / exceptions

N/A

Any other information relating to the performance commitment

Non-household retailers are an important customer group, not explicitly covered by the proposed C-MeX and D-MeX mechanisms. We have been considering a bespoke performance commitment in this area since before PR19 methodology was published.

Existing market performance reporting focuses on meeting timescales for specific tasks and maintaining market data (i.e. the ‘what’ not the ‘how’).

We are proposing this innovative performance commitment to incentivise a high level of service provision across the broad range of services provided by the wholesaler, including a measure of customer satisfaction.

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This is an important segment of our customer base and we believe strongly that there should be a performance commitment covering their satisfaction with our performance. We have worked hard to ensure we offer these customers leading service and this performance commitment will drive us to continually improve our performance. We note that Ofwat's final methodology aligns with our thinking in this area.

We believe an NPS is a positive metric to measure retail customers' satisfaction. Net promoter score measures how likely customers would be to recommend us which is an important driver of customer service in competitive markets. As the provider of a monopoly service our performance commitment should incentivise us to give a level of service that customers would be willing to recommend, in line with incentives faced by companies in competitive markets. This provides a qualitative indication of retailer satisfaction with the service that we provide.

As well as qualitative assessment, we have sought to include quantitative measures of performance within our performance commitments. This is similar to the approach adopted for the previous Service Incentive Mechanism and proposed C-MeX measure.

Our performance commitment consists of three parts, all measuring aspects of service to our retail customers. This will be reported on a scale out of 100 that is transparent to stakeholders and customers.

Full definition of the performance commitment

Net promoter score

Net promoter score is a tool that can be used to understand customer satisfaction and loyalty. We propose to conduct an annual customer satisfaction survey with all our retail customers which would include net promoter score.

We would follow the standard methodology for calculating net promoter score. It measures customers' self-assessed likelihood of recommending a company or service to others. The score itself is based on customers' answers as to how likely they would recommend a company or product to friends or colleagues, on a scale of 1 to 10. We currently undertake a similar approach to surveying our developer customers.

Net promoter score is calculated as the proportion of consumers that answer 9 or 10 (promoters) less the proportion that answers between 0 and 6 (detractors). Responses of 7 and 8 are labelled passives, and their behaviour falls between Promoters and Detractors.

- Promoters (customers who rate 9-10): Company ambassadors and very enthusiastic.
- Passives (customers who rate 7-8): Customers who feel neutral, they won't tarnish a companies reputation but they won't enhance it either.

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- Detractors (customers who rate 0-6): These are dissatisfied customers who can damage a company.

The calculation to figure out the NPS score is as follows: (% Promoters – % Detractors) x 100 = NPS score. This gives a score within a range of -100 to +100.

Market & operational performance

There are two existing measures of market performance. These are:

- Market performance standards (MPS) – measuring performance against standards in the Market Terms and Code Subsidiary Documents (CSDs).
- Operational performance standards (OPS) – measuring performance against standards in the Operational Terms.

Both metrics are well defined and reported on a monthly and annual basis by Market Operator Services Limited (MOSL), the market operator for the water business retail market.

Performance would be measured on % compliance with both measures each year.

Combined scoring

We propose a combination of NPS, OPS and MPS will be used to determine the combined retailer service score. These three metrics will be weighted as follows to give our overall retailer satisfaction score:

- NPS – 20%
- MPS – 40%
- OPS – 40%

This is calculated in the following manner:

[Net promoter score x 0.2] + [(% compliance with MPS) x 0.4] + [(% compliance with OPS) x 0.4] = retail satisfaction index.

This is shown in the following example:

- *NPS = 10*
- *MPS compliance = 90%*
- *OPS compliance = 90%*

This leads to the following calculations:

- *(10 x 0.2) + (90 x 0.4) + (90 x 0.4) = 74*

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This results in a retailer service score of 72. Our performance commitment level will be set against achieving a specific level in this score during AMP7.

For clarity, we will also report our performance against each of the three scores separately, which we believe will help customers to understand our performance.

Revisions from May to September 2018

Since our May 2018 submission:

- We have confirmed that there are no mitigations or exceptions as part of this performance commitment.
- We have confirmed the final weightings between NPS, OPS and MPS.
- To ensure transparency, we confirm that performance against the three measures will be reported separately alongside the performance commitment reporting.

3. Safe, clean water

3.1. Compliance risk index

Outcome: Safe, Clean Water

Company performance commitment references:

Compliance Risk Index, PR19ANH_3
Compliance Risk Index, Water Treatment Works, PR19ANH_26
Compliance Risk Index, Supply Points, PR19ANH_27
Compliance Risk Index, Service Reservoirs, PR19ANH_28
Compliance Risk Index, Water Supply Zones, PR19ANH_29

Type: Common (PR19ANH_3)

Bespoke (PR19ANH26-29)

Short definition

We work hard with customers, stakeholders and businesses operating in our area to minimise the potential risk of harmful substances entering the water supply. For example ensuring unacceptable levels of pesticides or chemicals do not enter the water supply. This measure has been developed by the Drinking Water Inspectorate (DWI), the Drinking Water Quality Regulator for England and Wales. It seeks to monitor performance on the risk of breaching water quality standards.

The Compliance Risk Index (CRI) is made up of four sub-components based on where water quality sampling occurs. These are: Water Treatment Works, Supply Points, Service Reservoirs and Water Supply Zones. These are combined to produce an overall CRI score for each water company.

Measurement & definition

This is a common performance commitment and will be measured and reported as per the DWI's CRI methodology.

3.2. **Water quality contacts**

Outcome: Safe, Clean Water

Company performance commitment references:

Water Quality Contacts, PR19ANH_34

Type: Bespoke

Short definition

This measures the number of contacts we receive from customers about the appearance, taste and odour of their water. Performance is measured based on the number of contacts per 1,000 population.

Measurement

Measured on the basis of the number of contacts per thousand population. This is a continuation to our existing AMP6 performance commitment and measurement is defined by the Drinking Water Inspectorate (DWI).

Any other information relating to the performance commitment

N/a

Full definition of the performance commitment

We will use the definition of 'Customer contacts about water quality' that is published on the Ofwat 'Outcomes Definitions' website (<https://www.ofwat.gov.uk/outcomes-definitions-pr19/>).

Revisions from May 2018 to September 2018

Since our May 2018 submission, we have updated this definition to highlight that performance will be reported as the number of contacts per 1,000 population.

3.3. Event Risk Index

Outcome: Safe, Clean Water

Company performance commitment references:

Event risk index, PR19ANH_35

Type: Bespoke

Short definition

The Event Risk Index (ERI) is a measure of the risk arising from water quality events, as defined by the DWI.

Measurement & definition

This is a common performance commitment and will be measured and reported as per the DWI's ERI methodology.

We will use the definition of 'Event Risk Index' that is published on the Ofwat 'Outcomes Definitions' website (<https://www.ofwat.gov.uk/outcomes-definitions-pr19/>).

Revisions from May 2018 to September 2018

This is a new performance commitment which has been added since our May 2018 submission.

4. Supply meets demand

4.1. Leakage

Outcome: Supply meets demand

Company performance commitment reference: Leakage, PR19ANH_5

Type: Common

Short definition

This measure looks at our performance in reducing leakage across the network – both on our pipes but also those on customers’ homes. Performance is measured on the volume of water lost on average over three years.

Measurement & definition

This is a common performance commitment. It is measured and defined by Ofwat. This measure was subject to the recent consistency project conducted by KPMG for Ofwat.

4.2. Per capita consumption (PCC)

Outcome: Supply meets demand

Company performance commitment reference: Per capita consumption, PR19ANH_6

Type: Common

Short definition

This measure looks at how successful we have been helping customers reduce the amount of water they use in their homes. This could be through education programmes or helping with water efficiency devices or equipment. It is measured in litres per person per day on average over three years.

Measurement & definition

This is a common performance commitment. It is measured and defined by Ofwat. PCC reporting was subject to the recent consistency project conducted by KPMG for Ofwat.

In 2017 with three other water companies we commissioned a study by Artesia Consulting¹. This report found that there was clear variation in both the reported PCC and estimation approaches to PCC and per household consumption (PHC) in different regions.

¹ Planning for the future: a review of our understanding of household consumption. Available at: http://www.anglianwater.co.uk/_assets/media/long-term-planning-framework.pdf

5. A flourishing environment

5.1. Pollution incidents

Outcome: Flourishing environment

Company performance commitment reference: Pollution incidents, PR19ANH_8

Type: Common

Short definition

This performance commitment looks at the number of pollution incidents each year. Reporting is normalised by the number of incidents per 10,000 km of sewer to allow comparison between companies.

Measurement & definition

This is a common performance commitment. It is measured and defined by Ofwat.

5.2. Bathing water attaining excellent status

Outcome: Flourishing environment

Company performance commitment reference: Bathing water attaining excellent status, PR19ANH_19

Type: Bespoke

Short definition

The quality of water around coastal beaches in our region, measured by the Environment Agency.

Measurement

Our performance commitment measures the number of coastal bathing waters designated at the commencement of the 2020 bathing season in our region that attain excellent status, as designated by the Environment Agency (EA). Results are based on a four-year average.

We currently have 49 designated bathing waters. Measurement is undertaken by the EA on a regular basis (May to end September each year) and reported annually by the Department of the Environment, Farming and Rural Affairs (Defra) in November. Performance is based on assessments following the 2024 bathing season, reported by Defra in 2024.

Mitigations / exceptions

N/A

Any other information relating to the performance commitment

This is a revision to our existing performance commitment. The revision to this measure is to change the measurement unit from percentage of bathing waters to an absolute number. We are proposing this variation on the basis that an absolute number is a more transparent measure of performance.

It also mitigates the risk associated with changes to the designation of bathing waters during the AMP as these can be transparently explained to customers should changes arise.

There is a strong link between this performance commitment and the Water Industry National Environment Programme.

We are not the only factor that can impact bathing water quality. Where our assets are shown not to be the cause of bathing water quality deterioration, we will take a catchment management approach to identify

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and work with the relevant third party sources to help them reduce their impacts.

Full definition of the performance commitment

The EA classifies bathing waters against four standards: Excellent (required for Blue Flag awards), Good, Sufficient (legal minimum) and Poor. Results are based on a four-year average and relate only to coastal bathing waters.

We currently have 49 designated bathing waters. Measurement is undertaken by the EA during the bathing water season (May to end September each year) and reported annually by Defra in November. New designations in AMP7 will not be included in the reporting against this performance commitment. Performance will be measured in 2025 and be based on assessments following the 2024 bathing season, reported by Defra in 2024.

Our performance commitment measures the number of bathing waters designated at the commencement of the 2020 bathing season in our region that attain excellent status, as designated by the EA. We will use absolute number as opposed to a percentage so the reported performance will not be affected by the creation of new beaches. If a bathing water is closed for sampling we will use the most recent classification as reported by the EA. If a bathing water is de-designated during the period, it would not be considered as part of the performance under this performance commitment.

This is a revision to an existing performance commitment. The revision is a change in measurement unit from percentage of bathing waters to an absolute measure.

Revisions from May to September 2018

In response to feedback from Ofwat, we have made some minor clarifications to this definition. This has included:

- Clarification that only coastal bathing waters are included
- Clarification that the baseline is the 2020 bathing water season
- That performance is reported by Defra and when it is reported on
- Clarification that newly designated bathing waters will not be included in the performance commitment
- Clarified how de-designations and non-assessments are treated.
- Clarification that performance will be based on assessments following the 2024 bathing season, reported by Defra in 2024.

5.3. Abstraction incentive mechanism

Outcome: Flourishing environment

Company performance commitment reference: Abstraction incentive mechanism, PR19ANH_20

Type: Bespoke

Short definition

This performance commitment incentivises companies to reduce abstraction from ground and surface water at environmentally-sensitive sites, at times of low flows. This is usually during periods of dry weather. This measure looks at our efforts to reduce the abstraction of water from these sensitive sites.

Measurement

This performance commitment will be measured in megalitres (MI).

Mitigations / exceptions

N/A

Any other information relating to the performance commitment

This is a revision to an existing performance commitment. Ofwat's guidance requires that all companies have a bespoke performance commitment for the AIM.

Full definition of the performance commitment

Site selection

Following the guidance provided and in consultation with the Environment Agency, the following abstractions have been determined as being potentially appropriate for our AIM performance commitment. This includes a mix of ground and surface water sites. We provide a full description of how we have identified our proposed sites in line with the guidance in Annex 3 of this document.

Licence no	Source
8/36/11/*G/0070	Wixoe
5/31/12/*G/0005	Wilsthorpe
6/33/58/*S/0040	Marham Surface Water
6/33/56/*G/0198	Marham Ground Water

Costessey (River Wensum), which is currently in our AMP6 Abstraction Incentive Mechanism, will be removed from the list of eligible sites, by

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2020, once we have fulfilled our obligations to reduce abstraction at this site. Once this has been completed the site will no longer meet the criteria for inclusion in AIM.

Measurement

In line with Ofwat's guidance, AIM performance in MI is calculated as follows:

(Average daily abstraction during period when flows are at or below the trigger threshold - baseline average daily abstraction during period when flows are at or below the trigger threshold) * length of period when flows are at or below the trigger threshold.

Using the guidance referenced above we will measure the AIM performance commitment as the sum of the AIM performance for each site that is eligible within the year.

5.4. Water industry national environment programme

Outcome: Flourishing environment

Company performance commitment reference: Water Industry National Environment Programme (WINEP), PR19ANH_32

Type: Bespoke

Short definition

The WINEP details what environmental obligations we need to deliver during the period 2020 to 2025. It is developed by the Environment Agency (EA) working with Natural England, Defra and water companies. This performance commitment would create an incentive for delivering these improvements in the most beneficial way to the environment.

Measurement

This performance commitment is measured based on the additional environmental benefits of WINEP obligations relative to the baseline set by the obligation date.

Mitigations / exceptions

This measure will cover all obligations detailed in the agreed WINEP programme with the exception of those highlighted in annex 3. It will also include investigations and projects delivered by third parties.

Through discussions with our Customer Engagement Forum (CEF), of which the EA are a member, we agreed to remove some of the WINEP obligations from this performance commitment. These are obligations where we believe there may be scope to deliver the obligations through innovative approaches that deliver a greater contribution to the natural capital of our region.

By removing the incentive to delivery these obligations early, we will maximise opportunities to deliver them in ways that deliver the greatest contribution to natural capital. These obligations have been removed from the proposed performance commitment level and would not be counted for performance under this performance commitment. In total, we have removed 74 obligations. These are 34 obligations agreed for phasing with the EA, an additional 25 water quality obligations identified by us and 15 river restoration obligations identified by us.

A full list of these obligations is provided in Annex 3.

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Any other information relating to the performance commitment

There are strong links between the WINEP and other performance commitments or aspects of our performance. Delivery of the obligations within the WINEP will drive significant improvements in river quality and bathing water quality in our region. There is also a clear link between the WINEP and our natural capital performance commitment. We will seek to deliver WINEP obligations using natural capital solutions where feasible.

Full definition of the performance commitment

We work with the EA and Natural England to develop a list of obligations which are based on: PR19 guidance issued by the EA at an individual driver level; growth predictions; and current, predicted and modelled water quality data. The EA then publish a list of obligations in the WINEP. The WINEP details the statutory obligations placed on companies. It is developed by the EA working with Natural England, Defra and water companies. Where there is insufficient information to promote an investment in our asset base an investigation maybe promoted. The completion of obligations is reported annually to the EA by water companies.

It includes (but is not limited to) actions to manage abstractions and raw water transfers, meet River Basin Management objectives, reduce pollution, improve water quality and manage protected areas. It identifies investments that need to be included in business plans and strongly promotes the use of catchment based approaches.

The performance commitment level is related to the obligations contained within the WINEP. As these are developed by the EA they may change between now and 2025 and the performance commitment level will adapt accordingly.

There is an agreed alterations process whereby companies and the EA can agree modifications to the WINEP obligations. Any agreed changes would be reflected in the performance commitment level.

Our performance commitment level will be calculated on the basis of the delivery of obligations in the WINEP, each year from a baseline and agree environmental benefits for groups of projects.

The time factor by which early delivery is assessed will be the reporting year. If an obligation is delivered before the reporting year in which it is due, this will be determined as early delivery.

All WINEP requirements will be weighted the same as the valuation for the incentive rate is based on the length of river improved across all obligations.

Revisions from May to September 2018

Since our May 2018 submission, we have updated this definition to:

- Clarify the delivery of WINEP requirements are determined and communicated to the EA by water companies.
- Clarify that to be assessed as early delivery, an obligation must be delivered by the reporting year before the reporting year that it is due.
- Describe how we have further developed the performance commitment with our CEF to ensure it does not drive early delivery of obligations without consideration of alternatives that can deliver a greater contribution to the natural capital of our region.
- Confirm that all WINEP requirements will be weighted the same in this performance commitment.

5.5. Natural capital

Outcome: Flourishing environment

Company performance commitment reference: Natural Capital, PR19ANH_31

Type: Bespoke

Short definition

We are the first in the UK to develop a natural capital balance sheet for our region, working with the University of East Anglia. Through this PC we will show how future investments will be tested as to whether they deliver net gain or net loss from that balance sheet.

Measurement

End of year annual review of progress implementing strategy and against key metrics identified within the strategy.

Mitigations / exceptions

N/A

Full definition of the performance commitment

Natural capital describes elements of the natural environment such as water, soil and biodiversity, that, when combined with other capitals, provide services to society. The state and extent of natural capital directly affects the quality of these services. For example, investment to improve final effluent quality will enhance flora and fauna downstream, benefitting water quality, recreation and nature. Conversely a new construction such as a pipe line or new building could result in the loss of biodiversity or reduce soil health.

Natural capital is one of the six recognised sustainable capitals.² We recognise these six capitals and our impact on them. A key area where we can have a positive impact is natural capital.

The concept of natural capital has developed rapidly over recent years. We have contributed to this work, for example by undertaking a natural capital asset register for the Anglian Water region, creating a natural and social capital account for our River Care & BeachCare Programme and contributing to UK Water Industry Research work on a natural and social capital accounting tool for the water industry. While the concept is developing, we believe it is appropriate to

² The six capitals are: natural capital; social capital; human capital; intellectual capital; financial capital and manufactured capital.

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include an aspirational performance commitment on Natural Capital within our suite of performance commitments.

Our work will continue, culminating in a strategy which will be in place for 2020. An outline strategy will be developed and presented alongside our PR19 business plan.

Natural capital has interactions with some of our other performance commitments. These include our two bespoke carbon performance commitments, our social capital performance commitment, as well as the leakage, abstraction incentive mechanism and per capita consumption common performance commitments. As we develop our strategy we will develop a series of natural capital metrics which we will record and report on to track our performance. Under this banner we will include our performance on managing carbon emissions, delivery of environmental improvements and on demand management and water saving.

Understanding its impacts and dependencies on natural capital will support Anglian Water's decision-making and deliver sustainable solutions to investment needs.

6. Positive impact on communities

6.1. Social capital

Outcome: Positive impact on communities

Company performance commitment reference: Social capital, PR19ANH_33

Type: Bespoke

Short definition

Social capital can be defined as the value of an organisation's connections, interactions and relationships with individuals, networks, communities, and other organisations. It is also about the impact we have on individuals, communities and broader society.

This measure seeks to recognise our role within a wider network of actors and supports the development of approaches and decision making processes which measure, and in due course, maximise the positive contribution we give to our customers, the environment, and society at large.

Measurement

A proposed annual review of progress implementing strategy and against key metrics identified within the strategy.

This measure strongly compliments both our natural capital and carbon performance commitments.

Mitigations / exceptions

N/A

Any other information relating to the performance commitment

N/A

Full definition of the performance commitment

There is a strong link between this performance commitment and our Natural Capital performance commitment.

Social capital is one of the six recognised sustainable capitals.³ We recognise these six capitals and our impact on them. A key area where we can have a positive impact is social capital.

³ The six capitals are: natural capital; social capital; human capital; intellectual capital; financial capital and manufactured capital.

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The concept of social capital has developed rapidly in recent years. We are already actively involved in this area, through our schools and our apprenticeship programmes. While the concept is developing, we believe it is appropriate to include an aspirational performance commitment on Social Capital within our suite of performance commitments.

Our work will continue, culminating in a strategy which will be in place for by 2020. An outline strategy will be developed and presented alongside our PR19 business plan.

Social capital has interactions with some of our other performance commitments. These include our two vulnerability performance commitments, C-MeX, as well as the leakage and per capita consumption common performance commitments. As we develop our strategy we will develop a series of social capital metrics which we will record and report to track our performance.

Understanding its impacts and dependencies on natural capital will support our decision-making and deliver sustainable solutions to investment needs.

Revisions from May to September 2018

We have adapted the short description of this measure.

6.2. Supporting customers in vulnerable circumstances (qualitative)

Outcome: Positive impact on communities

Company performance commitment reference: Supporting customers in vulnerable circumstances (qualitative), PR19ANH_21

Type: Bespoke

Short definition

Vulnerability relates to customers whose characteristics, situation or circumstances, mean that they may need sensitive, well-designed and flexible support and services.

Our qualitative PC measures this overall support provision through an independent assessment of our support for customers in vulnerable circumstances, based on a score out of 50.

Measurement

We propose an annual assessment by consultants and an independent panel.

The independent assessment will be presented to an independent panel for challenge. The final score proposed after this panel's review will be reported and published to justify the final score we receive (and particularly to explain any adjustments to the consultant's score by the Panel).

Mitigations / exceptions

N/A

Full definition of the performance commitment

An independent consultant and/or independent panel will judge our performance against five criteria:

- Understanding and commitment to supporting customers in vulnerable circumstances
- Quality and use of data and information
- Management and use of the priority services register
- Developing and utilising partnerships
- Embedding a strategy for addressing vulnerability in systems, processes and customer interactions.

We will establish an appropriate independent panel. This could be a sub-group of our existing CEF (there is a vulnerability and affordability sub-group), our customer board or a panel recruited specifically for the

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assessment similar to the panel used by Ofgem for the stakeholder engagement and consumer vulnerability incentive (SECV).

Detailed sub-criteria against which we propose to be assessed are attached as an appendix. These are based upon the same criteria as used to assess distribution network operators as part of the SECV incentive. This will allow us to externally benchmark our performance with other sectors. We have reproduced the criteria for use in the water sector in Annex 4.

We propose we shall receive a score out of 10 for each of the five criteria listed above, giving a total score out of 50. Our performance commitment will be based on this total score out of 50.

An independent consultant will undertake the assessment and present this to an independent panel. This Panel will determine whether there are any reasonable grounds upon which to adjust the consultant's suggested score (for example, to build in evidence from customer engagement).

6.3. Supporting customers in vulnerable circumstances (quantitative)

Outcome: Positive impact on communities

Company performance commitment reference: Supporting customers in vulnerable circumstances (qualitative), PR19ANH_22

Type: Bespoke

Short definition

A key part of the support we offer to customers in vulnerable circumstances is the priority services register (PSR). The PSR identifies customers in our region who may need extra help, for example when they experience an interruption to supply. The performance commitment is based on the number of customers on our PSR.

Measurement

Performance is measured based on the number of customers registered on our priority services register as at March 31 each year (in line with the business plan data table definition as per table App4, customer metrics).

Our performance will be based on a comparison of the number of customers on the priority service register against our performance commitment level (PCL).

Mitigations / exceptions

N/A

Full definition of the performance commitment

Vulnerability relates to customers whose characteristics, situation or circumstances, mean that they may need sensitive, well-designed and flexible support and service. For example, customers with hearing difficulties may need a home visit to be told about an interruption to their service. A key part of the support we offer to customers in vulnerable circumstances is the priority services register (PSR). The PSR identifies customers in our region who may need extra help, for example when they experience and interruption to supply. The performance commitment is based on the number of customers on our PSR.

Customers can register for the PSR through a number of means and we maintain a central database.

Performance is measured based on the number of customers registered on our priority services register as at March 31 each year (in line with the business plan data tables definition as per table App4, customer metrics).

7. Resilient business

7.1. Risk of severe restrictions in a drought

Outcome: Resilient business

Company performance commitment reference: Risk of severe restrictions in a drought, PR19ANH_9

Type: Common

Short definition

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 these restrictions once every 200 years.

Measurement & definition

This is a common performance commitment. It is measured and defined by Ofwat.

7.2. Risk of sewer flooding in a storm

Outcome: Resilient business

Company performance commitment reference: Risk of sewer flooding in a storm, PR19ANH_10

Type: Common

Short definition

During extreme rainfall periods there is a risk that wastewater can escape from our pipes and cause flooding in open areas or inside people's homes. This measure looks at the percentage of customers at risk of suffering these impacts during a storm that would occur on average once in every 50 years.

Measurement & definition

This is a common performance commitment. It is measured and defined by Ofwat.

7.3. Percentage of population supplied by a single supply system

Outcome: Resilient business

Company performance commitment reference: Percentage of population supplied by a single supply system, PR19ANH_15

Type: Bespoke

Short definition

Some customers are connected to only one water treatment works. Because there are no alternative sources for these customers, these customers face an increased chance of an interruption to their water supply should something go wrong with the water treatment works that supplies them. This performance commitment measures the percentage of our customers that are supplied by a single system.

Measurement

This performance commitment is measured as the percentage of our water customers that are supplied by a single system. Measurement is conducted annually based on the schemes delivered within the year. Reporting is conducted on an annual basis.

Mitigations / exceptions

N/A

Any other information relating to the performance commitment

This is a continuation of our existing performance commitment. It reflects our on-going focus on resilience and is closely linked to our Water Resources Management Plan.

Full definition of the performance commitment

This performance commitment is defined as the proportion of all of our water services household customers exposed to the risk of loss of supply due to a resilience event. This includes works failures in multiple source systems which result in the loss of supply to some customers.

Performance is measured based on identifying the resulting water supply deficit (which includes household and non-household customers) if each of our water treatment works were taken out of service for a prolonged period. The water deficit is then converted to an equivalent number of household customers and the % of population at risk calculated. The risk to the whole region has been summed to form the performance across our region. For reporting purposes, non-household customers are not included in the conversion.

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This performance commitment is measured on the % of our total water services customers that are supplied by a single system. Measurement is conducted annually based on the schemes delivered within the year. Reporting is conducted on an annual basis.

Revisions from May to September 2018

Clarification in the full definition that reporting captures both household and non-household customers. The water deficit which includes both types of customers is then converted to an equivalent number of household customers for reporting purposes.

8. Investing for tomorrow

8.1. Total mains bursts

Outcome: Investing for tomorrow

Company performance commitment reference: Total mains bursts, PR19ANH_11

Type: Common

Short definition

The number of burst mains.

Measurement & definition

This is a common performance commitment. It is measured and defined by Ofwat with performance report as the number of bursts per 1,000 km of main. This measure was subject to the recent consistency project conducted by KPMG for Ofwat.

Full definition of the performance commitment

We will use the definition of the mains bursts common asset health performance commitment that has been published on the Ofwat 'Outcomes Definitions' website (<https://www.ofwat.gov.uk/outcomes-definitions-pr19/>).

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8.2. Reactive mains bursts

Outcome: Investing for tomorrow

Company performance commitment reference: Reactive mains bursts, PR19ANH_18

Type: Bespoke

Short definition

Reactive burst mains are those identified by third parties rather than us.

Measurement

This performance commitment will be measured as the number of reactive mains bursts. and will be measured on a financial year basis using single-year data and no averaging. Reactive bursts will be defined as those that have been identified and reported by a customer or another third party before they have been fixed.

Mitigations / exceptions

N/A

Any other information relating to the performance commitment

This performance commitment is designed to incentivise the company to maintain asset health and reduce leakage by proactively finding and fixing bursts and leaks earlier, prior to being reported to us. Where the company identifies a burst quickly, using remote sensing or other means of leakage detection, and reduces leakage as a result the burst will not be counted against this measure. This will prevent further deterioration of the condition of these mains. We have been capturing proactively found leaks for 17 years.

This is the continuation of an existing AMP6 performance commitment.

Full definition of the performance commitment

We will use the definition of the mains bursts common asset health performance commitment that has been published on the Ofwat 'Outcomes Definitions' website (<https://www.ofwat.gov.uk/outcomes-definitions-pr19/>).

Revisions from May to September 2018

Clarified that reporting will be done on an absolute basis rather than by length of main.

8.3. **Unplanned outages**

Outcome: Investing for tomorrow

Company performance commitment reference: Unplanned outages, PR19ANH_12

Type: Common

Short definition

Sometimes water treatment works are not able to perform at peak capacity due to a fault. In most instances customers are not affected by this reduction in capacity. This measures the number of unplanned outages to provide a picture of the long term resilience of water treatment works.

Measurement & definition

This is a common performance commitment. It is measured and defined by Ofwat. This measure was subject to the recent consistency project conducted by KPMG for Ofwat. Feedback from this project found very little consistency with how companies are capturing information on this measure.

8.4. Sewer collapses

Outcome: Investing for tomorrow

Company performance commitment reference: Sewer collapses, PR19ANH_13

Type: Common

Short definition

The number of sewer collapses per 1,000 km of pipes.

Measurement & definition

This is a common performance commitment. It is measured and defined by Ofwat. This measure was subject to the recent consistency project conducted by KPMG for Ofwat.

8.5. Treatment works compliance

Outcome: Investing for tomorrow

Company performance commitment reference: Treatment works compliance, PR19ANH_14

Type: Common

Short definition

The Environment Agency (EA) monitors the standard of discharges from water and wastewater treatment works. We need to comply with the permits provided by the EA. This performance commitment measures how we are complying with our permits to discharge from our treatment works.

Measurement & definition

This is a common performance commitment. It is measured and defined by the EA.

8.6. Properties at risk of persistent low pressure

Outcome: Investing for tomorrow

Company performance commitment reference: Properties at risk of persistent low pressure, PR19ANH_16

Type: Bespoke

Short definition

Persistent low pressure can affect taps, showers and boilers. For example, it could take a long time to fill a sink or bath and a normal shower system may not work properly. This performance commitment measures our progress in reducing the number of properties at risk of being affected by this issue.

It is based on the total number of properties in our region which, at the end of the year, have received, and are likely to continue to receive, a pressure or flow below the reference level.

Measurement

This performance commitment will be measured as the total number of properties on our low pressure register, measured at the end of each financial year.

Mitigations / exceptions

N/A

Any other information relating to the performance commitment

This is the continuation of an existing performance commitment.

We will continue to use a surrogate for the reference level⁴ of 13m head. We have used this surrogate value since 2007 and our processes and reporting for this performance commitment are audited annually.

Full definition of the performance commitment

We will use the definition of Properties at risk of receiving low pressure that has been published on the Ofwat 'Outcomes Definitions' website (<https://www.ofwat.gov.uk/wp-content/uploads/2017/12/Properties-at-risk-of-receiving-low-pressure.pdf>).

⁴ The reference level is 10 meters head of pressure at the customer's boundary stop tap.

8.7. External sewer flooding

Outcome: Investing for tomorrow

Company performance commitment reference: External sewer flooding, PR19ANH_17

Type: Bespoke

Short definition

Sewer flooding occurs when sewage escapes from a pipe, through a manhole, from a drain or by backing up in a toilet. External flooding affects gardens and public spaces. This performance commitment is the number of areas affected externally by sewer flooding.

Measurement

This performance commitment will be measured as the total number of incidents of external areas flooding, measured on a financial year basis using single-year data. This measure was subject to the recent consistency project conducted by KPMG for Ofwat.

Mitigations / exceptions

N/A

Any other information relating to the performance commitment

Full definition of the performance commitment

We will use the definition of External Sewer Flooding that has been agreed through industry work on consistency and is published on the Ofwat 'Outcomes Definitions' website (<https://www.ofwat.gov.uk/outcomes-definitions-pr19/>).

9. Fair charges, fair returns

9.1. Managing void properties

Outcome: Fair charges, fair returns

Company performance commitment reference: Managing void properties, PR19ANH_23

Type: Bespoke

Short definition

When household properties that are connected to our network are identified as being unfurnished and having no consumption, we classify these properties as 'void' and do not bill the property until these conditions no longer apply. This performance commitment measures the number of long term voids that are in fact occupied, as a % of total properties.

Measurement

An audit of a sample (1,000) of properties which are classified as long term 'void' (i.e. classed as void for at least 6 months) to identify whether there has been consumption at the property.

All metered residential properties which have been classed as void for more than six months will be identified. We will then assign a record count to each premise in ascending order and divide the total number of records by 1,100 to give an interval value. For example, if there were 50,000 records, the interval value would be 45 (50,000 divided by 1,100). Going down the record count, we will attempt to take meter reads from each property at a multiple of the interval value in early September and late October. The first 1,000 properties with accessible meter reads at both attempts will be used for the performance commitment. Those in this sample that had consumption greater than 1m³ will be expressed a percentage of 1,000. This percentage of the total number of long-term voids will give the estimate of the total number of long-term voids which are occupied. This will be expressed as a percentage of total billable premises for the performance commitment.

The level of performance will be shared with customers on an annual basis. The audit of the sample of properties will receive assurance to ensure the accuracy and reliability of the reported performance level.

Mitigations / exceptions

N/A

Full definition of the performance commitment

The number of long-term void properties (i.e. classed as void for more than 6 months) judged to be consuming water, expressed as a percentage of all billable properties. When household properties that are connected to our network are identified as being unfurnished and having no consumption, we classify these properties as 'void'.

The sample will include properties which are billed by us and will apply to residential properties only. Where another water/sewerage company bills a property on our behalf, this limits our ability to identify a property as occupied or void. We also recognise that these companies are also required to have a plan in place to manage occupied voids in their PR19 business plans.

The sample will include metered properties. Unmetered properties will not be included in the sample as consumption cannot be reliably identified at these properties. By 2020, we expect that over 90% of properties in our region will be metered and this proportion will increase. Therefore this exclusion applies to a small, and decreasing, proportion of the properties in our region.

The sample will include properties with accessible meters. For properties with an inaccessible meter we will not be able to identify consumption. Inability to access the meter does not necessarily mean the property is truly unoccupied; however the proportion of these properties will be small.

The result of the audit will give the percentage of properties in the sample that are found to consume water and thus should be classified as occupied.

This percentage will be applied to the total number of properties that we classify as long term void to give an overall extrapolated failure rate. This will give an estimate of the total number of properties which we classify as 'void' but are occupied.

We will report this estimate of the number of properties incorrectly classed as void to customers on an annual basis, expressed as a percentage of the total number of billable properties.

Revisions from May to September 2018

In response to feedback from Ofwat, we have:

- Provided more detail of how the properties in the sample to be used in the audit will be selected.
- Set out that consumption of more than 1m³ between the two samples (in September and October) will be deemed to indicate occupation.
- Stated explicitly that the performance commitment relates to residential voids only.

A smaller footprint

9.2. Operational carbon

Outcome: A smaller footprint

Company performance commitment reference: Operational carbon, PR19ANH_24

Type: Bespoke

Short definition

We seek to reduce the carbon emissions that result from our activities. This performance commitment tracks our success to delivering our long term goal of being carbon neutral by 2050. Performance is measured as a reduction against the 2020 baseline.

Measurement

We will continue to measure our emissions using the agreed UK Water Industry Research Ltd (UKWIR) Carbon Accounting Workbook⁵ and continue reporting in line with the international standard for reporting greenhouse gas emissions, ISO-14064.

Our emissions will be compared to a 2020 baseline and reported as a percentage change in gross operational carbon. Performance is also measured and reported to the Board on a monthly basis in tonnes of carbon dioxide equivalent saved.

Mitigations / exceptions

N/A

Full definition of the performance commitment

We measure emissions using the UKWIR Carbon Accounting Workbook which is updated on annual basis in line with changes to UK government emission conversion factors for greenhouse gas reporting.

Greenhouse gas emissions have been reported since 2010 in line with Defra Environmental reporting guidelines which were last updated in 2013. This provides a consistent and transparent template for reporting that has been available for all stakeholders via the Anglian Water website.

Since 2010, operational carbon emissions have been externally verified and certified through Achilles CEMARS (Certified Emissions Measurement and Reduction Scheme). The audit includes evidence of reporting and

⁵ <https://www.ukwir.org/146387?object=151275>

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implementation of a reduction strategy in line with the requirements of ISO-14064.

Emissions are measured on a monthly basis. On an annual basis data is collected from across the business including metered grid electricity consumption, fossil fuel delivery, sludge treatment and water treatment including ozonation. The data is then compiled within the carbon accounting workbook.

The operational greenhouse gas emissions emitted in the period 2019/20 will be the baseline we measure performance against to 2025. The term 'in real terms' is used to reflect that under business as usual activity emissions would increase due to new assets required for resilience, population growth and tighter environmental consents. The business as usual increase is accounted for within the target set.

Our carbon neutral target 2050 is based on net operational emissions and includes the renewable generation exported from sites.

9.3. Capital carbon

Outcome: A smaller footprint

Company performance commitment reference: Capital carbon, PR19ANH_25

Type: Bespoke

Short definition

We seek to reduce the carbon emissions as a result of work carried out on construction projects. This performance commitment tracks our success to delivering our long term goal of being carbon neutral by 2050.

Measurement

This performance commitment will be measured in a per cent reduction in capital carbon compared to the 2010 baseline.

Mitigations / exceptions

N/a

Any other information relating to the performance commitment

This is the continuation of an existing performance commitment, although the name has been updated from Embodied to Capital Carbon to reflect the latest treasury guidance.

Full definition of the performance commitment

For each scheme identified within the business plan, a capital carbon baseline is created based on the need and typical solution identified. The baseline includes a 2010 baseline and a new baseline which we will set before 2020.

The capital carbon is measured in tonnes of carbon dioxide equivalent. For each project we review expected emissions (along with cost) at each delivery milestone. The performance commitment will be measured from our 2010 baseline, calculated through the existing models. The PR19 baseline includes emission reductions delivered through the previous two planning periods, e.g. main laying assumes 80% no-dig technique.

In September 2016 we became the first utility to be certified against PAS2080 Carbon Management in Infrastructure. The certification body, LRQA, confirmed the requirements of the standard were met, following a detailed audit. This was been repeated in 2017 for successful re-certification. We will seek to maintain this accreditation in the future.

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Since 2010, we have been certified to Achilles CEMARS, which externally verifies our approach and strategy in measuring, managing and reporting greenhouse gas emissions in accordance with ISO-14064. Since 2016 we have been externally verified by LRQA against PAS2080 carbon management in infrastructure. This confirms the framework we have in place for challenging and aligning our supply chain in reducing carbon emissions across our investment programme.

Changes from May 2018 to September 2018

In response to feedback from Ofwat and for completeness, we have included references to our Achilles CEMARs, ISO-14064 and PAS2080 standards for reporting.

Annex 1: Abstraction Incentive Mechanism site selection

Guidance

The AIM performance commitment will follow the guidance published by Ofwat in February 2016⁶ and the guidance in the section on AIM in Ofwat's Final Methodology in Appendix 2.⁷

The criteria for identifying AIM sites are contained in the Ofwat Guidelines on the Abstraction Incentive Mechanism, published in February 2016. These criteria include:

- Identify sites which impact on a surface water body.
- Set a trigger point on that water body.
- Establish an abstraction baseline for that site.
- Record abstractions at or below that trigger point
- Report abstractions against the historic baseline through the annual performance report.

The Guidelines allow for some filtering of the sites proposed for reporting. This includes:

- Removing sites where there are no alternative sources of water.
- Removing sites where there is an existing hands-off flow condition.
- Removing sites where an environmental assessment is still pending.
- Removing sites where there is no relevant gauging station or it is too distant from the site.
- Removing sites where there is an existing river support scheme.

With the exception of the Marham abstraction from the River Nar, all of our listed WINEP sites are groundwater sources. Due to the buffering nature of aquifers, abstraction from groundwater sources rarely has an immediate impact on river flows. We have decided to use the 95% percentile flow threshold as a generic indicator of low surface water flows.⁸ Reducing abstraction at these times is unlikely to be of immediate benefit to the environment, and some consideration could be given to using the regional groundwater models to define an alternative groundwater level trigger.

⁶ https://www.ofwat.gov.uk/wp-content/uploads/2016/02/gud_pro20160226aim.pdf

⁷ <https://www.ofwat.gov.uk/wp-content/uploads/2017/12/Appendix-2-Outcomes-FM-final.pdf>

⁸ If all river flows are 100% then the 95% quartile (Q95) represents the lowest 5% of flows. The EA often use Q95 as a default threshold.

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Approach

To comply with the requirement to include sites listed in WINEP, but where environmental assessments are not pending, we propose to start with the WINEP list of sites for which sustainability changes have been identified for implementation within AMP7. This is a list of 67 sites. We have made some modifications to this list (which reduces the list to 47 sites), as follows:

- where sites are listed for more than one water body, we propose to only report on one water body
- where two sites have been listed as a single impact, we propose to report the two sources separately
- where abstraction licences will expire before the start of AMP7 we have removed the site
- where a site's potential impact is not on a surface water body we will not report the site, and,
- where there is a hands-off flow restriction which applies to our sources.

To identify flow gauging for the purpose of AIM reporting, we started with the list of gauges from the EA's WISKI flow database and used the National River Archive to identify gauges with an established record and published Q95 flow thresholds.

Gauges were identified for the relevant water bodies and [grid reference triangulation](#) was used to establish the distance between the gauging station and the abstraction site. We have excluded all sites where the average distance between the points of abstraction for a site and the gauging station was greater than 5km. At this distance it is considered unlikely that impact from a groundwater source would be seen in the flows at the gauging station.

It may be possible to use to use the regional groundwater model to develop an alternative trigger and we would like to discuss this further with the Environment Agency.

The Sedgeford Chalk source will benefit from an AMP6 scheme to transfer water into the zone. This makes the source an unsuitable candidate for AIM.

Annex 2: Supporting customers in vulnerable circumstances assessment criteria

Part of our performance commitment for supporting customers in vulnerable circumstances consists of an independent panel assessment against a set of criteria.

This document presents a draft set of criteria upon which this assessment would be based. The criteria replicate, as far as possible, the same criteria used as part of the Energy Distribution Stakeholder Engagement and Consumer Vulnerability (SECV) incentive in the electricity distribution market. Any changes made have been to reflect that the criteria apply to Anglian Water, rather than network companies; and to reflect where terminology is different to that used in the energy sector (e.g. references to 'vulnerable consumers' have been changed to 'customers in vulnerable circumstances').

The possible scoring system for ODI would be to assess our ranking against each of the criteria will be converted into a quantitative score out of ten. This will replicate the scoring system used for SECV, as below. The overall score out of 50 could provide the basis of Anglian Water's performance commitment assessment

Assessment	Weak	Fair	Good	Excellent
Score	5 or below	6-7	8	9-10

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A: Strategic understanding and commitment to the role that Anglian Water can play in tackling social issues relevant to customers in vulnerable circumstances				
	Weak	Fair	Good	Excellent
Understanding of the definition of a customer in vulnerable circumstances and awareness of the range of social issues	Understanding of vulnerability restricted to a general definition of vulnerability. Little or no knowledge of what vulnerability looks like for Anglian Water's customer base. General poor awareness of the social issues that customers in vulnerable circumstances face.	Basic understanding of vulnerability across its customer base. Largely focussed on the key vulnerability characteristics. Good awareness of the range of social issues associated with the industry relevant to customers in vulnerable circumstances in general. For example, Anglian Water's focus is not restricted solely to 'water poverty', but takes other issues such as 'vulnerability to an interruption to supply' into account.	Anglian Water aware that there isn't a 'one-size fits all' approach to customers in vulnerable circumstances. Good understanding of the main 'vulnerability issues' facing its customers. Good awareness of the social issues associated with the industry that are most prevalent across its customer base.	Enough flexibility to adapt to differences in vulnerability and changing needs of customers in vulnerable circumstances. Anglian Water also thinking about issues external to the water industry which could affect the vulnerability of customers to water issues or the utilisation of partner organisations.
Recognition and	Recognition of social	References to social	Fully integrated	Delivering on social

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Integration of role in relation to social issues	role confined to generalised statements. Limited integration into overall business strategy.	role within strategy but tendency to treat as 'add on' aspects of business strategy and practices rather than integral aspect of service development and delivery. Limited use of targets to basic targets to improve performance and increase impact.	understanding of social role with clear plans for developing systems and customer facing services to reflect role with targets for improved performance and increased impact.	role a key business driver underpinning design, planning and delivery of all services with core objective to 'make the most of what Anglian Water does' to tackle relevant social issues. Anglian Water has challenging targets to improve performance and increase impact.
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B: Engagement with stakeholders to improve the data and information that they hold on customers in vulnerable circumstances and what they do with it				
	Weak	Fair	Good	Excellent
Acquisition and Management	No clear link between Anglian Water's stakeholder engagement programme and data acquisition strategy. Latter largely based	Clear link between stakeholder engagement programme and Anglian Water's data acquisition strategy, but the former is not	Stakeholder engagement programme is fully utilised in developing Anglian Water's data acquisition strategy. Broad and inclusive	As 'Good', plus stakeholder engagement programme includes challenging and hard-to-reach stakeholders, using

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B: Engagement with stakeholders to improve the data and information that they hold on customers in vulnerable circumstances and what they do with it				
	Weak	Fair	Good	Excellent
	on existing PSR and associated PSR 'recruitment' systems. Basic data and information management strategy in place, but not always implemented.	fully utilised in the development of the latter. Data and information management strategy an integral part of Anglian Water's wider data and information strategies. Evidence of good progress in keeping records up-to-date. Awareness of data gaps and processes in place to address these. Some consistency between data sources still exists.	range of stakeholders engaged using a variety of appropriate mechanisms. Data acquisition carried out by Anglian Water in a timely and systematic way. Data and information updating strategies working very well. Good progress in closing previously identified data gaps. No data source consistency issues.	mechanisms fully tailored to meet the needs of various stakeholder groups.
Use	Ad hoc use of data to enhance insight but no strategic approach to customer insight to enable targeting	As 'Weak', plus basic systems in place to keep track of data use and some feedback to data acquisition and	Clear evidence of how data use is influencing and improving service development and delivery. Extensive	As 'good' plus using data to assess future risk of vulnerability and shape partnerships with other relevant

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B: Engagement with stakeholders to improve the data and information that they hold on customers in vulnerable circumstances and what they do with it				
	Weak	Fair	Good	Excellent
	work to address vulnerability and support social role.	management strategies.	system of use checks across all data and information with evidence of a feedback loop to data acquisition and management strategies.	organisations. Clear strategy underlying the feedback loop to data acquisition and management strategies.

C: Approach taken to management and use of PSR and associated services				
	Weak	Fair	Good	Excellent
Eligibility and take up of the PSR	Eligibility for the PSR is largely confined to the 'core' eligible groups defined by Ofwat. Basic reactive PSR recruitment programme by the customer-facing services team when contact with a customer is made who displays possible vulnerable	Well-managed PSR list with some evidence of strategic approach to eligibility outside of the 'core' groups. Basic advertising of the PSR and the services offered, e.g. posters and leaflets, in key locations linked to customers in vulnerable	Informed by good data analysis, Anglian Water is proactively identifying customers in vulnerable circumstances outside of the 'core' groups, fully reflecting the fact that vulnerability can be complex and multidimensional.	As 'good' plus approach reflects fact that vulnerability may be transitory, providing options for temporary access to PSR and ensuring that those customers who are no longer eligible (due to temporary nature of their vulnerability) are taken off the PSR

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C: Approach taken to management and use of PSR and associated services				
	Weak	Fair	Good	Excellent
	circumstances.	circumstances, e.g. doctors' surgeries.	Targeted advertising of the PSR and the services offered to customer groups.	list. Extensive PSR recruitment programme, drawing on data and information sources to proactively identify and contact eligible customers.
Services offered to customers on the PSR	PSR services are restricted to the minimum list of services defined by Ofwat.	Limited additional services offered with some links to the needs of the 'core' eligible groups of customer that have been defined by Ofwat. Anglian Water able to provide basic justification of the practicality of offering these services and how they 'add value' for these groups of customers.	A wide range of additional services offered that clearly reflect the specific needs of the 'core' eligible groups of customers. Detailed analysis of need undertaken which demonstrates how these services reflect the complex and multidimensional nature of vulnerability. Some additional services also offered for PSR	A full range of additional services developed according to detailed needs analysis of all PSR customers and the nature of their vulnerability. Approach also reflects the fact that vulnerability may be transitory. Full justification for how these services add value to the associated group of PSR customers.

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C: Approach taken to management and use of PSR and associated services				
	Weak	Fair	Good	Excellent
			customers outside of these 'core' eligible groups.	

D: Approach taken to develop and utilise partnerships (e.g. referral networks) to identify and deliver solutions (both water and non-water) for customers in vulnerable circumstances				
	Weak	Fair	Good	Excellent
Overall partnership strategy	Some links with other services for customers in vulnerable circumstances and partnerships to improve cross-referrals, and some participation in referral networks in area when invited. However, no clear strategy.	Clear strategy towards developing partnerships with relevant organisations, including ideas about what can be achieved from these partnerships in relation to the identification of customers in vulnerable circumstances, and identification and delivery of solutions.	Clear strategy towards both developing partnerships with relevant organisations and how to utilise these partnerships when they are in place. Strategy informed by evidence of benefits of existing partnerships on customers in vulnerable circumstances.	As good, plus fully utilising existing partnerships with other organisations. Anglian Water aware of the limitations of existing partnerships and the wider limitations on Anglian Water in relation to expanding those partnerships. Partnership strategy includes plans to overcome these limitations, where possible.

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D: Approach taken to develop and utilise partnerships (e.g. referral networks) to identify and deliver solutions (both water and non-water) for customers in vulnerable circumstances				
	Weak	Fair	Good	Excellent
Developing partnerships	Participation in partnerships with a limited range of organisation types, largely within the utility sector. Partnerships provided limited support for the 'core' groups of customers in vulnerable circumstances.	Wide range of partnerships extending beyond the utility sector. Partnerships provide some support to most groups of customers in vulnerable circumstances.	Extensive range of partnerships, with a wide variety of organisation types. Partnerships provide full and effective support for all groups of customers in vulnerable circumstances.	
Utilising partnerships	Partnerships largely restricted to referral and signposting.	Partnerships utilise data and information flows where appropriate, but these flows are largely one-sided and can be infrequent.	Anglian Water has leading role in the partnerships that it has developed, with the organisations working together to identify customers in vulnerable circumstances and identify solutions.	As 'good', but Anglian Water is utilising these partnerships in an effective way to not only identify solutions, but also deliver solutions without creating unnecessary work for the Anglian Water.

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E: Embedding their strategy for addressing vulnerability in their systems, processes and how they manage customer interactions				
	Weak	Fair	Good	Excellent
Embedding strategy in managing customer interactions	Customer-facing services and associated processes show only a basic reflection of the Anglian Water's social role. They do not focus on capturing information to identify vulnerabilities beyond basic PSR recruitment.	Customer-facing services routinely capturing information on customer needs and vulnerabilities to support tailoring of PSR services and work with partners for further support to limited range of services delivered by others.	Customer service staff trained in identifying and responding to vulnerability with a range of Anglian Water and partner services, selected to meet wide range of customer needs and circumstances.	As 'good' with social role a key aspect of customer services and front-line staff training and service design, with all front-line staff trained to identify and record vulnerability with access to a wide range of responses developed and available to support customers. Evidence that staff have the flexibility available to 'do the right thing' for any customer (to meet evident need) and are empowered to focus on areas where they can be most effective.
Embedding strategy general	Basic reflection of Anglian Water's role	Clear feedback loop, with the information	As 'fair', plus services routinely monitored	High level of integration of Anglian

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E: Embedding their strategy for addressing vulnerability in their systems, processes and how they manage customer interactions				
	Weak	Fair	Good	Excellent
systems and processes and awareness of impact and effectiveness of actions.	into general systems and processes throughout the business. Very little information therefore provided from customer facing services to other business systems and processes. Anglian Water able to provide little justification as to why its chosen actions address social issues relevant to customers in vulnerable circumstances.	captured on customer needs and vulnerabilities being reflected in Anglian Water's stakeholder engagement strategy, work around the PSR, and its partnership strategy. Anglian Water able to provide basic justification as to why its chosen actions address social issues relevant to customers in vulnerable circumstances. Basic understanding of any areas where it is currently falling short and could improve its performance. Lack of clarity around plans	and evaluated to test extent to which they are meeting customer needs. Feeds into wider service design and other general systems and processes throughout the business. Full senior management buy-in to the Anglian Water's strategy in this area. Anglian Water provides more justification than 'Fair', but is not able to fully justify why its chosen actions address social issues relevant to customers in vulnerable circumstances. Anglian Water has	Water's role into general systems and processes throughout the business. Very clear feedback loop between the monitoring and evaluation of services by the customer-facing teams to the overall strategy in relation to social issues relevant to customers in vulnerable circumstances. Evaluation not restricted to retrospective assessment of activities or quantitative assessment of activities.

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E: Embedding their strategy for addressing vulnerability in their systems, processes and how they manage customer interactions				
	Weak	Fair	Good	Excellent
		to address shortcoming and/or barriers to performance improvement.	clear plans to address shortcomings and/or barriers to performance improvement it is currently facing.	As 'Good', plus Anglian Water able to fully justify why its chosen actions address social issues relevant to customers in vulnerable circumstances and demonstrate why these 'add value' and are more effective over alternatives.

Annex 3: WINEP obligations not included in the WINEP performance commitment

Phasing agreed with the EA		Water quality obligations identified by AWS		Water resources obligations identified by AWS	
WINEP no.	Site	WINEP no.	Site	WINEP no.	Site
7AW202008	Anderby STW	7AW200300	East Harling STW	EAN02384	Cavenham Stream
7AW200058	Beachampton STW	7AW200289	Hanslope STW	EAN00362	Lee Brook
7AW200061	Blakesley STW	7AW200288	Waresley STW	EAN00363	Old Carr Stream
7AW200062	Bottisham STW	7AW200231	Cotton STW	EAN00364	River Gadder
7AW200064	Bradenham STW	7AW201983	Titchmarsh STW	EAN00366	River Gaywood
7AW202014	Brant Broughton STW	7AW202135	Wing STW	LNA00041	Rutland Water - River Gwash
7AW200067	Carbrooke-Church End STW	7AW200242	Monks Eleigh STW	EAN00367	River Heacham
7AW200068	Castlethorpe STW	7AW200266	Stagsden STW	EAN00361	River Kennett-Lee
7AW200069	Chippenham STW	7AW200311	Charsfield STW	EAN00360	River Linnet
7AW202019	Corringham STW	7AW200219	Investigation at Blackwater estuary to identify best options and measures to prevent deterioration	EAN02388	River Sapiston
7AW200167	Dunton STW	7AW202231	Market Harborough Wetland Creation	EAN02389	Stowlangtoft Stream
7AW200168	East Harling STW	7AW200048	Southwold STW UV no deterioration scheme to protect bathing water quality at Southwold the Denes.	EAN00365	Stringside Stream

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Phasing agreed with the EA		Water quality obligations identified by AWS		Water resources obligations identified by AWS	
WINEP no.	Site	WINEP no.	Site	WINEP no.	Site
7AW200077	Elmdon STW	7AW200046	Walton and Frinton joint bathing waters improvement scheme Walton and Frinton joint bathing waters improvement scheme for Walton on-the-Naze Terminal Pumping Station	EAN02383	Tuddenham Stream
7AW200078	Everton STW			LNA00100	West Glen
7AW202140	Faldingworth (Ex MOD) STW			LNA00099	East Glen
7AW202026	Faldingworth STW				
7AW202033	Glentworth STW				
7AW200172	Great Ellingham STW				
7AW202034	Great Ponton STW				
7AW200084	Greens Norton STW				
7AW200086	Hanslope STW				
7AW201933	Kedington STW				
7AW201934	Langham (Essex) STW				
7AW200091	Lidgate STW				
7AW202055	Navenby STW				
7AW200095	Newport STW				
7AW200097	Norton (Suffolk) STW				
7AW200178	Old Buckenham STW				
7AW200179	Old Weston Main Street STW				

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Phasing agreed with the EA		Water quality obligations identified by AWS		Water resources obligations identified by AWS	
WINEP no.	Site	WINEP no.	Site	WINEP no.	Site
7AW200100	Olney STW				
7AW202150	Owmbly STW				
7AW200105	Quendon STW				
7AW201980	Ravensthorpe STW				
7AW200116	Ravenstone-Stk Goldington STW				
7AW200206	Rendlesham Park STW				
7AW200209	Ridgewell STW				
7AW200109	Shudy Camps STW				
7AW202068	Silk Willoughby STW				
7AW201981	Stanion				
7AW201938	Thurlow STW				
7AW202085	Toynton St Peter STW				
7AW202086	Upton STW				
7AW200125	Waresley STW				
7AW200207	Wickham Market STW				
7AW201939	Wickham Brook STW				
7AW202089	Willingham (Lincs) STW				