

Our plans to deliver excellent water experiences

BRISTOL
WATER



2020-2025

For consultation

You shape our future plans

Do you know that you have a say in what we do and the levels of service which we provide to you?

Every five years we develop a business plan which sets out what levels of service we plan to provide to our customers and how much bills will be for the next five years.

In this document we set out our draft plans for 2020-25. These have been developed based on what you have told us that you want. We use every time you contact us as an opportunity to learn about how we can improve. In addition, over 13,000 of you have given us detailed feedback on your priorities for the future.

We are now consulting on our draft plans, to check that they deliver the improvements that you value. To do this we have set out our suggested improvement plans, together with some alternative options.

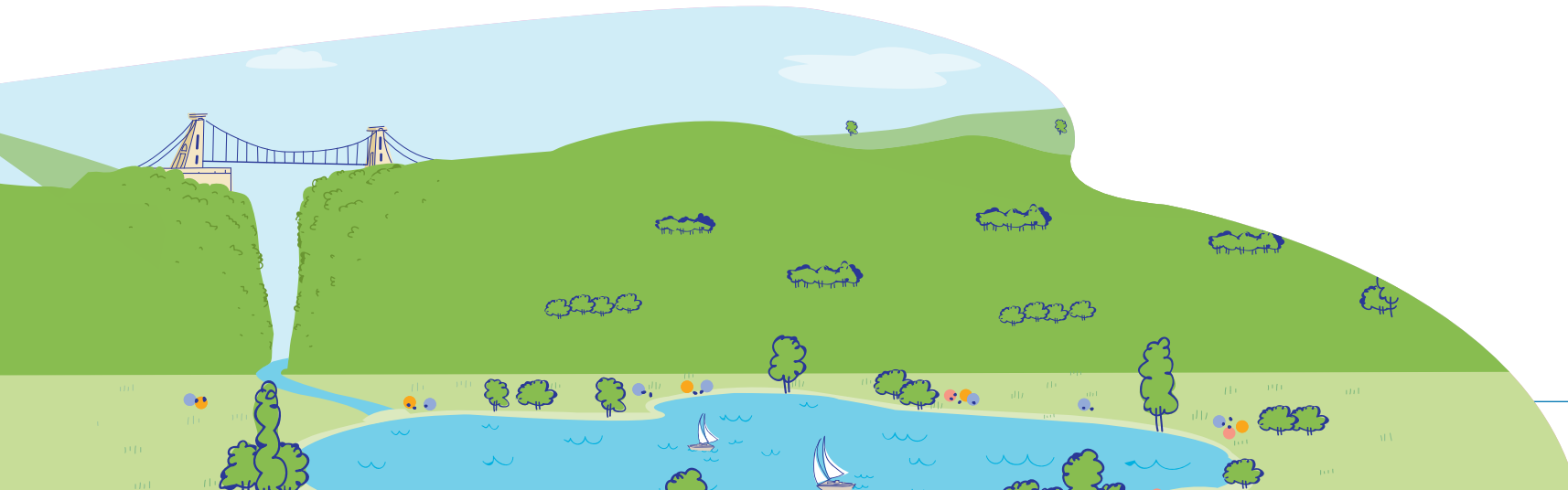
Please tell us what you think!

- About3**
 - Trust beyond water
 - Your water company
 - Bristol Water.....Clearly
 - You are our priority

- Our Suggested Plans for 2020-2025 9**
 - Our suggested plans
 - Excellent customer experiences
 - Local community and environmental resilience
 - Safe and reliable supply

- Your bill..... 23**

- What do you think of our plans?26**



Trust beyond water - Providing excellent customer experiences to you

Bristol Water has been providing safe, clean drinking water to the city of Bristol and surrounding areas for over 170 years. Our company was formed by ambitious entrepreneurs, who had a vision of supplying water to benefit the health and wellbeing of the whole community, not just the wealthy few. This is our enduring passion, and today we supply water to 1.2 million people who rely on us to provide this essential service every day.

In February 2018, we published "Bristol Water... Clearly", our ambition for the future of Bristol Water for the next 25 years. Staying true to our roots, we set our vision to meet the changing needs of the communities we serve in the future, by continuing to put society and the environment at the heart of everything that we do.

Building on our close relationship with local communities, local businesses and stakeholders, we are well placed to meet your current and future needs, in a way which enhances the environment

which we live in and enjoy. Our aspiration is to fulfil a role well beyond providing a water supply.

This document sets out our draft plans for the next five years, from 2020 to 2025. We believe that these plans reflect what you have told us you want and need from your local water company, whilst safeguarding our assets and our environmental resources for the benefit of future generations. To get this balance right, we have developed our plans in partnership, by working with you - our customers and our stakeholders. We are committed to finalising these plans jointly with you.

This document sets out our initial thoughts and seeks your participation on our proposals. To help us to hear what you have to say, we are developing new ways of engaging you in the conversation about meeting your future needs.

Mel Karam
CEO of Bristol Water



**BRISTOL
WATER**

Our vision is:

"Trust beyond water - providing excellent customer experiences."

It reflects our mission:

"To be a company that our communities trust and are proud of. To deliver excellent experiences and create social and economic value."

> Our suggested plans for 2020-2025

You have told us that affordability is a key issue for you, with household budgets becoming increasingly stretched. We have listened and challenged ourselves hard to reduce our operating costs. In addition, interest rates and assumed returns to shareholders are also forecast to be lower than they are currently. As a result, we are still able to deliver the investment priorities that you have told us that you want, whilst keeping bills low.

We believe that our suggested plans meet your priorities because:

- You will be significantly less likely to experience an issue with your water supply
- You will benefit from our positive contribution to your local environment and community
- Your future water needs will be met by saving water rather than developing a new resource (e.g. a new reservoir)
- You will receive a better customer service than any other water company can provide
- You will get a bill which you can afford

We have proposed targets against the performance measures which we think will help us to achieve these aims.

We also present alternative options for the level of improvement to the services we provide after 2020, to help you to give us your feedback.

Depending on your views on service improvements, average customer bills up to 2025 could reduce (before inflation), meaning that bills will continue to stay below the level they were in 2015.



We're a local company

This is the area we serve...

And guess where we live?

88% of Bristol Water staff live in the area which makes us customers too.

We are responsive and out and about in our communities everyday.



Your water company - Local, responsive and here for you

1.2m

We serve 1.2 million customers. To make sure your views are fairly represented in our research, we use six customer personas which have considered your income, the type of home you live in, your family circumstances and of course how you use water.

34k

We also serve over 34,000 businesses in an area of 2,400 square kilometres.

£45m

Our company has always been privately owned and we have supplied drinking water since 1846. Over 2015-20, we will be investing around £45 million per year across our region.

500

We employ 500 people who all really care about what we do. We share the challenges and concerns of our local communities because these are where the majority of us live, which makes us customers as well as employees. Providing great services combined with affordable bills is personal for us.

- We pride ourselves in being agile and responsive to the needs of our local communities.
- Our customers consistently rate our customer service as among the best in the industry (as measured by the UK Customer Satisfaction Index).
- We think it's important to be transparent about how we are doing on delivering our commitments to you. You can find out more on our website.

"I'm proud to have worked for Bristol Water for over 38 years. Much has changed at the company over that time; when I first started we used to record everything in paper files rather than by computer! Customers have always been our top priority and we all aim to give the best service possible. As we are quite a small company, we know many of our customers personally and remember the previous conversations that we have had with them. I really enjoy connecting with our customers, and I feel a real sense of achievement when a job is done well."

Jayne Hooper
Operational Customer Services Manager



48p

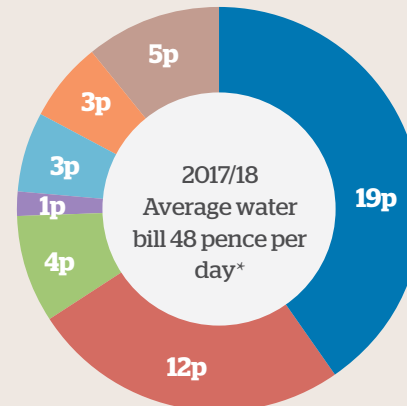
This investment helps us to deliver service improvements to you, as well as reducing leakage, making our services more reliable and helping to protect the local environment. All this we currently provide to you for 48p per day¹.

¹Based on the average household bill for water services. Wastewater services are provided to most of our customers by Wessex Water and together we send you a combined bill for both services.

*Figures do not add up due to rounding.

> Where your money goes:

- Billing and customer services
- Interest costs
- Profit
- Treating and delivering water
- Maintaining equipment
- Taxes, rates and licence costs
- Customer debt and debt management



Bristol Water... Clearly - our long-term ambition for Bristol Water

Our document, Bristol Water...Clearly, sets out our long-term ambition for Bristol Water to 2050. Our ambitions are based on those things which you have told us are your priorities. Based on your priorities we have established four key long-term outcomes to measure our progress against.

These four outcomes are:

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 by our customers to be within the top 10 of all UK companies.

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.

Safe and reliable supply

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

Corporate and financial resilience

We achieve leading levels of efficiency through innovation. We secure the financing we need to smooth out the cost of our investment. Our bills are affordable for all, by keeping them low in the first instance, but also by helping those who struggle to pay.

These outcomes set the strategic direction for the company. The level of investment that you choose over 2020 to 2025 will influence how quickly we deliver these outcomes.

Your priorities



You get a bill you can afford



Keeping the water flowing to your tap



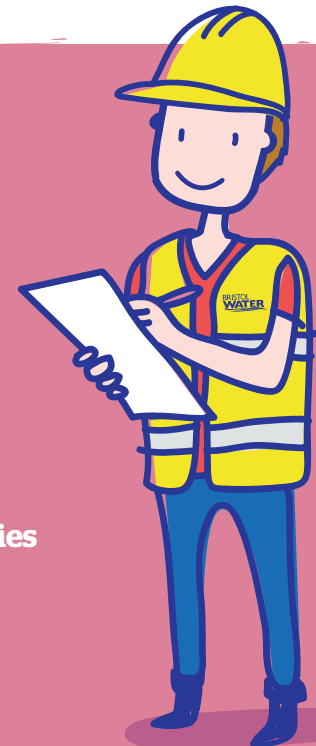
Help you to improve your community



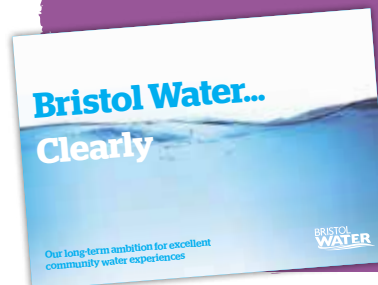
Save water before developing new supplies



You get the best possible experience every time you need us



We are carrying forward your priorities into our plans for 2020 to 2025.



> You can find our future ambition document "Bristol Water... Clearly" at: www.bristolwater.co.uk/clearly

Q1.
Have we captured your priorities? Do they reflect the improvements that are most important to you?

You are our priority

We only exist to serve you, you're in charge.

We know that you know best when it comes to how we can improve our services.

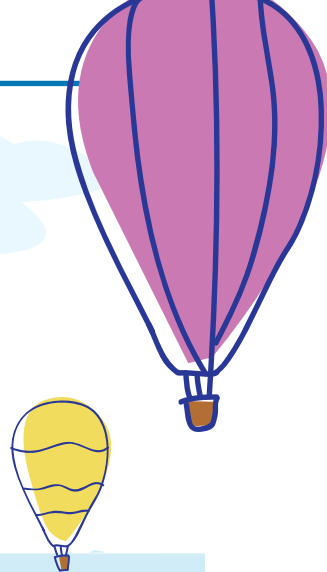
That's why we use every time you contact us as an opportunity to get your views. But you only need to contact us now and again, so we have also found other ways to talk to over 13,000 of you about what you expect from us.

We have used your views to develop our draft plans.



We have been listening

We exist to serve your needs and we aim to provide excellent customer service. Many of you have little interaction with us and only need to contact us to tell us that you have moved or to pay your bill. We aim to be aware of your needs if and when you do need that bit more from us, and to make it easy for you when you do need to contact us.



Behind the scenes, to ensure that we continue to meet your needs in the future, we maintain the long term health of our assets and look after the environment, which after all, is where our water comes from.

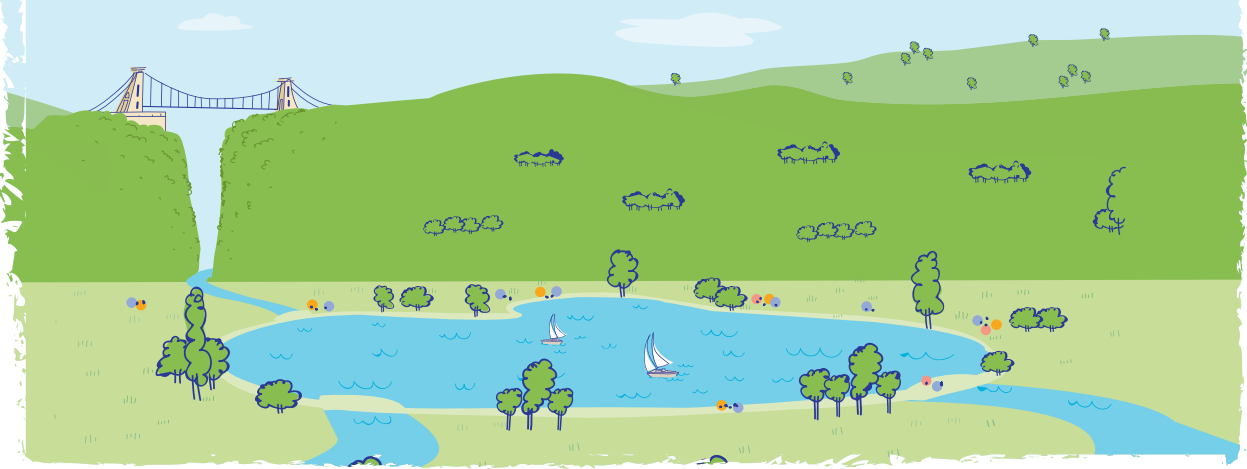
We need to do all of this while keeping water bills affordable for all. We don't take this responsibility lightly. We recognise that we need to offer help to those of you who

can't afford to pay your bill and work with a number of partners to reach out to you.

We recognise that you know best when it comes to areas where we can improve. Every time you contact us, we use the opportunity to establish your priorities and areas for improvement. In addition we have undertaken targeted additional research and engagement with you

to listen to what you expect from us now and in the future and to ensure that all our different communities and customer segments are heard.

We have expanded our range of research and engagement techniques over the last 18 months to capture the information that we need to form the foundation of our day to day activities and our future plans.



> Your customer forum

The Bristol Water Forum is a group of customers we meet with regularly to discuss what you want and to work together to develop our plans.

> Your customer challenge panel

We have a Customer Challenge Group, called the Bristol Water Challenge Panel which ensures our customer engagement processes are reflective of all our customers.

Independent Chair, Mrs Peaches Golding OBE



“The role of the independent Bristol Water Challenge Panel is to make sure the voice of the customer is heard and listened to in the boardroom of Bristol Water.”

Mrs Golding is a trusted and respected business and community leader with a wealth of experience in representing customer groups, including Ofcom's Viewer Panel for ITV West and West Country. She is widely regarded for her work representing diverse and disadvantaged communities. She is Lord-Lieutenant of the City and County of Bristol.

> Your online panel

We have an online customer panel of 2,000 customers called 'let us know'. We ask panel members to take part in a short survey, roughly every three months to find out about the things that matter to them.

Working together to develop our future plans

So far:

- Over 13,000 of you have given us your views.
- We have completed over 30 separate research studies with you, to talk to you in detail about your views.

An overview of our suggested plans for 2020 to 2025

We have worked with you to develop our plans, to make sure that you get the services that you value at an affordable price.

As a minimum we must deliver services which meet all of our legal and regulatory requirements. You have told us that you want us to go above and beyond this minimum, and to deliver improvements to your services in some key areas. Based on what we have heard from you, we set out how our plans aim to deliver against your five priorities.

You get a bill you can afford

Our long term ambition is to ensure that our services are affordable for all of our customers. To achieve this we need to keep our bills low, whilst providing the right support for those customers who struggle to pay.

Our suggested plans for 2020-2025 are:

- To reduce bills by cutting the cost of current services.
- To target low-cost improvements on what you have told us are your priorities.
- To put you in control of what you pay, and give you that bit of extra help to pay when you need it. We will seek your support for helping 14,500 more customers through social tariffs.



Keeping the water flowing to your tap



Our long term ambition is to ensure that all population centres are served by more than one source of supply.

Our suggested plans for 2020-2025 are:

- To deliver a programme of work, that by 2030 will ensure that all population centres over 10,000 people are protected from the risk of a major supply event lasting more than 24 hours.
- To reduce the impact of supply interruptions caused by burst mains by 85%.
- To continue to supply top quality tap water.

Help you to improve your community



Our long-term ambition is to fulfil a role well beyond supplying water to your tap.

Our suggested plans for 2020-2025 are:

- To work in collaboration with your community to have a positive impact on your local environment and your wellbeing.
- To achieve the equivalent of five hectares of new habitat teeming with local wildlife for our customers to enjoy.



Save water before developing new supplies



Our long term ambition is to ensure that there are sufficient water resources by cutting leakage and by reducing demand.

Our suggested plans for 2020-2025 are:

- To cut leakage by 15%. Challenging ourselves to continue to reduce leakage even further when we already have one of the lowest levels within the industry.
- To work with local partners to help you to reduce your water and energy use, to save you money.
- To help you make an informed decision about switching to a water meter, by letting you know how much money it will save you before you commit to switching.

You get the best possible experience every time you need us



Our long-term ambition is to be a top 10 performing company for customer service, of all UK companies - as measured by the UK Customer Satisfaction Index (UKCSI).

Our suggested plans for 2020-2025 are:

- To ensure that you are consistently satisfied by the quality of service that you receive from us.
- To give you a better customer experience than any other utility company can provide (as measured by the UKCSI).



So let's see what this looks like in detail

Our suggested plans and alternative options

In this section we set out in detail what we have heard from you and how we have used your views to develop our plans. We have grouped our draft plans by outcome.

We think that it is important to make sure that we have understood your views and to put our improvement plans into context. We therefore show alternative improvement plans, which are based on the range of views which we heard from you.

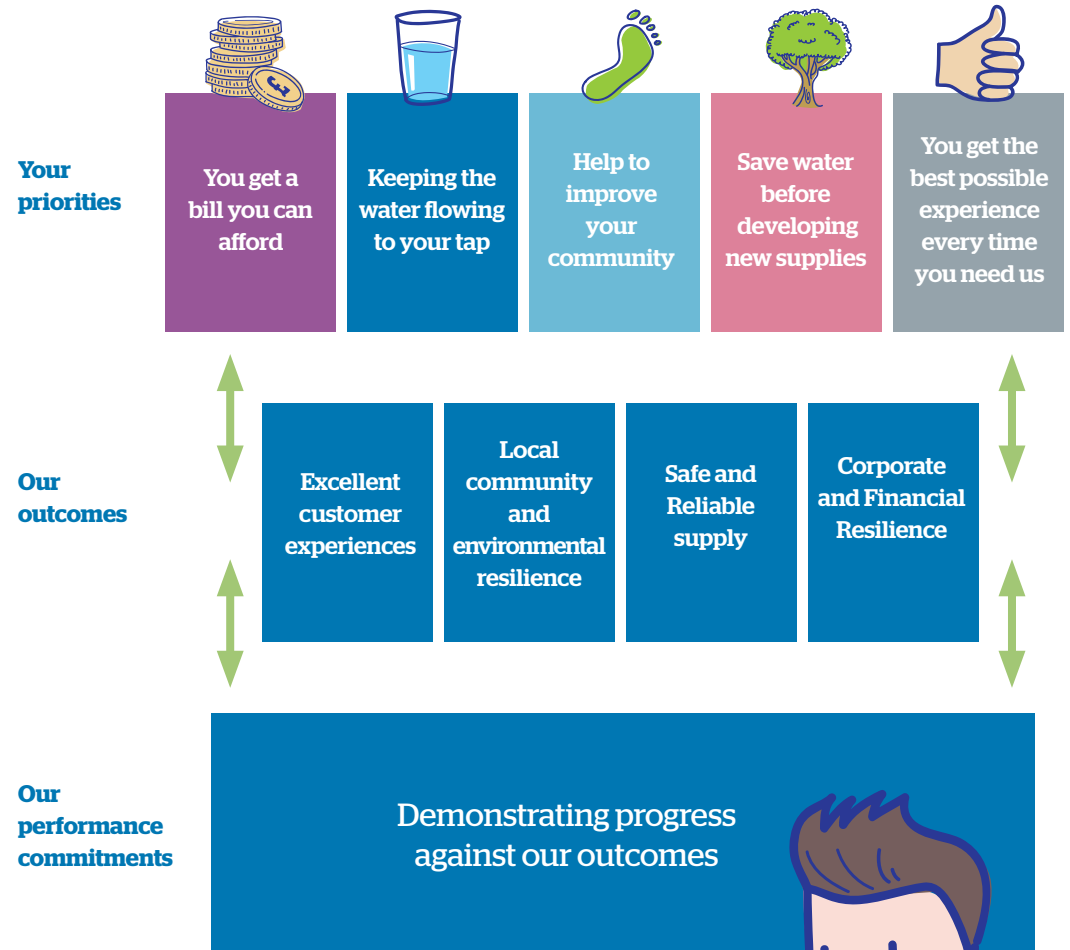
We will measure progress in delivering our outcomes using Performance Commitments. In the pages which follow, we have shown improvement plan options against the measures ('Performance Commitments') which you have told us matter most to you.

In every case we will drive efficiency and innovation to keep bills as low as possible and maintain the financial resilience of the company. We will also ensure that we balance our level of borrowing so that we don't store up problems for future generations.

This is where you can get involved. We need to hear from you to finalise our plans. Please tell us which options you prefer!

YOU'RE OUR BOSS!

HAVE YOUR SAY
www.bristolwater.co.uk/myviews



A full list of our proposed performance Commitments can be found on our website at www.bristolwater.co.uk/myviews



Excellent customer experiences

Under this outcome, we set out our plans for excellent customer experiences:

- To you at home and at work
- To our retailers, developers and other water suppliers in our area
- To those customers who need an extra helping hand with our day to day services
- To those customers who struggle to pay their bill

We aim to provide an excellent experience during every interaction with you and your communities.

- Independent surveys by the Institute of Customer Service show that we already provide our customers with one of the best levels of service in the water industry.
- This supports what you tell us directly, about what you think of us, with the vast majority of you being satisfied with the service we have provided.
- This is not to say that we can't improve. In fact, we have set ourselves the long-term challenge of providing you with a better level of service than you will get anywhere else.
- We also recognise that it's not just about the service that you get from us, but that how you experience us as a company is also important. We strive to make every interaction with us a positive experience for you.



Excellent customer experiences To you at work and at home

> What you said

- Speed of resolution is important to me
- I expect you to let me know in advance when you are planning work which will impact me
- I want to be able to contact you by whatever method is convenient to me
- I would like to see a reduction in traffic disruption caused by your works
- I think it is good that you ask our opinions, I want to be more involved
- Digital tools like mobile apps and social media would help to improve your communications with me, although there is still a need to maintain traditional communication channels



> How our suggested plans will benefit you

- We will make it easy for you to find out what you need from us, by offering multiple channels and self-serve options, so you can find out what you need to know at a time that suits you
- We will use data to improve our service, like sharing our street works information with third parties so you can see the impacts of our work on the roads more easily
- We will ensure that the way we carry out street works minimises the disruption they cause

> How we will achieve this

- We will equip our employees with the knowledge and technology they need to provide great customer care through all of our customer channels
- We will invest in new technology to give our staff the information and systems they need, to ensure we consistently meet the timescales we have promised you
- We will change the way we work to suit modern lifestyles
- We will invest in our digital technology so you can access information at a time of your choice
- We will work with other utility companies and the councils to reduce the impact that roadworks have on traffic disruption in our supply area
- We will make improvements to our billing system to help us to identify if you need that extra bit of help that we can offer
- We will make improvements to our technology to enable us to personalise messages on your bill, when these will benefit you
- We will make improvements to our bill so that it is personalised to meet your needs
- We will invite you to take part in research to help design new services



“You don’t always keep me informed – I do not want to have to ask for information”

Excellent customer experiences

To our retailers, developers & other suppliers in our area

Developers

We provide services to developers, 'self-lay' providers and other suppliers in our area to connect new properties to our water supply network. Our Customer Promises set out the levels of services that you can expect from us. Many of you shared your views with us during one of our open days and we also use detailed performance metrics to identify areas for improvement on an ongoing basis.



› What you (Developers) said:

- The ease of working with you and speed of response are really important to me
- I would like you to continue to ask for my opinions on the services you provide

› How our suggested plans will benefit you:

- You will be able to get everything you need from us via our online portal. We will be responsive and help you to get your job finished quickly
- We will continue to simplify processes and make technology improvements to make complicated tasks as effortless as possible
- Your opinions will continue to be heard to shape our future plans

› How we will achieve this:

- We will invest in a new Developer Self-Service Portal, and improve our business data and processes
- We will make improvements to our systems, to give us greater clarity of the status of work
- We will continue to run our Market Engagement Days

Retailers

The non-household retail market opened to competition in April 2017 and Bristol Water now no longer provides a billing service to those non-household and business customers. This service is instead provided by a number of different retailers.

Our aim is to become the best performing wholesaler in the retail market and to provide an excellent wholesale service to all retailers and their customers.



› What you (Retailers) said

- We value your approach to supporting us and the close working relationship we have with you
- We are generally satisfied with the services that you currently provide

› How our suggested plans will benefit you:

- You will be able to use our fully automated self-service - you will be able to view progress of any work from start to finish and receive targeted notifications and reports of any operational works that impact your customers
- You will easily be able to keep your customers up to date with what we are doing

› How we will achieve this:

- We will continue to invest in our Retailer Portal and bi-lateral communications
- We will invest in increasing our "push" notification capability
- We will develop further added-value services and functions
- We will continue to provide a wholesale service desk for retailer engagement

Excellent customer experiences

To those of you who need an extra helping hand with our day-to-day services

Providing additional support

We understand that our approach to helping customers who fall into vulnerable circumstances needs to be personalised in order to meet the needs of each individual who requires additional support at any given point in their life.

We offer a range of additional services to support those of you who need it through our Priority Services Register. It includes providing communications in Braille, large print or a language other than English and extra assistance in the event of water supply interruptions. We currently have around 8,000 customers registered for this extra support and those of you who already receive this support have told us that your customer experience is positive. However, our research also tells us there is a large number of customers who would benefit for additional support who are not registered for these services.



> What you said

- I expect you to look after the more vulnerable members of society. You could do more to communicate the additional support that you have available to those who need it
- I am not aware of all the support that you offer to cater to my specific needs. When you talk me through what you do offer, I see that you offer a range of additional support options which I could benefit from

> How our suggested plans will benefit you

- If your circumstances make you vulnerable we will proactively offer you additional support to give you peace of mind. We call this 'vulnerability assistance'.
- You will receive tailored information to ensure that you receive a great service
- We aim to double the number of customers we support through these additional services, whilst making sure that the experience that we offer is the best of all the utility companies

> How we will achieve this

- We will carefully share data with other utilities to help us to identify customers who may need additional support²
- We will increase our promotion of the support that is available, working with community groups to achieve this
- We will double the number of customers who are registered for our Priority Services Register, providing additional support to 8,000 more customers

²We store your data safely and use it very carefully. When we share data, it will only be in cases where this will benefit you and we will be guided by the relevant regulations (e.g. the General Data Protection Regulation).

Excellent customer experiences

If you struggle to pay your bill

To make our bills affordable, our primary aim is to keep them as low as possible while still delivering the service improvements that you want. We plan to do this by identifying new ways of working which save money without compromising service.

On top of that, we already offer industry leading support to those of you who struggle to pay your bill. Our additional support includes discounted bills through 'social tariffs' and debt management support. We have a total of 13,440 customers receiving assistance through one of our three schemes which was an increase of 36% over the previous year (and nearly double the number five years ago).

We know from talking to you, that helping customers who struggle to pay their bill is important. To help us to understand how we are doing, we visited a number of customers who receive extra support. They told us that once they had made contact with us, their overall experience was positive and we were easy to work with. However, we know from our wider research that you feel more could be done to raise awareness of the help available.

> Our social tariffs

- For those of you who struggle to pay your bill, we can help by giving you a discount on your current bill through our 'social tariffs'. Social tariffs work by all our other customers paying a little bit more, to fund discounts to those who struggle most.
- You have told us that you would be willing to pay an additional £1.41 on your annual bill to cross-subsidise the most vulnerable customers.
- Our research tells us there are an additional 14,500 customers in our supply area who are struggling to make ends meet. We are developing our plans to find the best way of meeting the needs of these customers and will work with you to develop and test our proposals. Meeting their needs through social tariffs would increase the level of cross subsidy in the average bill to £2.60.

> What you said

- I need my bill to be affordable
- I think it is important to help those less well off, even if this means a small increase to my bill
- The range of financial support available is excellent
- You need to do more to promote the extra support that you offer to those customers who need it
- Once I have contacted you about not being able to afford my bill, you are able to help me and the process is smooth

> How our suggested plans will benefit you

- We will continue to ensure that we reduce the number of customers in water poverty by increasing the awareness of the support we offer
- We will reduce the number of people in our region living in water poverty by providing financial support and advice to an additional 14,500 customers between 2020 and 2025

> How we will achieve this

- We will proactively support customers in vulnerable circumstances in every aspect of our business
- We will continue to work closely with and fund our debt advice partners to provide free advice to our customers
- We will drive community awareness of the support available by collaborating with local councils, housing associations and advice agencies to identify customers who could benefit from support
- We will use data wisely to identify customers who may need an extra helping hand
- We will review the presentation of our bill to make sure it is really easy to understand
- We will improve our data and processes to help us to collect payment from those customers who can pay, reducing bills for all other customers



¹Where there water bill is more than 2% of their total disposable income

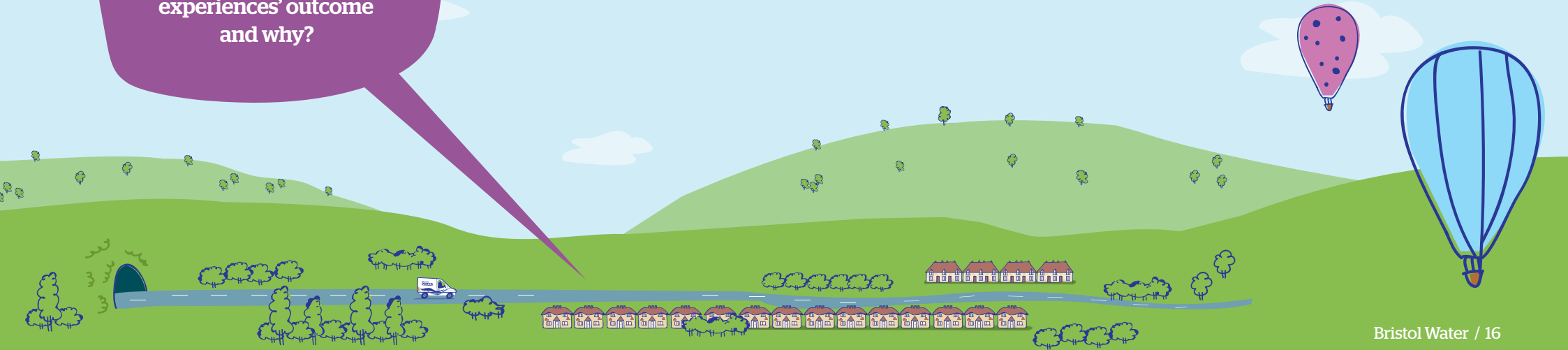
Excellent customer experiences

Your options for the level of service you receive by 2025

Here we show the impact of our suggested plan on your bill. We also show alternative options, which are in the range of what we have heard from you. We would like to know which improvement plan you prefer.

Q2.
Which improvement plan do you prefer for our 'excellent customer experiences' outcome and why?

			2024/25 target		
Service	Performance Commitment	2020 target	Slower improvement plan	Suggested improvement plan	Faster improvement plan
Customer experience	UK Customer Service Index ranking (as a proxy for Ofwat's new CMEX measure which is in development)	Top performing water company	Top performing water company	Top performing utility company	Top 10 of all companies
Vulnerability assistance	Percentage of customers who are satisfied with the vulnerability assistance they have received (proposed new measure)	N/A - new measure	80%	85%	90%
Forecast increase to the average bill from additional investment			£0	£2	£8



Local community and environmental resilience



In the areas we serve, our communities are alive with positive intent for the good of society. Those of you with shared interests form 'communities of interest'; covering a broad spectrum including charity, science, environment, education, recreation, conservation and heritage.

Your communities look to us to provide them with a range of support, such as financial assistance, a champion for their cause, access to our estate, people or information. We look to support communities or community approaches where it delivers benefits and meets affordability criteria.

Recent projects include our 'Refill' campaign to reduce plastic waste, our 'Spawn to be Wild' schools programme to educate children about the natural environment, and our work with the University of West England to better understand water use behaviours.

We have a responsibility to ensure we can supply water in the future, no matter how the needs of society change. Our plans aim to ensure that, through collaborative working with our communities and by protecting and enhancing our local environment, we meet the collective challenges which society faces today and in the future.

You have told us that we should focus on reducing how much water is used, before developing new supplies. To achieve this, our first priority is to reduce leakage. We already have one of the lowest levels of leakage of any water company and by 2020 we will have cut leakage by 12% since 2015.

To meet the challenges of the future, we also need to help you to reduce your water usage. We plan to provide you with the information and the tools that you need to do this.

> What you said

- I want my water company to be responsible in the way that it delivers services
- I don't want you to be wasteful. Reducing leakage is really important to me. I expect you to reduce leakage before developing new resources
- I am supportive of the idea of reducing the amount of water used by customers. I see education as playing an important role in this. If I am a metered customer then I generally support more metering
- I feel that Bristol Water has a responsibility to the local community. I have varied opinions on what this should involve, but education on water conservation and working with schools is important to me
- I recognise that it is important to protect the environment for the benefit of future generations
- I would like to see more and/or improved recreational facilities, but only where disturbance to wildlife is minimal
- Your lakes are a treasured asset within the community for social wellbeing and wildlife habitat

"I would like to see you improving disabled access arrangements to your sites and also greater provision for family cycling and paddle sports"



Local community and environmental resilience



› How our suggested plans will benefit you

- We will reduce leakage by 15% from 43 million litres per day to 36.5 million litres per day. This will save the abstraction, treatment and distribution of 2 billion litres of water per year
- We will promote the efficient use of water and continue our metering programme, to reduce the amount of water used by every person by 5% from 142 litres per person per day to 135 litres per person per day. This amounts to over 3 billion litres of water per year
- The percentage of properties with a meter will increase from 66% to 75%. You could save money by switching to a water meter. See our website to find out more
- Your natural water environment will be more diverse and protected for your children to enjoy, with our plans creating the equivalent of five hectares of great habitat
- You will be able to enjoy our refurbished facilities and improved access to our estate. Our educational and interpretive information will enhance your enjoyment of our sites
- We will fund and drive the new West of England Water Resource Partnership to deliver scientific and educational projects on water conservation
- We will publish a Heritage Management Plan and partner with Bristol Doors Open Day (Heritage Open Days) to re-open our 'Grade 2*' listed Victorian pumping station and museum at Blagdon Lake
- We will publish a Communities and Charities policy to make it easier for communities of interest to understand what support might be available, how to access support and how decisions to support communities are taken

› How we will achieve this

- We will replace around 100km of our network, fix leaks quicker and find and fix more of the smaller leaks which are not visible above ground. We will increase our monitoring of our network to help us to find leaks earlier, as well as reducing pressure in locations where this will not have an adverse impact on you
- We will form partnerships with other local companies and stakeholders to work together to reduce wastage of resources, including water, energy and materials such as plastics
- Where we carry out engineering works we will ensure that the land around the completed project provides better habitats for wildlife than when we started
- We will continue to work with farmers and landholders in the catchment areas of our water sources, providing support and investment to reduce the risk of water pollution, helping landholders to provide water protection beyond their own legal obligations
- We will upgrade our recreational facilities and improve access to these sites

Q3. Do you have any suggestions for how we can work with the community in your local area to have a positive impact?

Local community and environmental resilience

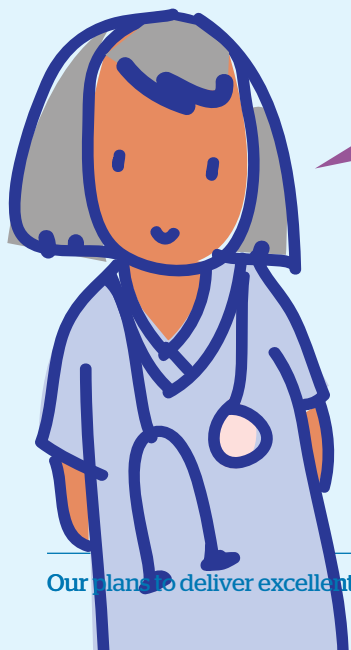
Your options for the level of service you receive by 2025

Here we show the impact of our suggested plan on your bill. We also show alternative options, which are in the range of what we have heard from you. We would like to know which improvement plan you prefer.

Measuring our impact on the environment

To help us to demonstrate that we are delivering improvements to our local environment, we are working with stakeholders, including Natural England, to refine and develop our 'Biodiversity Index' approach. The 'Biodiversity Index' gives a score to the quality and quantity of the habitats we are responsible for.

Q4. Which improvement plan do you prefer for our 'local community and environmental resilience' outcome and why?



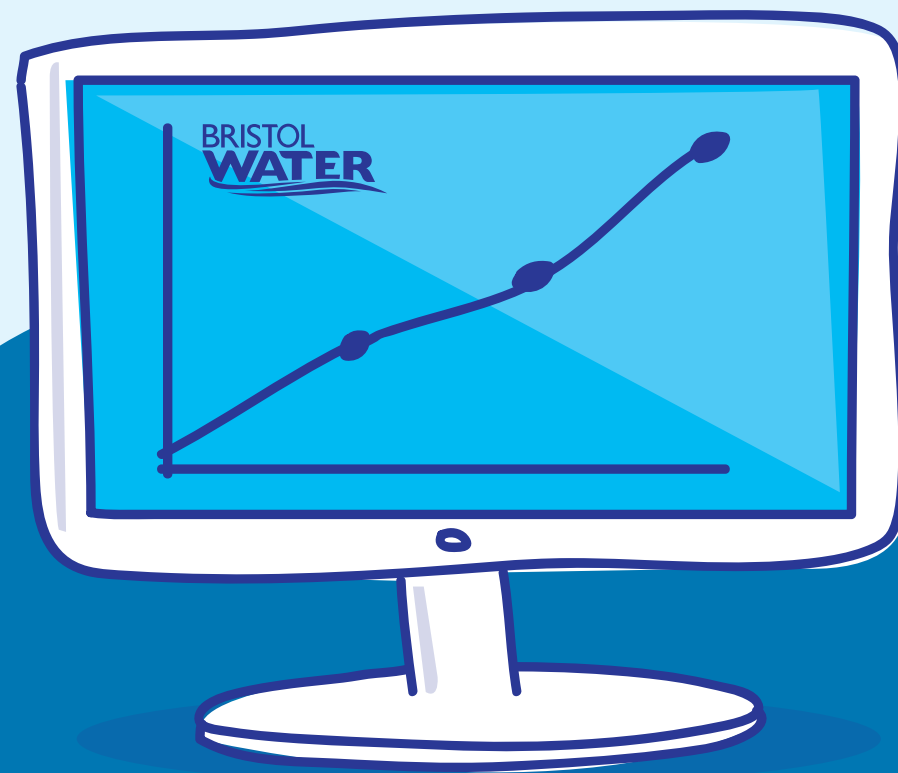
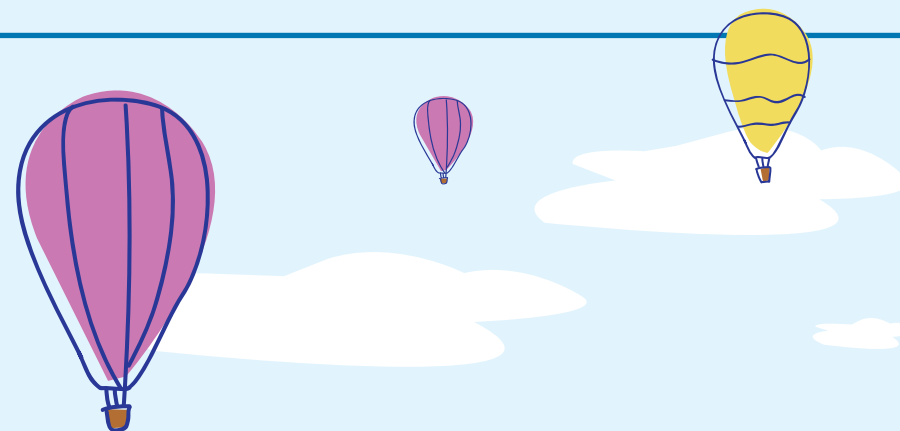
Service	Performance Commitment	2020 target	2024/25 target		
			Slower improvement plan	Suggested improvement plan	Faster improvement plan
Leakage	The amount of water lost from pipes (million litres per day)	43.0	41.0 5% reduction	36.5 15% reduction	36.0 16% reduction
Water used by customers	Water use per person (litres per day)	142	138 3% reduction	135 5% reduction	129 9% reduction
Enhancing your local environment	Biodiversity index (score)*	17,658	17,683 25 point increase	17,711 53 point increase	17,858 200 point increase
Customers satisfied with our contribution to the local community	Community satisfaction survey	N/A - new measure	Continue current initiatives such as 'Refill' and Water Bar	Enhanced recreational benefits from our sites Working in partnership to deliver community benefit, such as reduced use of resources	Accelerated programme to deliver wider community benefits
Forecast increase to the average bill from additional investment			£3	£10	£12

*10 points is equivalent to approximately 1 hectares of great new habitat

Safe and reliable supply

We currently provide high quality water and our customers experience relatively few issues with their water supply. We know however, that receiving safe, good quality water at all times remains your top priority.

In particular, the taste and appearance of your tap water is something which you value highly. With regards to supply interruptions, those of you have experienced them in the past are more likely to be concerned about them in the future. To better understand what it's like to deal with a supply interruption, we asked almost 800 of you who had recently experienced a loss of supply, to tell us what you thought.



Safe and reliable supply

> What you said

- I want water that looks good, tastes good and smells good. This should come as standard
- When I have been dissatisfied with the way you have handled an interruption to my supply, it is generally because you haven't been able to tell me how long the interruption will last
- I want water at the right pressure. You could sometimes do better at resolving the issue when I have to contact you about my water pressure



“The availability of safe, good quality water at all times is my top priority”

> How our suggested plans will benefit you

- You will be six times less likely to experience an interruption to your supply
- You will improve the quality of our water so that you are two times less likely to need to contact us about the appearance, taste or smell of your water
- You will be less likely to experience low pressure in your water supply
- An issue with one of our 'critical assets' (e.g. one of our key pumping stations, service reservoir or mains) will not affect more than 10,000 people for more than 24 hours (by 2030)

> How we will achieve this

- We will invest to mitigate any key risks relating to our 'critical assets'. Our plans include laying 20km of additional pipe so that all major population centres have a backup supply, in case there is an issue with the usual source
- We will continue to invest in maintaining and upgrading our treatment works so that they continue to provide top quality water
- We will help our local farmers to improve the quality of water in our catchments through supporting different ways of managing the land
- By making our network more robust, we will reduce the occurrence of intermittent low pressure problems. We will also work to find solutions for the small number of you who experience persistent pressure issues
- We will invest in our data and technology to enable us to target our investment to where there will be the most benefit to you
- We always aim to make sure the water we supply is top quality. By investing we can reduce the risk of occasional quality issues still further.



Safe and reliable supply

Your options for the level of service you receive by 2025

Here we show the impact of our suggested plan on your bill. We also show alternative options, which are in the range of what we have heard from you. We would like to know which improvement plan you prefer.


Q5. Which improvement plan do you prefer for our 'Safe and reliable supply' outcome and why?

Service	Performance Commitment	2020 target	2024/25 target		
			Slower improvement plan	Suggested improvement plan	Faster improvement plan
Water quality	Compliance risk A lower score reflects a lower risk of water quality problems	1.22	0.7	0	0
Interruptions to supply	Supply interruptions greater than 3 hours (average minutes per property)	12.2	4.2 66% improvement	1.8 85% improvement	1.5 88% improvement
Water that doesn't look clear	Number of customer contacts about the appearance of tap water (contacts per 10,000 customers)	9.3	9.3	4.3 54% improvement	3.2 66% improvement
Water that doesn't taste or smell right	Number of customer contacts about the taste and smell of tap water (contacts per 10,000 customers)	3.0	3.0	2.5 17% improvement	1.4 53% improvement
Protection against a major water supply event	Risk of a major event - population centre size protected against critical asset failure	Centres over 25,000 people*	Centres over 25,000 people	Centres over 10,000 people (10 year programme)	Centres over 10,000 people (5 year programme)
Forecast increase to the average bill from additional investment			£5	£14	£18

* With 9063 customers in these centres remaining at risk

What does this mean for bills?


Well the good news is that by doing things better and reducing costs, we can deliver our suggested improvement plan for about the same as you pay now. **But how would your bill change if we deliver your priorities a bit slower or a bit faster?**



BRISTOL WATER

Bill in 2020

£192



BRISTOL WATER

Bill in 2025

- £170**
Slower improvement plan
(£189 with inflation)
- £188**
Suggested improvement plan
(£209 with inflation)
- £200**
Faster improvement plan
(£222 with inflation)

By driving down costs, we are able to deliver our suggested improvement plan without increasing your bill.



So let's look at the potential bill changes in detail

Based on what we are suggesting and the alternative service improvement plans presented, here's how your bill might be impacted by the end of the 2020-2025 planning period

Water bill in 2018
£185
 The forecast average household bill (for water supply only)

The impact of your service options on your bill

	Slower improvement	Suggested improvement	Faster improvement
Excellent customer service experiences	£0	£2	£8
Local community and environmental resilience	£3	£10	£12
Safe and reliable supply	£5	£14	£18
Total increase to average bill	£8	£26	£38

Q6. Which improvement plan do you prefer overall? Have we got the right balance between improving the service you receive and the bill you will pay?

Forecast average bill in 2020 (taking into account forecast inflation between 2018 and 2020)
£192

Estimated efficiency	-£30	-£30	-£30
Average bill in 2025 before inflation	£170	£188	£200

The indicative impact of additional investment on your bill would be between £8 and £38. We are still in the process of developing our plans with the goal of delivering these improvements at the lowest cost.

We estimate that cost and financing savings will lower bills by between £22 and £39, before considering the service options. We will refine our estimate as we continue to develop our plans.

Equivalent average bill in 2025 (taking into account forecast inflation between 2020 and 2025)
£212

Forecast inflation	£19	£21	£22
Average bill in 2025 after inflation	£189	£209	£222

Our suggested plan would see bills reduce by around £4 from the 2020 bill (before inflation) and increase by around £17 including forecast inflation.

Taking into account our forecast of efficiency and inflation, your bill will be between £189 and £222 (on average), depending on the chosen service option.

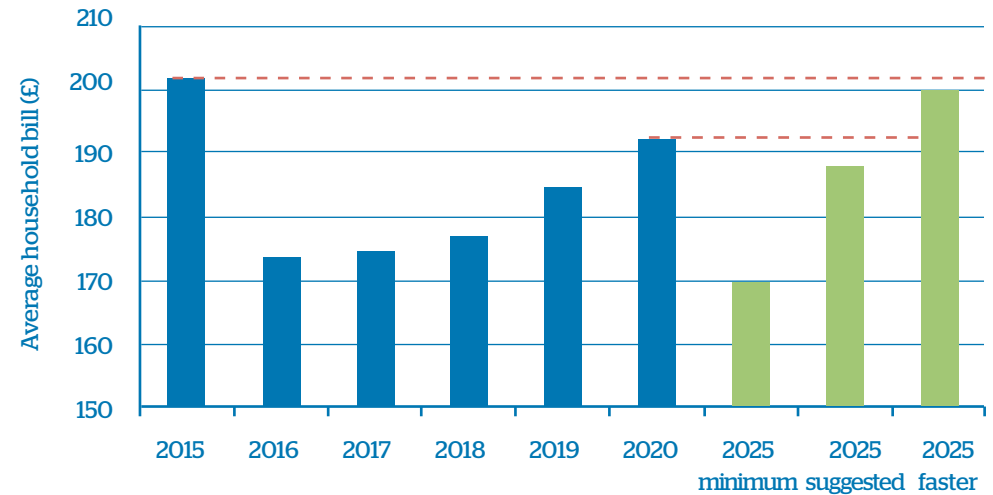
Our commitment to maintaining bill reductions

Whilst not storing up problems for the future

It is important to note that any bill increases to deliver service improvements will continue beyond 2025. When we invest in new assets (such as new pipes or pumps), we borrow the money required to pay for them and spread the cost to you over the life of the asset. The impact of that investment on your future bill will be affected by borrowing costs and inflation. Our plans will ensure that we don't store up service or bill problems for customers in the future. You have told us you think this is fair.



Average bill
(in real terms – without inflation beyond 2020)



What do you think of our plans?

Q1. Have we captured your priorities? Do they reflect the improvements that are most important to you?

Q2. Which improvement plan do you prefer for our 'excellent customer experiences' outcome and why?

Q3. Do you have any suggestions for how we can work with the community in your local area to have a positive impact?

Q4. Which improvement plan do you prefer for our 'local community and environmental resilience' outcome and why?

Q5. Which improvement plan do you prefer for our 'safe and reliable supply' outcome and why?

Q6. Which improvement plan do you prefer overall? Have we got the right balance between improving the service you receive and the bill you will pay?





Get in touch – we want to hear from you

This document sets out our suggested improvement plans and alternative options and we now want to hear what you think. There are a number of ways to get involved and share your thoughts. Throughout April and May we will be running a number of campaigns to ask you for your views.

We will have the latest on our website at
www.bristolwater.co.uk/myviews

Other ways to be involved:

   #bristolwatermyviews

Look out for questions, stories and polls on social media, we want your comments and anything you post will be taken into consideration to develop the final plan

We'll be out and about with the water bar (check website for locations and dates), come and visit us and share your views

Look out for WaterTalk magazine landing on your doorstep in May with an exciting competition around the business plan

We'll be publishing regular blogs about the areas included in the plan and inviting you to comment

You can also write to us at My Views, Bristol Water, Bridgwater Road, Bristol or email myviews@bristolwater.co.uk

Our consultations – We're listening



Bristol Water...Clearly

“Bristol Water...Clearly” is our consultation on our long-term ambitions. The document sets out our long-term ambitions for water services, local communities and the environment out to 2050. Bristol Water is asking our customers and stakeholders to get involved and share their views on what our long-term ambition should be.

You can share your views on our future plans by emailing strategyandregulation@bristolwater.co.uk, or join the conversation on Twitter @BristolWater using #bristolwaterclearly



Draft Water Resources Management Plan

As a key part of long-term management and planning for public water supply we have produced a draft Water Resources Management Plan.

Our consultation is extremely important to us and the feedback and comments we receive play a key part in developing the principles we apply for our final Water Resources Management Plan which will be published later this year.

Our consultation is open for a period of 12 weeks, from 8th March until 31st May 2018, please visit www.bristolwater.co.uk to have your say.

bristolwater.co.uk

BRISTOL
WATER

The logo for Bristol Water, featuring the word "BRISTOL" in a smaller, uppercase font above the word "WATER" in a larger, bold, uppercase font. Below "WATER" is a stylized white wave graphic.