



**Our** vision.  
**Our** values.  
**Our** way.

Our vis  
Our value  
Our we

# *Our vision. Our values. Our way.*

Becoming the national leader in the provision of sustainable water and waste water services will not be an easy goal to achieve. Although we are doing well in many areas, we will need to continue to do better to hit our target. Our goals represent the targets we believe are achievable within the medium term. When we achieve them, we can legitimately claim to be the industry leader.

Our values are the set of guiding principles which collectively define who we are, what we do and how we do it. They make us different from the rest, and allow us to make decisions and take actions which drive us towards our vision. Our values can be seen throughout the business, but they are at their most powerful when they are demonstrated through everything we do at every level to achieve our targets.

Quite simply, our values are the way we do things at NWL, and in our activities as NWG, as we strive to become the national leader. **One team. Our vision. Our values. Our way.**



As one team, together we can achieve our vision of being the national leader in the provision of sustainable water and waste water services. To do this, we will need to excel and lead across every part of the business.

**Heidi Mottram**  
chief executive officer

Our medium term goals are in the categories of:

**Customer**  
**Competitiveness**  
**People**  
**Environment**  
**Communities**

Our medium term goals are company-wide. By working together to achieve each goal and constantly improve our performance, we will ultimately achieve our vision as the national leader.

Our values:

**Customer focused**  
**Results driven**  
**Ethical**  
**Creative**  
**One team**





# Customer

## **Lowest on unplanned interruptions**

We plan to have the lowest number of customers affected by unplanned losses of water supply but, if one does occur, we aim to restore supplies within six hours.

## **Top SIM score for a water and sewerage company**

We will deliver top class customer service, right first time every time, which clearly sets us apart and places us firmly at the top of Ofwat's performance league table for water and sewerage companies.

## **Top Consumer Council for Water research score in value for money**

We will deliver top quality water and sewerage services at prices our customers think are value for money.

## **Customer satisfaction scores increased to 8.5 average**

We will deliver great service to our customers so that they are completely satisfied and more likely to share that satisfaction with family, friends and colleagues.

## **Stable serviceability**

We want Ofwat to judge that our assets are performing to the required standard so that they are able to deliver expected levels of service now and in the future.

## **Zero breaches of health related water quality standards**

We will have no failures of water quality standards that could indicate a potential risk to public health and in particular, no coliforms or E. Coli in the treated water at service reservoirs or water treatment works.

## **Security of supply**

We want 100% security of supply as this means that we have adequate water resources. Through demand management we aim to ensure that there are no hosepipe bans in the north and no more than one in every 20 years in the south.

## **Minimised internal flooding**

We want to limit the number of properties flooded internally each year to no more than 300. We will achieve this by investment in flooding alleviation schemes, network performance instrumentation, rain radar and management information systems.

## **Minimised discoloured water complaints**

We want to limit the number of discoloured water complaints to no more than 5000 by continued good performance of our water treatment works as well as investment in trunk mains cleansing and network management.

## **High standards of customer service in non-regulated business**

We will set measures for our non-regulated business to ensure that all our customers get great service.

## **Integration of private drains and sewers**

We will integrate the maintenance and operation of private drains and sewers into our sewerage operation without compromising network performance or customer service.

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# Competitiveness

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## **Maximise income collection**

We work with customers who don't pay to ensure that we collect as much money as possible. This will minimise the cost of bad debt to the company and also reduce the burden of additional cost placed on those customers who pay their bills.

## **Ofwat measure of a minimum of lower A for water and waste water by March 2014**

We will save at least £25m from our annual operating costs on a sustainable basis to achieve Ofwat's A efficiency ranking as a leading company.

## **Ofwat measure of return on capital employed greater than 6.3%**

We will achieve Ofwat's target level of return (profit) to help grow our dividends and attract investors to support our operations.

## **Credit rating BBB plus stable outlook**

We will maintain a stable credit rating as we need to continue to borrow money to fund our operations and keep borrowing costs efficient.

## **Non-regulated business growth**

We aim to grow our non-regulated business by 5% per year.

## **External recognition for achieving business excellence**

We want to achieve Investors in Excellence status to allow us to benchmark our business process, results and style against other blue chip companies.

## **Capital efficiency at 6%**

We aim to save 6% by delivering our investment programme efficiently.

## **Efficient computer systems**

We will ensure that we have efficient computer systems that positively support our business.

## **Ofwat recognition for asset management**

We aim to be one of the three highest scoring water and sewerage companies in Ofwat's Asset Management Assessment.

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# People

## **Company values are embedded**

We work and breathe our values as they describe who we are, how we behave and what sort of business we aspire to be. How our values are embedded will be assessed through your performance review and employee surveys.

## **Great company to work for**

We think this is a great place to work and we will measure this using independent assessments of how we perform against other UK organisations, including a position in The Times Best Companies.

## **Absence level of 2.85%**

We aim to sustainably reduce absence to 2.85% through a number of health and wellbeing initiatives such as health surveillance, RehabWorks and NWL Support.

## **Performance management embedded**

We will train and support our people managers and ensure all our employees achieve and sustain high levels of performance.

## **Management competency framework embedded**

We will ensure that all people managers have practical support to achieve the appropriate management competencies.

## **Succession planning in place**

We will review our people plans each year to ensure that we have proper succession plans and appropriate resources in the company to meet future needs.

## **Efficient internal communications**

We want to ensure that at least 90% of our employees are satisfied with the communications they receive and will measure this in our annual employee survey.

## **Excellent employee relations**

We will all work together to deliver the company vision, recognising the interests of employees through excellent employee relations.

## **Flexible work force to respond to customer needs**

We will continue to encourage departments to work together flexibly to deliver exceptional customer service.

## **Improve the diversity of our work force**

We want to be recognised as a company people wish to work for, an employer who takes full advantage of the rich and diverse communities we serve and one that appreciates the abilities of current and potential employees.

## **Independent assessment of our health and safety practices**

We will demonstrate our commitment to health and safety by achieving a gold award from the Royal Society for the Prevention of Accidents.

## **Employee Satisfaction Index of 81%**

We want to achieve and sustain an Employee Satisfaction Index (ESI) of 81%. This is a key measure in our annual employee survey which helps us to understand how people feel about working for the business.

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# Environment

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## **Meet our water efficiency targets**

We will reduce water consumption by at least one litre per property per day each year by working with our customers to educate and encourage participation in water saving activities and changing behaviours.

## **Enhance biodiversity on our land holdings**

We will ensure that the impact of our operations on the natural environment is positive and will protect the natural habitats on our sites and where appropriate, encourage a wider biodiversity.

## **All sewage works meet their consents**

We will retain our leading status and ensure that all sewage works meet their consents by improved knowledge of asset performance and good workforce management, reinforced with careful capital management.

## **Increased use of energy from renewable sources**

We aim to protect the environment and reduce business costs by producing 20% of the energy we use in the business from renewable sources, such as solar, geothermal, hydro electric stations and wind turbines.

## **90% of our bathing waters to be at least EU guideline quality (good)**

We will play our part in ensuring that 90% of our bathing waters meet EU guideline quality by monitoring the performance of our sewage treatment works and investing in the sewer network.

## **100% of backfill on street works to be recycled material**

We aim to use only recycled materials when backfilling our street work excavations.

## **Reduced leakage**

We want to keep leakage as low as possible and meet our agreed targets.

## **Reduce our carbon footprint**

We will deliver the range of targets stated in our Carbon Management Plan, including reducing our carbon emissions by 35% by 2020.

## **Pollution incidents to be no more than 75 per year**

We will improve our environmental performance through better management of the sewer network, using monitoring data to spot problems and fix them before a pollution incident occurs.





# We are customer focused

We aim to exceed the expectations of our external and internal customers.

Who?	How?
All	<p>We seek to understand the needs and requirements of customers before responding.</p> <p>We take personal responsibility for delivering and communicating a good service to our customers – right first time every time.</p> <p>We establish good working relationships with our customers and treat them courteously and professionally.</p> <p>We demonstrate awareness that every customer interaction affects how customers view the company.</p> <p>We keep promises to our customers and always do what we say we are going to do.</p>
Supervisors, team leaders and managers	<p><b>In addition:</b></p> <p>We demand high standards of service for customers and engender a customer focus in the team.</p> <p>We are proactive in establishing high levels of customer satisfaction.</p> <p>We monitor and take action to improve performance.</p>
Senior managers and directors	<p><b>In addition:</b></p> <p>We act on customers behalf by representing their views and needs in decision making.</p> <p>We work to encourage a customer-focused culture within NWL.</p>

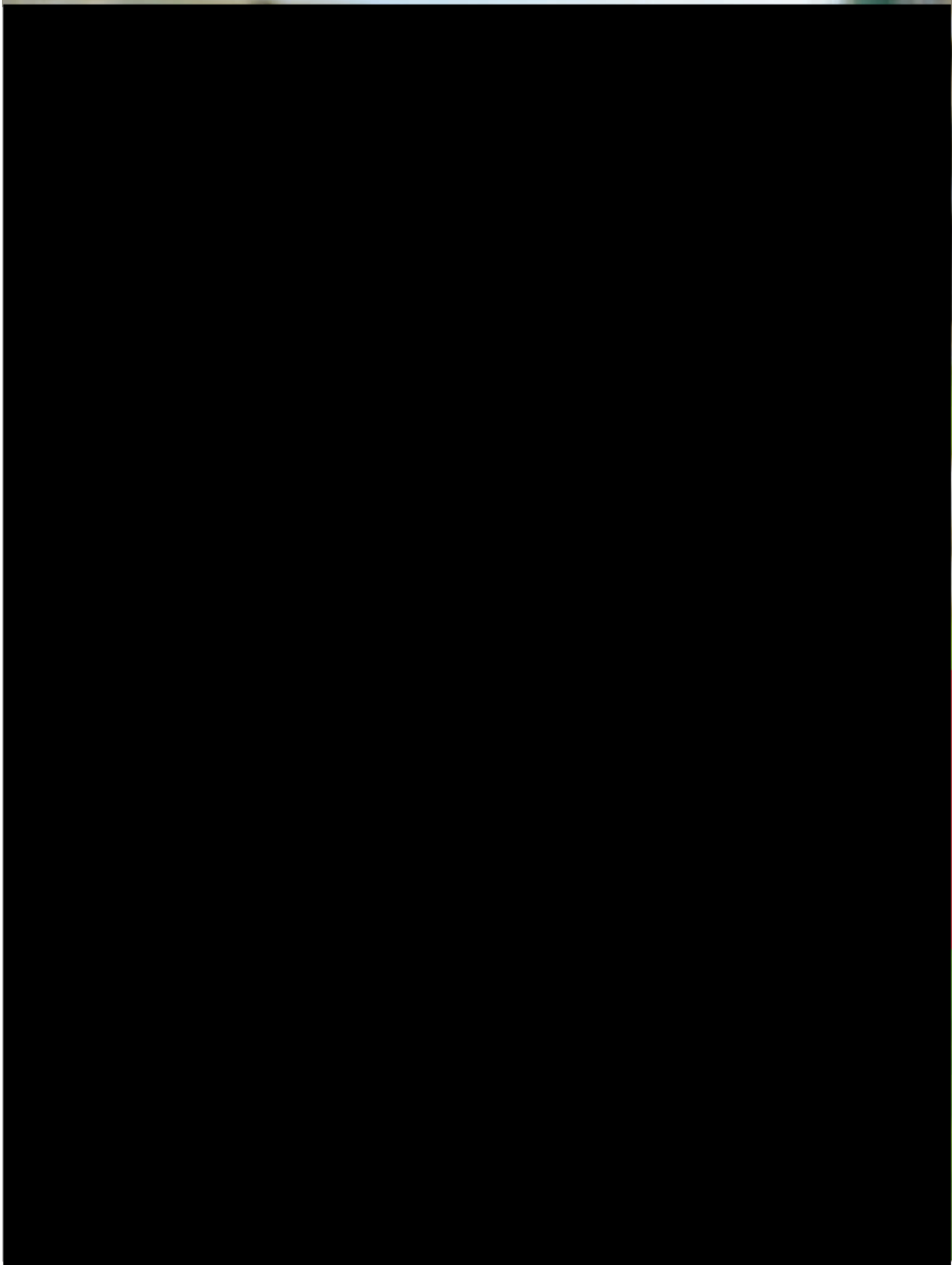


**I always make sure that we call back a customer, even if I can't close down the contact, as they should never have to chase us. Keeping them informed is critical.**

# We are results driven

**We take personal responsibility for achieving excellent business results.**

<b>Who?</b>	<b>How?</b>
<b>All</b>	<p>We know what performance is expected and how it contributes to team and company results.</p> <p>We devote time and energy to the most important tasks.</p> <p>We ensure that tasks are completed consistently to the agreed standards and within the agreed timescales.</p> <p>We take responsibility for our own performance and development.</p> <p>We deliver as promised.</p>
<b>Supervisors, team leaders and managers</b>	<p><b>In addition:</b></p> <p>We understand the business and team objectives, measures and key performance indicators and our role in achieving them.</p> <p>We monitor performance and quality and hold people to account.</p> <p>We identify problems, obstacles and opportunities for improvement taking rapid corrective action.</p> <p>We enable appropriate change of the status quo whilst following current practices until agreement to change is reached.</p> <p>We convince others of business priorities through personal commitment, energy and passion.</p> <p>We celebrate success through recognising achievement and delivery.</p>
<b>Senior managers and directors</b>	<p><b>In addition:</b></p> <p>We effectively communicate, with genuine passion, a long term vision for NWL as a great company.</p> <p>We challenge the organisation to reach new levels of performance identifying inefficiencies or opportunities across the business.</p> <p>We demonstrate understanding of relevant industry and comparator best practice.</p>



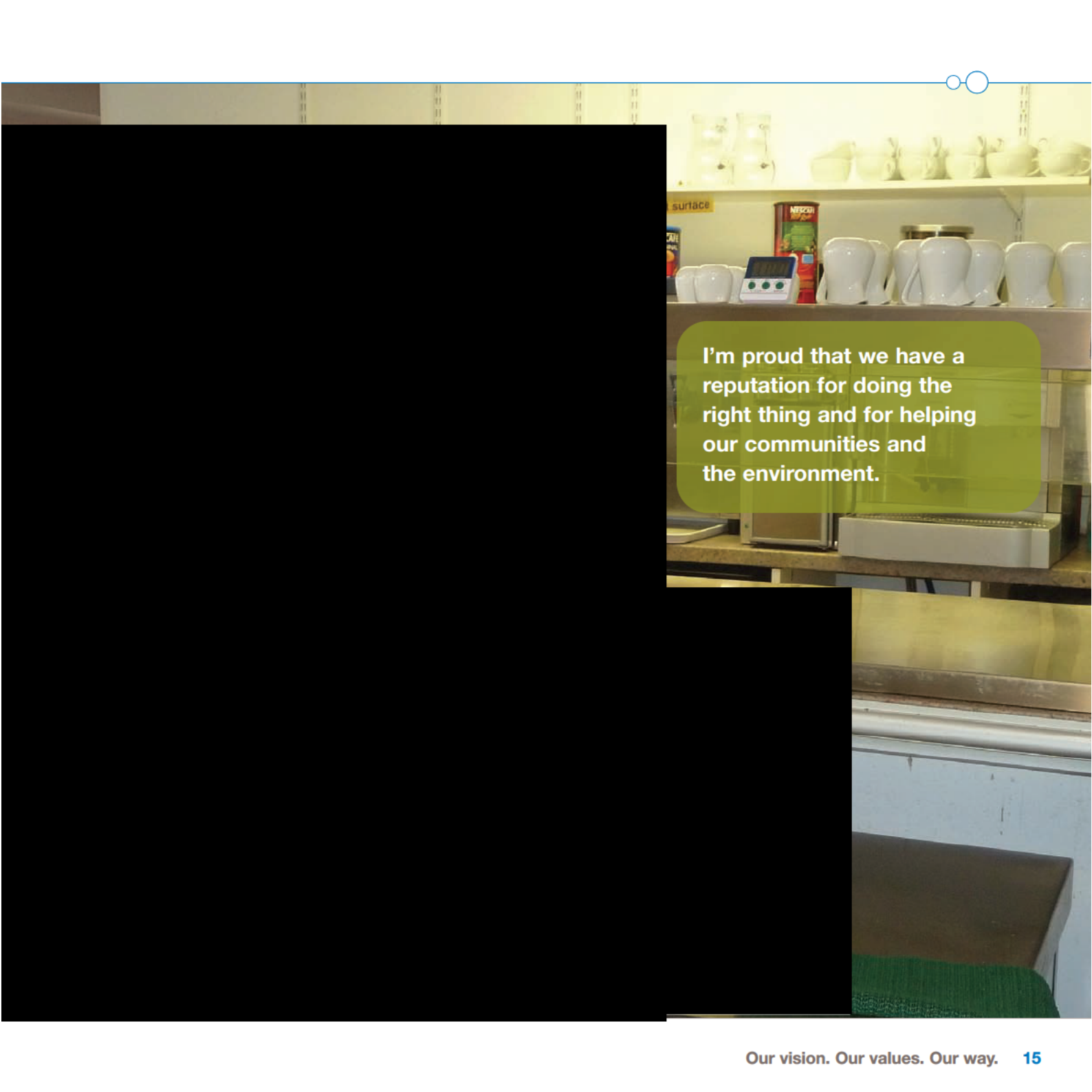
I want to do my bit to meet my personal goals and if everyone else does we will achieve excellent business results and get to the top of that league table.



# We are ethical

We are open and honest and meet our commitments with a responsible approach to the environment and our communities.

Who?	How?
All	<p>We are open, honest and trustworthy in our dealings with others.</p> <p>We observe the company's code of conduct.</p> <p>We accept responsibility for our own behaviour and learn from all experiences, whether good or bad.</p> <p>We show practical awareness of environmental and community issues.</p> <p>We ensure we protect our own and everyone else's health and safety at all times.</p>
Supervisors, team leaders and managers	<p><b>In addition:</b></p> <p>We ensure everyone works to high ethical and professional standards.</p> <p>We match actions with our words.</p> <p>We are transparent with no hidden agendas.</p> <p>We keep confidences.</p> <p>We are careful to make judgements or offer opinions based on facts and evidence.</p> <p>We value and respect diversity and difference, treating everyone equally.</p>
Senior managers and directors	<p><b>In addition:</b></p> <p>We ensure that ethical standards are not compromised by commercial, financial or other pressures.</p> <p>We encourage a strong safety culture.</p> <p>We promote sustainability in business processes.</p> <p>We recognise our active role in communities and seek to build relationships.</p> <p>We do not tolerate discrimination of any kind and ensure appointment and promotion decisions are based on the right person for the job, recognising merit alone.</p>



I'm proud that we have a reputation for doing the right thing and for helping our communities and the environment.

# We are creative

We continuously strive for innovative and better ways to deliver our business.

Who?	How?
All	We constructively challenge and actively contribute ideas to improve current methods and processes. We adapt readily to changing work practices and are able to reposition.
Supervisors, team leaders and managers	<b>In addition:</b> We address opportunities and issues affecting our own work area and support ideas across teams. We encourage a commercial approach and support others to experiment with new approaches. We take time out with our team to think about new and more efficient ways of working.
Senior managers and directors	<b>In addition:</b> We tackle familiar issues and problems in a new way. We create an environment within which new and creative ideas are encouraged and flourish. We actively benchmark and seek to learn from others inside and outside the business. We seek to lobby or influence for change, internally and externally, in line with our objectives.

Just changing one simple way of doing something can make life so much easier and save money - changing the way we install stop taps has saved £300 per job.

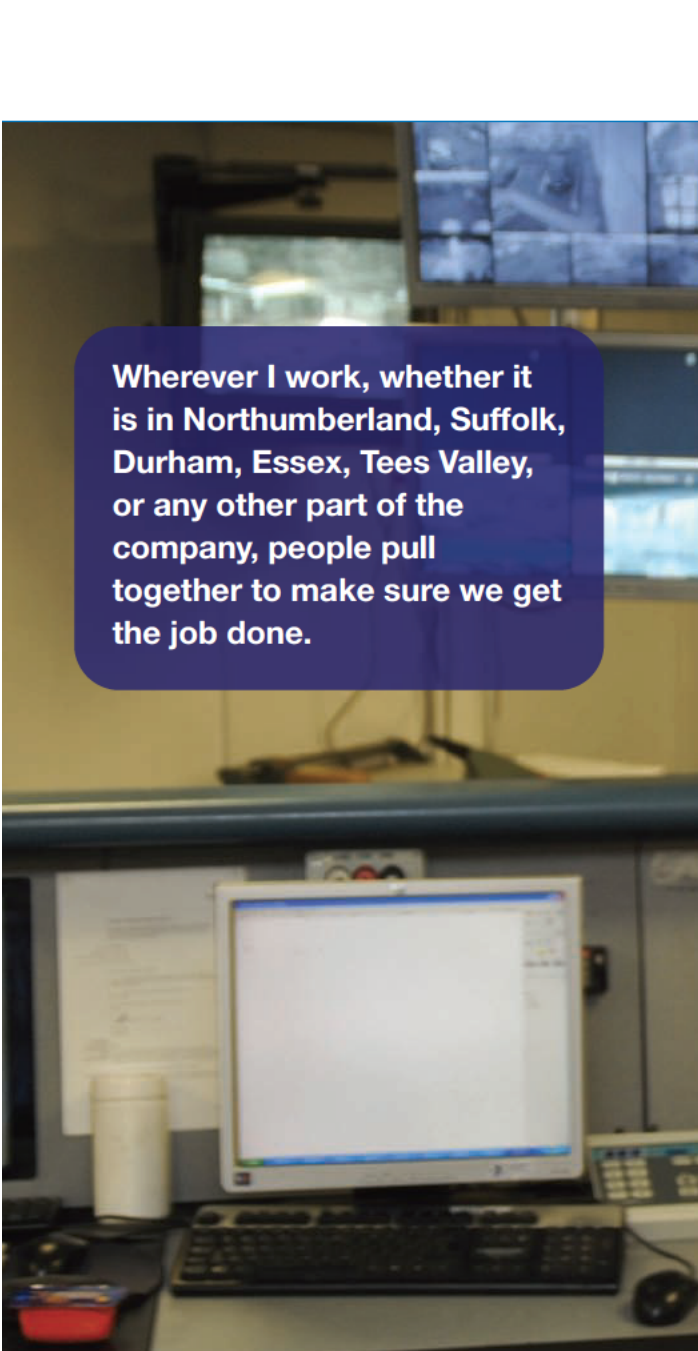


# One team

**We work together consistently, promoting co-operation, to achieve our corporate objectives.**

<b>Who?</b>	<b>How?</b>
<b>All</b>	<p>We focus on company goals and the contribution of our team, rather than individual agendas.</p> <p>We offer help, information and support to fellow team members.</p> <p>We actively encourage communication and promote self and shared learning.</p> <p>We value and make use of the diversity of skills, attributes and opinions among team members.</p> <p>We follow company policies and procedures.</p>
<b>Supervisors, team leaders and managers</b>	<p><b>In addition:</b></p> <p>We build effective working relationships in our teams, across the business and externally.</p> <p>We challenge people who do not live up to our values.</p> <p>We communicate with people about, and involve them in, decisions which affect them.</p> <p>We are approachable and responsive giving praise where it is due.</p>
<b>Senior managers and directors</b>	<p><b>In addition:</b></p> <p>We create and sustain a culture of effective teamwork and collaboration across the business.</p> <p>We have a visible presence within, and demonstrate understanding of, the business as a whole.</p> <p>We proactively discourage and manage instances of silo working, territorial behaviour and failure to co-operate.</p> <p>We inspire trust and mutual support in colleagues.</p>





Wherever I work, whether it is in Northumberland, Suffolk, Durham, Essex, Tees Valley, or any other part of the company, people pull together to make sure we get the job done.



**NORTHUMBRIAN  
WATER LIMITED**

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vision and values please contact:  
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