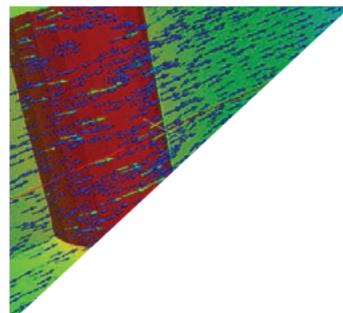


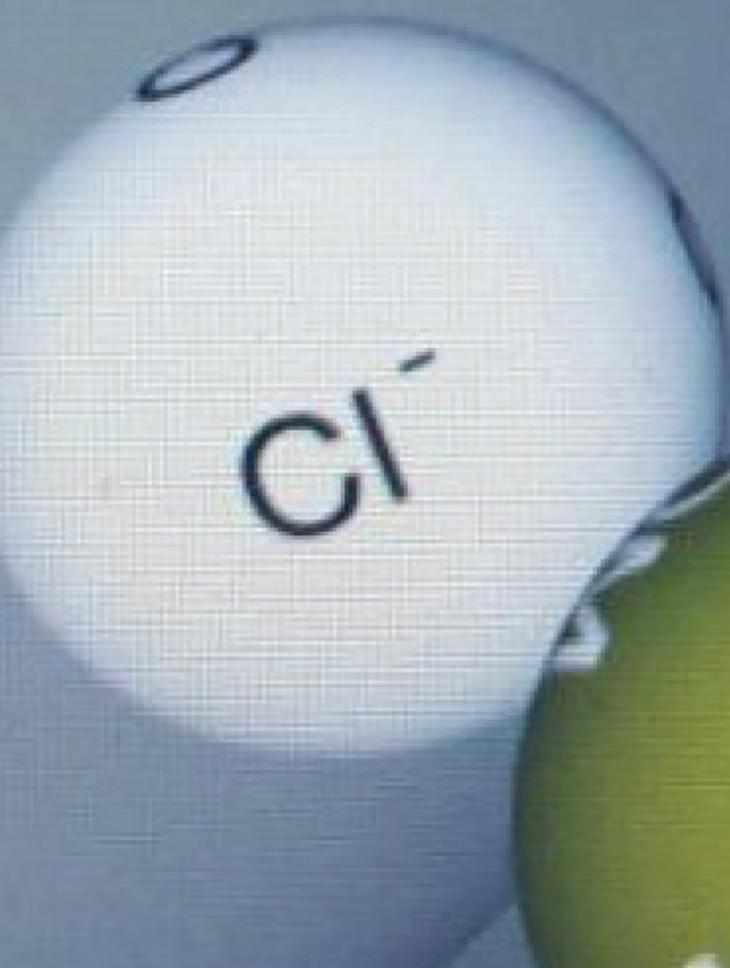


Scottish Water

Trusted to serve Scotland



Annual Innovation Report 2017



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1. Foreword

I am delighted to share with you our second Annual Innovation Report which builds on the successes highlighted in our first report.

Scottish Water has had its best year yet in terms of delivering high levels of service to our customers.

Our goal remains the same, which is to drive our innovation efforts to help us deliver a sustainable, high quality and affordable service for our customers.

This year we have enhanced our innovation capability and have delivered innovative solutions that will benefit our customers. We have achieved this by;

- Growing the capability of our leaders to develop innovation in their teams
- Reinforcing innovation as a key driver to achieve higher levels of performance and
- Implementing research and development projects to help us achieve our goal.

Two particular areas of focus this year have been **exemplary compliance** (water and wastewater) and **sustainable rural communities**.

Exemplary compliance: seeking ways to optimise existing water systems, evaluate new systems, and addressing immediate and future wastewater needs to improve our water and wastewater services.

Sustainable rural communities: addressing the challenges of providing cost effective and sustainable services for customers on the public system, considering new technologies and systems that will deliver better outcomes.

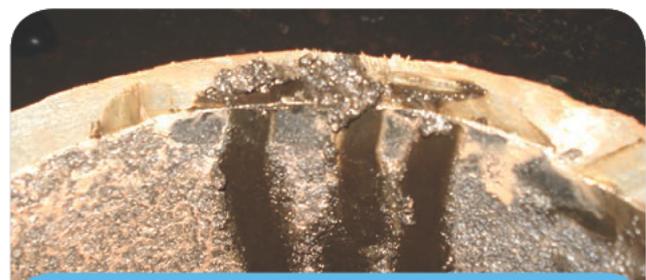
Close partnerships with academia, the supply chain and the wider industry (including our regulators) remain vital to ensure we build a reputation for being an organisation that is open to new ideas. This will put us in the best place to meet the challenges placed upon us by our customers, regulators and the broader environment.

We are happy to advise that trials conducted last year as part of our Research and Development programme are now delivering for us.



Nereda Wastewater Plant

I am delighted to report that our first Nereda wastewater plant at Inverurie has now been approved. The Nereda process offers a sustainable approach to wastewater treatment in a smaller footprint using less energy.



PODDS – Prevention of Discolouration in Distribution

To help address the maintenance challenges we face, a trunk mains cleaning method has been developed that allows targeted proactive flushing and reduces the build-up of biofilm. This will minimise the risk of water discolouration and reduce maintenance costs.

There have been other innovations in the year that have progressed from the trial stage to adoption by the business.



T-Vac

This is a practical innovation developed with our supply chain to design a towable vacuum excavator (T-Vac) that enables safe excavation, minimises waste material left behind and is within the weight limits of our standard vans. T-Vac won the Institute of Water (Scotland) Strictly Innovation Awards.



Leakage App

A good example of utilising our in-house capability to design a new leakage monitoring and reporting app to help us effectively manage leakage. The app will help us monitor flow, analyse leakage, prioritise work and gain insights on the performance of our network.

In the year ahead we will develop a number of demonstrator scale projects to build confidence in potential new technologies, help us determine their full scale use and accelerate them into the business.

The following sections of this report explore our key developments in 2017 and sets out our expectations for the remainder of the 2015-21 regulatory period.

We have made considerable progress over the year and we remain committed to delivering the innovation necessary to meet our customers' needs and expectations.

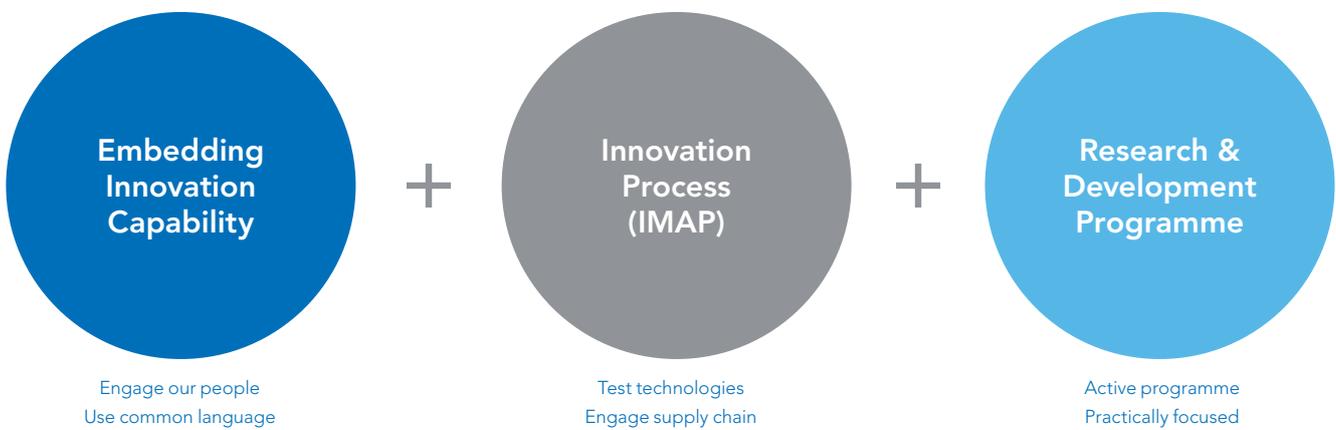


Simon Parsons
 Director of Strategic
 Customer Service Planning

Note: this report will be published on Scottish Water's website and be available to external bodies such as Customer Forum.

2. Strategic Approach

We are benefiting from our strategic approach to embed innovation capability in Scottish Water, trial new technologies and deliver knowledge and capability through our research and development programme, for greater customer value. These benefits are highlighted throughout this report.



This is described further in Appendix 3.

Innovation and Collaboration

Greater collaboration within and outside the water industry is essential to leverage knowledge, expertise and funding streams.

We have continued to work with **Scottish Government's Hydro Nation Water Innovation Service (HNWIS)** to support the development of the Scottish SME supply chain. This links through to our **innovation testing centres** at Gorthleck water treatment works and Bo'Ness wastewater treatment works. These are operated on a commercial basis by Scottish Water Horizons.

The **Scottish Government Hydro Nation Scholars** programme (which delivers a high calibre PhD programme through Scottish universities) provides Scottish Water with a good source of research. It addresses emerging issues such as micro pollutants in the environment and the capacity of wastewater systems to cope; catchment resilience to improve water quality; and low cost technology solutions for micro pollutant removal. Scottish Water is the industrial sponsor for five projects and participates in the steering group for the programme.

We also work closely with the **Centre of Expertise for Waters (CREW)** to promote collaborative research with our regulatory partners and we remain a member of **UK Water Industry Research (UKWIR)** which targets its research on key challenges faced by the water industry.

As well as maintaining existing relationships with key university partners (Glasgow, Cranfield, Newcastle & Sheffield) we have recently joined Wetsus in the Netherlands which is a European centre of excellence for sustainable water technology. This will provide new insights into water and wastewater technology developments from further afield together with opportunities to work with academia and technologists.



This year we have joined two pan-European projects INNOQUA and PhosForYou. INNOQUA is investigating how nature-based systems can be utilised for more sustainable wastewater treatment, particularly in rural environments. PhosForYou aims to increase the recovery of phosphorus from municipal sewage treatment plants looking at the technological, market and evaluation challenges. Both of these projects run until 2020 although results from the projects will be available earlier.

A **key benefit** from our partnership approach is the investment that we are currently leveraging to help us gain new knowledge and access to expertise across different organisations and industries which currently stands at circa £20m.

Collaborating with the supply chain is crucial and has enabled the development and deployment of a number of innovations including the design of a towable vacuum excavator (T-Vac); testing and development of new organics removal for water treatment and the design of the Nereda plant at Inverurie WWTW.

3. Key Developments

We are clearly benefiting from our approach and the generation of new knowledge, improved leadership engagement and pilots and trials progressing to deployment.

For example, in last year's report we highlighted pilot work on a wastewater treatment technology that **offers a sustainable approach to treatment through improved effluent quality in a smaller footprint using less energy.** This technology (Nereda) has now been approved for use and is currently being installed at one of our wastewater treatment works in the north of Scotland (Inverurie) with a cost saving compared with conventional technology of £2m.

We are continuing the work in our water distribution networks to prevent discolouration through the use of models to determine proactive flushing and conditioning of our mains (PODDS). This technique, developed collaboratively with Sheffield University, is now being used across our distribution system, **reducing the incidence of discoloured water for customers at significantly lower costs than traditional methods.** This was highlighted as a potential innovative approach in our investment plan with a forecast saving of £15m in this regulatory period.

Set out below is key highlights from our R&D programme as well as business wide innovations and lessons learned from our research and innovation efforts.

3a. Research and Development Programme

The aim of the strategic R&D programme is to generate new knowledge and capability to enable delivery of our services for the benefit of our customers and the environment. The programme themes identified in our business plan cover;

- Sustainable rural communities
- Exemplary compliance
- Value recovery from waste
- Reducing economic levels of leakage
- Automation and real-time control

The main areas of focus this year have been around **exemplary compliance** and **sustainable rural communities** and highlights of projects with their potential benefits are noted below (details provided in Appendix 1).

Exemplary Compliance – Water

Provision of compliant drinking water now and in the future is crucial and so we are continually challenging ourselves to improve how we do this. Our water R&D programme looks at ways of optimising existing systems and evaluating new systems.

Effective disinfection of drinking water

We aim to make real time modelling and management of chlorine disinfection systems a reality to ensure effective disinfection under all operating conditions.

Benefit: Improve water quality compliance and protect public health.

Removing organics from our water sources

Evaluating new treatment processes such as Ion Exchange which can lead to the removal of organics such as THMs and DBPs.

Benefit: Protect public health. Potential to reduce whole life cost of service.



Exemplary Compliance – Wastewater

Protecting the environment through the effective treatment of wastewater is an ever-changing challenge due to increased environmental standards, knowledge of emerging pollutants and a drive towards more sustainable solutions that use less energy and recovering value products where possible.

Removing grit from our systems

We are trialling two innovative technologies (HeadCell and SMaxG) for removal of grit from the wastewater works inlet channel and sludge line.

Benefit: Reduce treatment costs. Recycling opportunities.

Wastewater treatment works of the future

Rethinking the purpose and delivery of sewage treatment by identifying future technologies that will change the way wastewater is treated.

Benefit: Reduce cost, reduce carbon, and maximise value recovery.

Managing sludge more efficiently

An evaluation of processes to improve sludge thickening and maximise solids concentration.

Benefit: Reduce chemical and transportation costs.

Sustainable Rural Communities

We are proactively addressing the challenges faced in providing cost effective and sustainable services for rural customers on the public system by considering new technologies and systems that will deliver more efficient outcomes. Projects include;



Toolbox of technologies

Understand break-through technologies for use in rural water systems. Test and evaluate a range of market ready and near-market ready treatment processes.

Benefit: Validated technology for deployment at small scale leading to an improved service for rural communities.

Decentralising water treatment

Evaluate with the Water Industry Commission and Scottish Government water treatment technologies that can be used at an individual property level. Evaluate the effectiveness, resilience and maintenance requirements of these technologies.

Benefit: Technology matrix to inform the right treatment selection for single properties and small communities.

Demonstrator Projects

As well as our R&D projects we are considering a number of large scale demonstrator projects that will form part of our plans for the 2021 to 2027 investment period. These are ambitious projects that will adopt new technologies and practices in the market place as well as seek to develop new solutions (with external partners) to respond to our customers' priorities.

3b. Business Wide Innovation

As our confidence grows we are developing local innovation/improvement projects to address specific needs or achieve business targets.

Early warning for sewer flooding hotspots

Battery operated loggers installed in manholes at known sewer flooding locations to monitor levels and flag breaches.

Benefit: Prevent flooding. Avoid recovery costs. Support customers quicker.



Rapid pesticide analysis to better protect public health

Industry-leading analytical methods being developed to examine as many current and emerging chemicals potentially affecting water quality.

Benefit: Improve water quality and public health.

Increasing workforce diversity

The Employee Referral Scheme is aimed at improving our workforce diversity. All employees have the opportunity to refer female candidates for roles such as Network Service Operators and Field Service Advisors and if the candidate is successfully appointed to the role they will be eligible for a cash reward.

Benefit: Enhanced reputation – employer of choice.

Recovering heat from wastewater a new investment model with SHARC Energy Systems

Support heat recovery from sewers to generate renewable energy by utilising a new investment model. The model overcomes financial barriers enabling project proposals for delivering renewable heat to progress.

Benefit: New revenue stream and supports local communities.

It is important to capture, as part of the benefits from our Research and Development Programme, the learning and knowledge gained from successful projects as well as projects that have not progressed beyond pilot or trial stage.

There can be a number of reasons for projects not progressing, typically due to the emerging technology or innovation not satisfying the business need at this time. The knowledge we gain from these ‘failed’ projects is invaluable in determining future projects and opportunities to pursue.

Case Study 1

Initial Project:
Novel treatment for remote supplies

This project was established to evaluate the potential of vacuum distillation technology to treat water at a remote island site.

The treatment technology was not accepted due to unsuccessful long term operation trials and alternative options were available.

Learning/Knowledge Gain:

Identified that pre-treatment would be needed to protect the vacuum distillation unit and that reliability of the technology needed to be improved.

Case Study 2

Initial Project:
Alternative Wastewater Treatment

This project was established to evaluate a new wastewater technology for phosphorus removal.

The technology removed the phosphorus from effluent but the downstream sludge treatment was not compatible – essentially moving the problem downstream.

Learning/Knowledge Gain:

Knowledge of the new process highlighted potential benefits for other applications in Scottish Water.



4. Continuing the Journey

We are making good progress in our innovation efforts and remain committed to finding new ways to deliver a better service to our customers. We recognise that there are opportunities that we need to take



Progress projects through to deployment to deliver tangible customer benefit



Ensure our R&D programme supports customer priorities and addresses key business challenges such as an ageing asset base



Embed our new innovation process to be more integrated in how we work across Scottish Water



Leverage the benefit we currently enjoy through the partnerships we have. This benefit can be expressed in terms of knowledge gain and access to people and financial resources



Collaborate more closely with our quality regulators to develop further opportunities to innovate successfully



Continue to carry out trend analysis and horizon scanning to detect emerging trends and help us take account of uncertainty and also emerging opportunities such as all things digital

We will also develop a number of demonstrator projects for inclusion in our plans for the 2021 to 2027 period that will shift the dials on how we operate our assets and deliver service to our customers in the future.

Longer Term

We seek to expand our thinking in terms of developing innovative solutions that support sustainable economic development and a sustainable Scotland. We also seek to ensure our activities contribute towards government ambitions for a circular economy¹, by exploring and evaluating solutions to better support management of the water environment and efficient use of resources.

New approaches, if they are highly innovative, may challenge our current regulatory and institutional arrangements and this will require collaborative working across our regulators and stakeholders to modify our existing approaches to allow new ways of working to be implemented.

We will continue to work with the Water Industry Commission for Scotland through the SR21 planning process to explore how the arrangements for the water industry could be evolved to support greater collaboration to unlock innovation both within and outside the industry.

1. Circular economy seeks to minimise waste streams to maximise availability of natural resources

Appendix 1:

R&D Projects

Project	Business Plan Strategic Theme
Decentralising Water Treatment in Rural Communities	Sustainable Rural Communities
Community Perspectives on Water Services in Rural Scotland	Sustainable Rural Communities
Toolbox of Technologies for Rural Communities	Sustainable Rural Communities
Advanced Biological Filtration	Sustainable Rural Communities
INNOQUA Sanitation Solution	Sustainable Rural Communities
Modelling Disinfection Efficiency	Exemplary Compliance Water
Alternative Spiral Membranes	Exemplary Compliance Water
SIX CeraMac	Exemplary Compliance Water
Alternative Media Trials	Exemplary Compliance Water
WWTW of the Future	Exemplary Compliance Wastewater
Improving our Understanding of Grit	Exemplary Compliance Wastewater
Phos4You	Exemplary Compliance Wastewater
Evaluating new Sludge Management Processes	Exemplary Compliance Wastewater



Decentralising Water Treatment in Rural Communities

Exploring alternative treatment technology and approaches to enable decentralised treatment in rural communities

Focus Area: Sustainable Rural Communities **Stage:** Develop

In collaboration with DWQR, WICS and Scottish Government we are testing a number of treatment technologies for rural communities that could provide drinking water at customer taps or at the boundary of the property.

This project will provide a clearer understanding of technological feasibility of decentralised water treatment in rural communities.

Benefit: This could enable an alternative approach to water service provision in areas where either the cost of provision is currently prohibitive or where we currently utilise other centralised treatment and distribution systems.



Community Perspectives on Sustainable Water Services in Rural Scotland

Understanding rural community expectations of water services and their role in the management of services

Focus Area: Sustainable Rural Communities **Stage:** Develop

The aim of this project is to develop a better understanding of perspectives on, and expectations towards, sustainable rural water and wastewater services. This will help to inform the most appropriate sustainable technological solutions and management approaches including a more integrated 'closed loop' solution (e.g. energy and nutrient recovery).

Benefit: Understand in more depth the relationships and practices people in remote communities have with their water and wastewater services. This will allow us to consider whether tailored services specific to communities' needs, future proof services and increase sustainability.



Toolbox of Technologies for Rural Communities

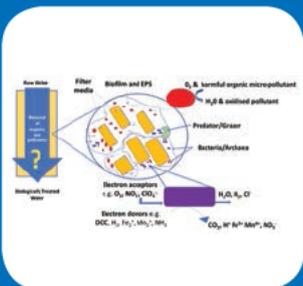
Evaluating available treatment technologies for use in drinking water provision in rural supplies

Focus Area: Sustainable Rural Communities **Stage:** Develop

We are seeking more affordable alternatives to the current Nano-filtration system used in rural communities, in order to develop sustainable water services and to protect public health.

We have a toolbox of technologies currently on trial to assess their performance for water quality and against social, economic and environmental sustainable aspirations. These technologies include; Ion-Exchange, Ceramic Membrane, Arvia, Rainsafe and LED UV.

Benefit: We are aiming for fully compliant water quality, reduced chemical waste and sludge, minimal operational attendance requirements and low maintenance for small rural communities.



Advanced Biological Filtration

Exploring whether recent advances in biological engineering have the potential to provide natural chemical free water treatment rural communities

Focus Area: Sustainable Rural Communities **Stage:** Define

All of our water treatment works are subject to the same water quality standards regardless of scale and location. However technologies used at large works do not scale down to smaller systems.

This project looks at a “high-science low-tech” approach to intensify and control decentralised biological filtration of drinking water. The project will build three advanced biological filtration units with the biology in the filters themselves at the core of the research. This project is in partnership with Glasgow University and will explore the capabilities of the filters to treat grey waters from households as well as potable water.

Benefit: New effective treatment and reduced chemical costs.



INNOQUA Sanitation Solution

Designing and developing a modular set of innovative, scalable, ecological sanitation solution for rural communities worldwide.

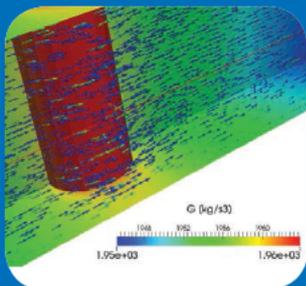
Focus Area: Sustainable Rural Communities **Stage:** Develop

This EU Horizon 2020 project (INNOQUA) brings together a group of ecological processes and combines them in a system to provide effective treatment of wastewater while producing zero waste.

Scottish Water will host one of seven demonstration sites for the technology at a small wastewater treatment works in the Highlands. This will test the resilience and effectiveness of the system in low temperatures.



Benefit: The potential benefit from this project is the ability to deal with wastewater locally in a zero waste, ultra-low carbon way with minimum operation. The technologies are also suitable in areas where resources are difficult to find.



Modelling Disinfection Efficiency

Modelling and monitoring disinfection efficiency in real time.

Focus Area: Exemplary Compliance **Stage:** Develop

Effective disinfection is a critical part of the treatment process for drinking water to protect public health.

We have assets that have limited accurate information about dimensions, levels, configuration of inlets/outlets or flow patterns. This means modelling disinfection systems and managing them in 'real time' is a significant challenge.

Benefit: This project will make real time modelling and management of chlorine disinfection systems a reality ensuring effective disinfection under all operating conditions.



Alternative Spiral Membranes

Improving water quality with alternative membranes

Focus Area: Exemplary Compliance **Stage:** Decide

There are a range of alternative membranes on the market that are potentially more effective, but the cost of product approval deters new entrants to the drinking water market. To be able to engage with potential suppliers we need to know which membranes could provide more effective treatment, so we have evaluated three that could treat our water.

Benefit: The benefit of the work will be that there will be less risk to water quality performance, due to poor membrane performance. It will potentially reduce the level of additional treatment to protect water quality and reduce overall costs. It also reduces the risk to supply as we will be less reliant on single source supply for spiral membranes.



SIX CeraMac

Evaluation of new treatment options for advanced organics removal in drinking water treatment.

Focus Area: Exemplary Compliance **Stage:** Develop

Disinfection by product precursors cannot always be removed by traditional treatment technologies. Ion exchange processes are known to remove some of these precursors. Also, polymeric membranes rarely last more than 5 years before they need replaced. Alternative ceramic membranes offer 25 year lives.

A SIX CeraMac pilot plant has been installed at a treatment works in the North East of Scotland to evaluate the two processes.

Benefit: The ion exchange has demonstrated effective removal of the disinfection by product and the CeraMac offers a cost effective alternative to traditional membranes.



Alternative Media Trials

Assessment of novel media solutions for rapid gravity filters

Focus Area: Exemplary Compliance **Stage:** Decide

We have been investigating alternative media solutions and have identified a number of potential solutions to address poor or inadequate back washing (cleaning) issues at various sites. We have established that an alternative filter media could be used as a replacement option on sites that have backwash constraints. Following on from the successful pilot trials at a works in East Lothian a full scale trial is proposed.

Benefit: The potential benefit is that the filters will operate more effectively providing a greater level of protection to quality and reduce costs by removing the need for investment in the backwash system.



WWTW of the Future

Identifying critical waste water treatment technologies for the future and developing them into demonstrator ready solutions.

Focus Area: Exemplary Compliance **Stage:** Define

This project enhances our ability to rethink the purpose and delivery of sewage treatment and establish near, mid and long terms solution that better align to the future strategic direction of Scottish Water.

The work will identify the key future technologies that best enable delivery of the future strategic direction of Scottish Water and deliver a structured assessment of how they fit into future investment plans. Viable opportunities will be developed into demonstrator projects.

Benefit: Potential benefits include a positive impact towards reducing cost and risk, increasing level of service and future proofing our asset base.



Improving our understanding of grit and evaluating latest technologies for removal

Understanding the whole grit cycle and current technologies to develop it

Focus Area: Exemplary compliance / value recovery **Stage:** Decide

Once grit passes through ineffective inlet works, it starts causing damage in several ways, such as wearing out and clogging equipment, disrupting biological processes, reducing tank capacity and treatment performance.

We are trialling two innovative technologies (HeadCell and SMaxG) for removal from inlet channel and sludge line respectively, and establishing direct comparison with existing equipment.

Benefit: Potential benefits are savings on operational and maintenance costs from grit, understanding opportunities for reducing compliance risk and exploring whether there are potential options for material reuse or disposal.



Phos4You

Testing and developing novel phosphorus recovery technologies and demonstrating the full cycle of phosphorus recovery and recycling/reuse from waste water

Focus Area: Value recovery **Stage:** Define

This is a project formed by a consortium of partners across NW Europe. It will explore the use of wastewater as a renewable phosphorus source. It will develop full scale phosphorus recovery installations across the partners and will look to develop new fertiliser products.

Benefit: The potential benefits of this project are financial savings as a result of using a lesser amount of chemicals to remove phosphorus from wastewater streams, new revenue streams, reduced phosphorus discharges to the environment and established markets for recovered products.



Evaluating New Sludge Management Processes

Evaluating processes to manage our sludge more efficiently

Focus Area: Exemplary Compliance **Stage:** Develop

To support the review of regional sludge strategies we are carrying out trials of new technologies that can help us to reduce the cost of managing our sludge and reduce the associated risks. The trials include three different sludge processing technologies namely Biothermic digestion, gasification and enhanced flocculation.

Benefit: This programme of work will bring increased understanding of the technologies that will provide better control over our sludge management processes and will provide us with more sustainable routes for recovering value from the by-products of wastewater treatment.

Appendix 2:

Innovation Projects



Drones for planning, operations and capital investment

The use of drones for quick, safe and economical surveys particularly where we have challenging locations. This provides us with high density, high resolution data-sets.



Network Sensors

Improving the management of our water and wastewater networks using sensor technology.



Microsoft Dynamics CRM

Forward thinking customer management

The latest CRM software to help us enhance our customer experience by e.g. improved self service capability and reduction in contact response time.



On Site Productivity – an evidence led approach

Piloting a number of innovations to improve construction productivity including a smart phone application to record delays on site, enabling solutions for issues identified.



Girvan WWTW Private Wire

Renewable power from an adjacent farm that has invested in a combined heat and power system powered by farmyard manure.



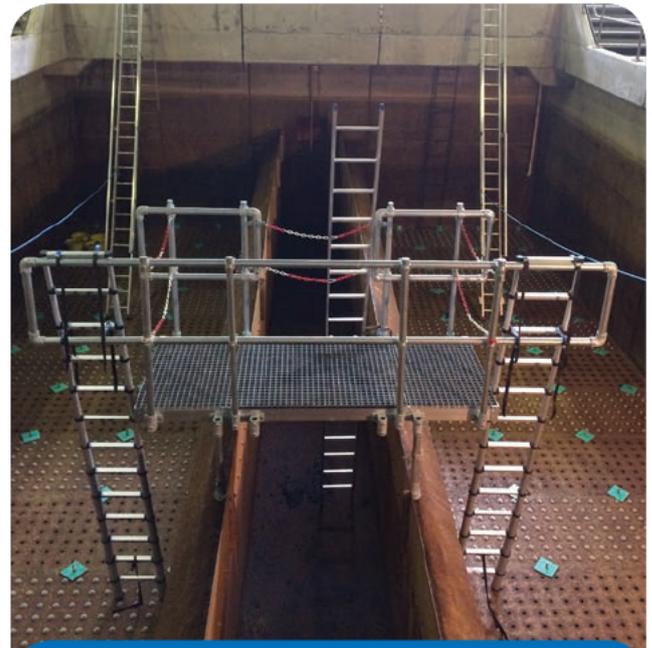
Supporting the development of Scotland's sustainable economy

A battery storage pilot (working in partnership with Tesla) at Shieldhall WwTW to deliver surveys and technical designs early next year.



Pipe Puller

The Kobus pipe puller used to reduce the excavations required to replace/repair service pipes, minimising disruption to our customers.



'Nathan's Ladder'

An in-house innovation of a lightweight, re-useable, safe system of access from gallery to filter floor to reduce health and safety risks, time and cost.



Dynamic Objects

JV partner, Atkins has developed an automated design technology – Dynamic Objects to produce 3D design of assets.



Ultra-high resolution aerial imaging for sewer management

Utilising ultra-high resolution aerial imagery and photogrammetric methods the risk of river erosion of sewer can be assessed.



D3i – simply the design of water and wastewater systems

D3i is a web based system that simplifies and automates the design of water & waste systems for residential housing developments. Scottish Water Horizons and Atkins in partnership.



Digital Delivery Toolbox

A toolbox of technologies and techniques (from our alliance partner ESD) spanning the whole project lifecycle including digital surveys, digital engineering design and visual project initiation.

Appendix 3:

Embedding Innovation Capability

Common Language

Set out in our 2016 report is the language we use and the narrative we have developed which describes why innovation is important to Scottish Water, what innovation actually is for us and how our people can participate.

Why is innovation important to the success of Scottish Water?

Our customers expect higher levels of service at an affordable cost. Our stakeholders and regulators also have a clear expectation that we will promote cost effective solutions to resolve customer issues. Societal and environmental changes are external factors that require Scottish Water to develop new approaches to deliver its service.



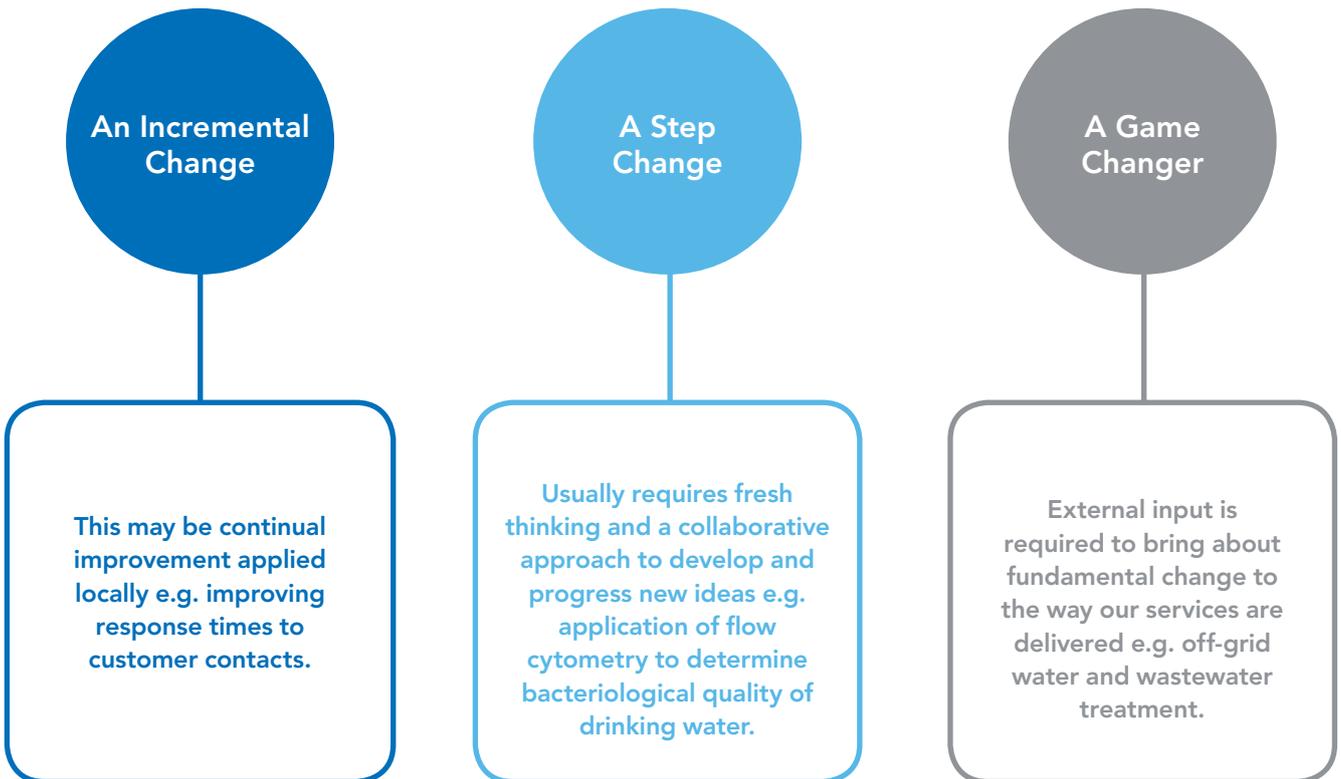
The What?

Innovation is doing something different and better that benefits our customers and the environment. It can be applied to:

Innovation is a team effort from idea through to delivery.



Innovation can also be:



Through our Scottish Water leaders' events in 2017 and wider communications we believe this language is now helping our people to understand that being innovative is something we can all be involved in and we are pleased to see more and more examples of innovation from across the business.

Innovation Management and Adoption Process

To promote a systematic approach to innovation we have enhanced our approach for driving innovation in the business and are rolling out a new Innovation Management and Adoption Process (IMAP).

This enhanced approach will enable everyone in Scottish Water to successfully navigate all the stages of innovation. IMAP has been designed to help nurture ideas from discovery through to deployment.

The 5 stages of IMAP are:





Imtech

Nereda® Pilot Plant

For more information on Scottish Water and our services visit www.scottishwater.co.uk or contact our Customer Helpline on **0800 0778778***.

* We record all calls for quality and training purposes.

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