

National Performance Framework: ambitions into action

Overview

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| <i>General Comments</i> |
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Detailed Response

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| Specific Comments |
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| 1 | To what extent do the National Outcomes shape how your organisation works? |
| <p>The Scottish Government invited Scottish Water to work with those engaged in the water sector (including WICS, DWQR, SEPA and CAS), to develop an ambitious long-term vision which sets out how the sector will deliver its vital services and provide leadership in responding to the climate emergency. The vision is aligned to the United Nations Global Goals and the Scottish Government’s National Performance Framework (NPF).</p> <p>Scottish Water has further used the National Outcomes to shape our 25 year strategy, as outlined in our Strategic Plan which was published in February 2020 (https://www.scottishwater.co.uk/-/media/ScottishWater/Document-Hub/Key-Publications/Strategic-Plan/030220StrategicPlanASustainableFutureTogether.pdf) . In our Strategic Plan we have committed to achieving three ambitions: service excellence; beyond net zero emissions; and great value & financial sustainability. To achieve these ambitions, we have ten strategic objectives:</p> <ul style="list-style-type: none"> • Delivering consistently excellent water supply • Transforming waste water services • Enabling sustainable and inclusive economic growth • Empowering customers and communities • Transforming our emissions • Embracing the circular economy • Enhancing the natural environment • Keeping services affordable • Making smarter investment choices • Transforming how we work <p>These strategic objectives link directly to several national outcomes, most significantly that people:</p> <ul style="list-style-type: none"> • live in communities that are inclusive, empowered, resilient and safe • have a globally competitive, entrepreneurial, inclusive and sustainable economy • value, enjoy, protect and enhance their environment | |

- have thriving and innovative businesses, with quality jobs and fair work for everyone.

In addition, we have developed and are beginning to use a benefits framework for project investment appraisals. The approach and development of the benefit categories within this framework has been informed by a number of internal and external stakeholders and published documents, including the Scottish Government's NPF.

The introduction of external benefit categories turns what had previously been an internal focus within investment decision-making towards those who will benefit from our interventions. These are our beneficiaries; they include customers, communities, the environment and the Nation.

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| 2 | How do you know which National Outcomes your organisation contributes towards? How do you demonstrate this to your organisation and more widely to others? |
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Scottish Water's Strategic Plan recognises our responsibility for providing water and waste water services that are essential to everyday life, and the contribution that delivering these services makes towards Scotland's health, well-being and prosperity, the sustainability of our natural environment, and our country's long term economic success. The Plan also recognises the role that Scottish Water can play in enabling a contribution to Scotland's National Outcomes through working with others. The benefit categories accommodate this distinction by categorising benefits as Direct or Enabling.

Whilst we give consideration the contribution we make, both direct and enabling, to all national outcomes within the benefits framework, we recognise that we will have a more significant contribution to make to some more than others.

As mentioned, the benefits framework is in the early stages of use, and therefore at present it is not possible to demonstrate the contribution we are making to specific National Outcomes.

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| 3 | How empowered is your organisation to do something different (should it wish) to achieve the National Outcomes relevant to you? |
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Scottish Water is empowered to achieve the National Outcomes relevant to us through the Water Sector Vision; the cocreation of our Strategic Plan with sector stakeholders including the Scottish Government; and the endorsement of our Strategic Plan by customers <https://www.scottishwater.co.uk/-/media/ScottishWater/Document-Hub/Key-Publications/Strategic-Plan/300120StrategicPlanMinuteofAgreement.pdf>

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| 4 | How is your organisation held to account for how your actions and decisions impact on the National Outcomes? |
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Scottish Water is held to account by the regulatory framework within which we operate – the Scottish Government, Water Industry Commission for Scotland, Citizens Advice Scotland, Drinking Water Quality Regulator and Scottish Environment Protection Agency all scrutinise the progress we are making against our Strategic Plan. We have also created an Independent Customer Group to provide support and challenge on behalf of our customers and communities.

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| 5 | How are the National Outcomes reflected in everyday decision taking? |
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While day to day decision making is not conducted using anything as formal as our benefits framework, we have strong awareness and alignment between our strategic objectives and ambitions and individuals' roles.

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| 6 | When it comes to spending priorities or providing funding to others, what role do the National Outcomes play? |
| <p>As mentioned previously we are developing and beginning to use a benefits framework for project investment appraisals, which assess our spending priorities. The benefit categories within this framework include direct benefits which are achieved through the provision of services that are essential to everyday life. These recognise the contribution that delivering these services make towards Scotland's health, well-being and prosperity, the sustainability of our natural environment, and our country's long term economic success. The categories also include enabling benefits which recognise the additional role that Scottish Water can play in contributing to Scotland's National Outcomes through working with others.</p> | |
| 7 | To what extent is any public sector funding you receive contingent upon demonstrating your contribution to delivery of the National Outcomes? |
| <p>Not applicable</p> | |
| 8 | Where do the National Outcomes sit within the range of priorities and demands on your organisation? |
| <p>As mentioned previously the relevant National Outcomes have been incorporated into the highest level of ambitions and objectives for our organisation.</p> | |
| 9 | To what extent do you work collaboratively with other organisations in delivering the National Outcomes relevant to you? |
| <p>We have a strong recognition of the role that collaboration and partnership plays in ensuring that Scottish Water delivers our ambitions and strategic objectives successfully.</p> <p>In committing to transforming how we work we outlined how we would expand our partnerships with local and global universities, research institutes and companies which allow us to identify, develop and implement innovative technologies and approaches. We are currently working on a partnership framework, and piloting this with organisations such as QBE, Net Zero Scotland, the Scottish Community Development Centre and Highland Council to address issues such as flooding.</p> <p>As an example of collaborative-working we would cite the Nature Calls campaign which asks the public to join forces with ourselves and our partners in this - Zero Waste Scotland, the Marine Conservation Society, RZSS, Loch Lomond and the Trossachs National Park, WFF and the Keep Scotland Beautiful Campaign - to avoid sewer blockages, flooding and pollution by binning wipes.</p> <p>Every year our teams deal with around 36,000 blockages at a cost to customers of £7 million annually and around 80 per cent of the blockages we attend feature wipes. Members of the public, communities, campaigners, manufacturers, retailers and governments must all work together to address this.</p> <p>We have invited our customers to get involved in the Campaign via social media and by signing up for an e-newsletter.</p> <p>Full details of the Campaign can be found on the Scottish Water website here: https://www.scottishwater.co.uk/About-Us/News-and-Views/2022/02/230222-Nature-Calls-Launch-NEW</p> | |

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| 10 | Please share any examples of good practice, areas for improvement or practices that have not worked so well |
| As mentioned, the benefits framework is in the early stages of use, and while we can qualitatively demonstrate the contributions we are making to specific National Outcomes, we're not currently able to quantify these in any meaningful way. | |

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