

Shaping the future

of your water and waste water services



Appendix
How we will support our ambitions



**Scottish
Water**

Trusted to serve Scotland

Delivering through innovation

Over the past 15 years, our efficiency and the service we provide to our customers have both greatly improved. To meet customer expectations while keeping their charges low, we will need to continue to improve and innovate.

We will continue to embrace lean management, operational excellence and research and development as ways to deliver improvements.

We focus on continuous improvement

We have made real progress ensuring that continuous improvement and operational excellence are an integral part of our business. We will continue to seek out further opportunities to reduce errors, costs, and waste and improve our productivity.

We will drive innovation across the business

Our people, our supply chain and universities generate so many great ideas and products. We will enhance our capability to be innovative by having the right practices in place, and learning from failures as well as successes.

To succeed, we have to be great at identifying opportunities and implementing innovations quickly. We will use an Innovation Management and Adoption Process to support us, which is already proving successful.

We will work in partnership

We will continue to work in partnership with regulators and stakeholders, to help support future innovations and enable opportunities to be fully tested and exploited. This has already delivered significant savings.

We have an ambitious research and development programme

The water industry in Scotland has many opportunities to grasp and challenges to overcome. Research and development allows us to:

- Try out new approaches.
- Strengthen the evidence base we need.
- Support adoption of technologies, processes and tools.

We will continue to support academic and industrial research and development. We will look for partnerships that give us access to world class facilities and people, and allow us to leverage our customers' money to maximise the investment we make.

Our research and development will focus on supporting our ambitions of delivering a consistently leading customer experience, achieving reliability and resilience of service, increasing sustainability and keeping charges low. For example, we have identified four immediate areas where we will undertake demonstrator scale projects to build confidence and understanding of new technology and approaches:

- Intelligent water and waste water networks – predictive systems to increase resilience, reduce sewer flooding and reduce environmental pollution.
- The waste water treatment works of the future – treatment with the potential for energy production and resource recovery.
- Sustainable rural communities – demonstrator to address water, waste and energy sustainability.
- Zero disruption for infrastructure interventions – using new technologies and analytics to minimise impacts on customers.

We will continue to horizon scan in order to identify and take advantage of trends in innovation that will move us closer to achieving our ambitions.

Delivering through digital

Technology has changed the way we deliver our service in recent years, and it will continue to do so in the future. At the same time, our customers will expect us to respond to their issues increasingly quickly, and will have less tolerance for service failure.

Digital strategies have short lifespans, as technology is constantly evolving. Our approach is to ensure our business can embrace emerging science and digital technologies to transform how our customers engage with us, how we provide our services and the skills and competencies of our employees.

Our approach to digital is already delivering benefits for our customers, we have:

- Transformed our customer relationship system.
- Developed mobile apps for productivity and leakage management.
- Used robots to inspect our assets.
- Used powerful analytics to develop our maintenance programmes.

Engaging with our customers

Whilst we don't expect existing channels such as telephone and social media to disappear, over the next 10 years they will be enhanced by virtual platforms, which will transform how our customers and colleagues will communicate with us.

Today, most interactions with our customers are via:

- website
- social media
- phone
- email
- letter

We aim to move to a fully connected and integrated customer communications system which will include status updates of work in progress, next steps, and details of who is carrying out the work (e.g. van location, squad identification, contractor details) available via our customers' channel of choice.

Enabling our people

We will use technology to drive automation and improve productivity. Knowledge sharing across Scottish Water allows our people to be more effective and deliver a better service to our customers. Digital technology, like optical displays and live video links, will further enhance our ability to share information across the company.

Our workforce will be digitally enabled and our assets will be more digitally connected so that we can be more effective at improving the water and waste water services that we provide. We will also investigate how wearable technology can enhance the safety, health and well-being of our people.

We will continue to develop our digital academy so that every employee has the opportunity to develop their skills and capabilities.

Increasing the connectivity of our assets

Increasingly more physical devices, vehicles, home appliances and other items are embedded with technology which enables them to connect and exchange data (known as the Internet of Things). We intend to use this technology to develop an intelligent network that connects our assets.

This will allow us to better monitor and understand our assets so we can make the right operational decisions and carry out the right maintenance actions. We will increase the use of sensors in our sewer network to detect pollution and allow us to control capacity. Where possible we will enable our assets to be remotely controlled or to control themselves.

We will continue to use technology to improve our knowledge of the condition and effectiveness of our infrastructure, allowing us to make more informed decisions.

Delivering through our people

We will continue to lead our industry in Scotland on a collective journey to zero harm, and to build safe, healthy and productive workplaces where our people can thrive. Scottish Water's 4,000 employees are critical to fulfilling our vision and ambitions.

Our people approach is to create an adaptive, customer-centric workforce enabled with the skills, capabilities and technology required to meet the changing needs of customers and stakeholders.

Workforce challenges and responses

40% of our current workforce is over 50 which creates both a challenge and an opportunity. We are addressing the challenge by getting the right mixture of both wisdom and youth in our organisation. Many predictions also suggest retirement ages will rise in future.

We will continue to develop flexible working practices, employment propositions, performance mechanisms and reward structures to reflect the needs of a flexible multi-generational and diverse workforce.

We will also build the skills and capabilities of our leaders and multi-generational employees to operate in an increasingly technical and technological environment.

We will seek to introduce a wider range of apprenticeships, utilising foundation apprenticeships in the senior phase of school to tap into talent streams and to achieve greater diversity and variety into our employee intake.

We will also increase and diversify our technical, professional and graduate level apprenticeships as we seek to build higher order technical skills to support technological change.

Adopting enabling systems and technology

In the future, patterns of work and employment are expected to change significantly. Flexible working, often from home, part-time with multiple short duration contracts, buying and selling services via online networking and freelancing platforms are likely to be commonplace.

We will develop human resources, learning and talent processes to help us navigate this new world of employment.

This will include responsiveness, resource flexibility, accelerated learning and real time talent management.

We will also continue to develop agile working practices and adopt enabling technologies that will allow us to manage and work with an increasingly flexible talent pool.

Creating meaningful work and an inclusive work environment

We believe that work is something that people do as opposed to a place that people go and in a world of work where many people will no longer be required to be office-based, expectations of work will vary considerably among employees.

We will therefore look to create work environments both physical and virtual for our employees to find meaning in the work that they do and to facilitate high performance and sustainability. We will seek to ensure that our employees see work as something that enables them to gain productive experiences and relationships to help them realise their potential.

People want to be part of a business that aligns to their values, where they feel connected to its goals and where they feel that they can contribute and that their perspective is heard and respected. Building an inclusive environment where diversity of thought is encouraged and valued and where employees have a sense of 'belonging' will be a source of competitive advantage for us. It will foster continued high levels of employee engagement, increase emotional wellbeing and ultimately have a positive impact on business performance.

To create the ability to adapt and remain resilient to future change, diversity and inclusion will be built into every aspect of our talent lifecycle. We will use analytics to support inclusive talent management practices, which will enable an inclusive employee experience for all of our people.



For more information on Scottish Water and our services visit

www.scottishwater.co.uk

or contact our Customer Helpline on

0800 0778778*

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