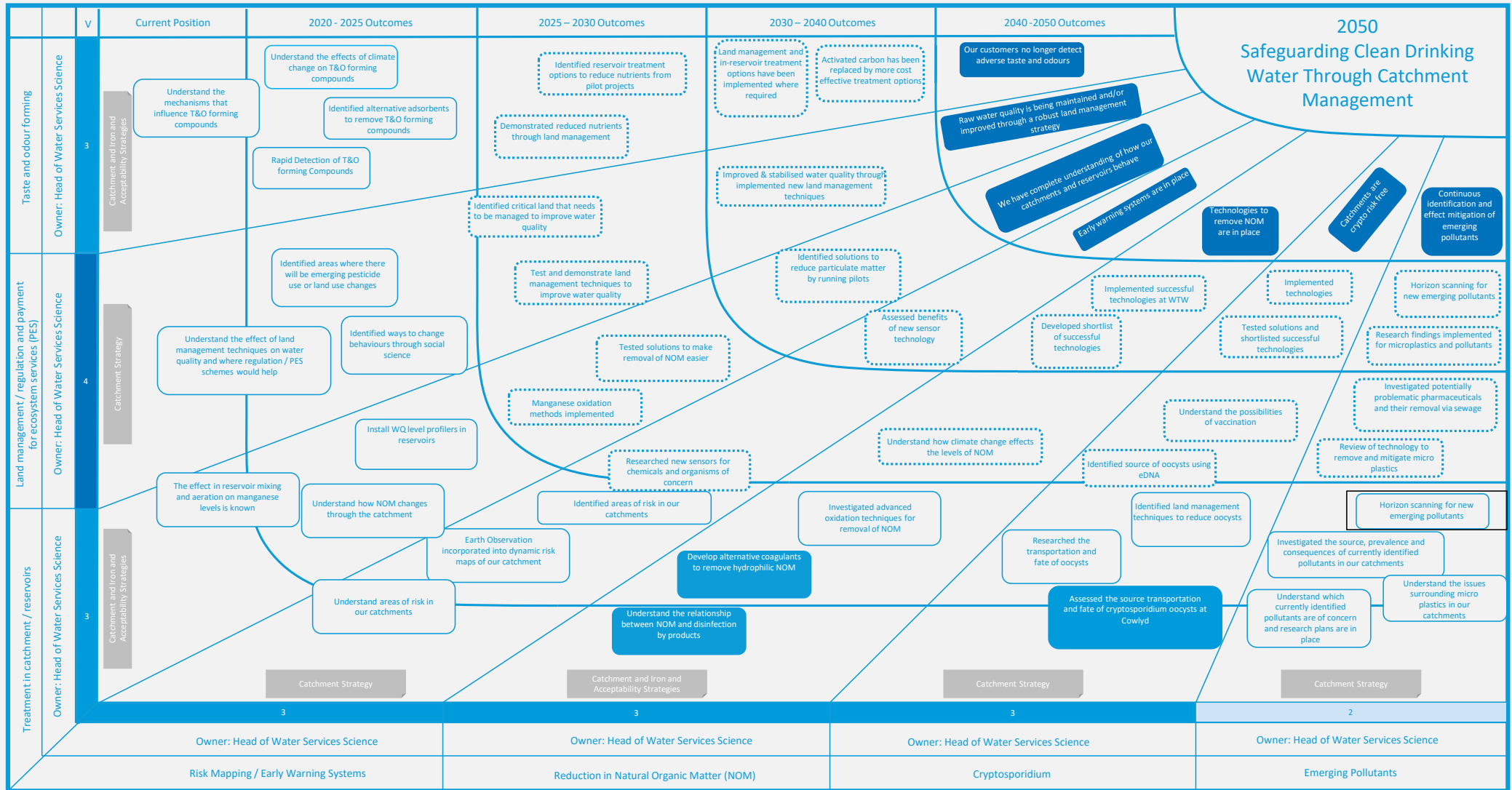


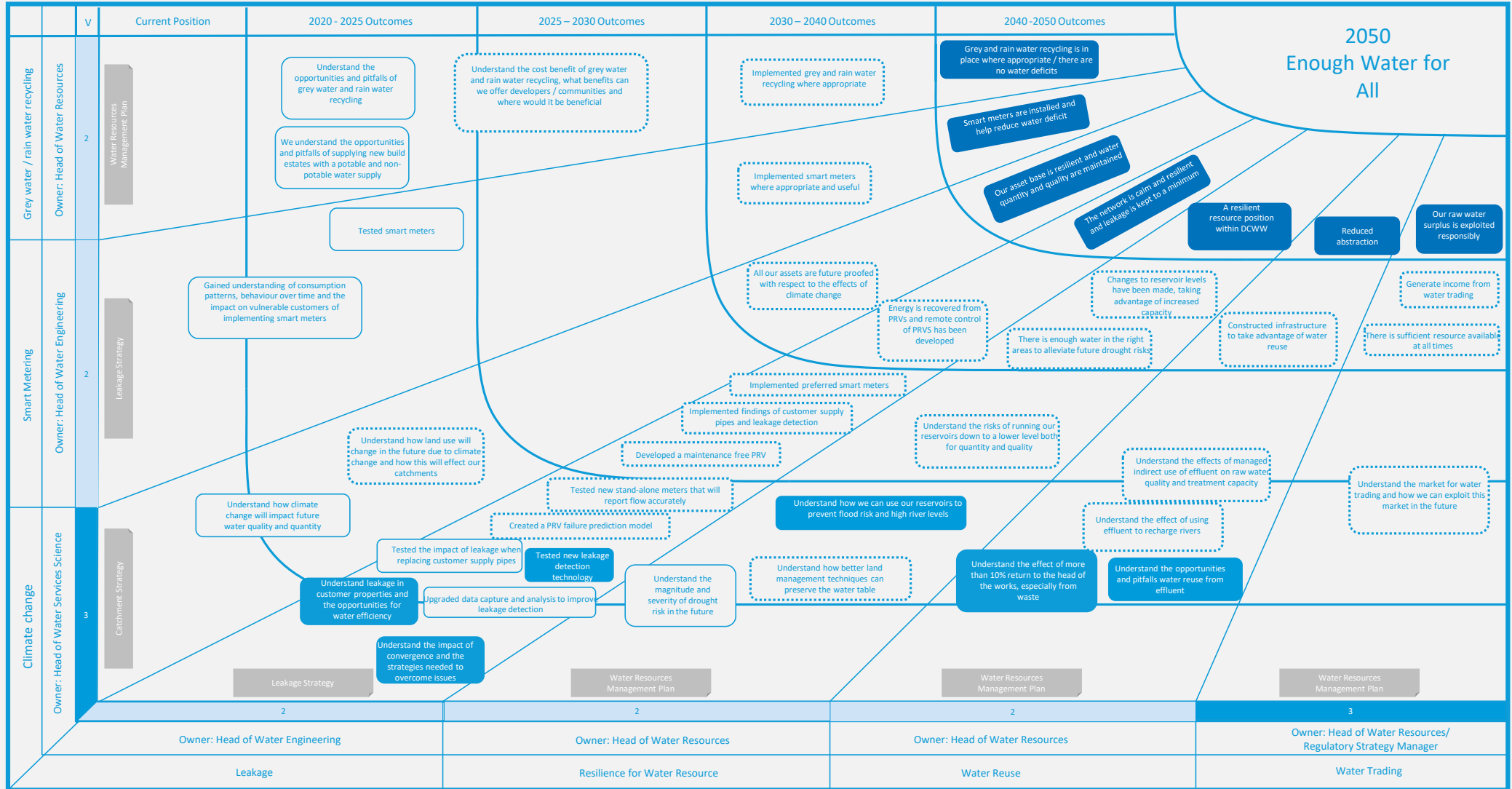
SR1: Safeguarding Clean Drinking Water Through Catchment Management

Sponsor: Managing Director of Wholesale Water Service



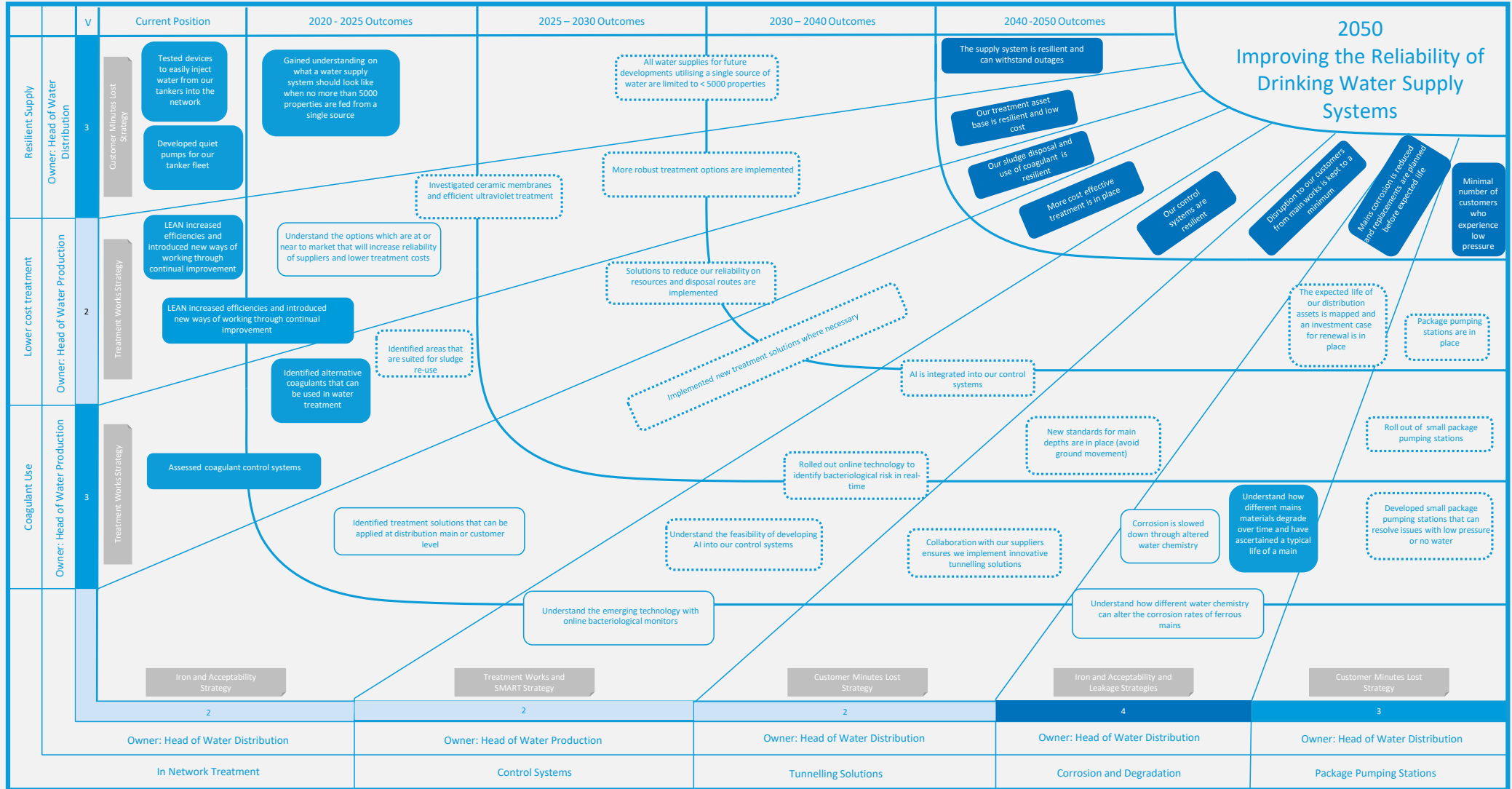
SR2: Enough Water for All

Sponsor: Managing Director of Wholesale Water Service



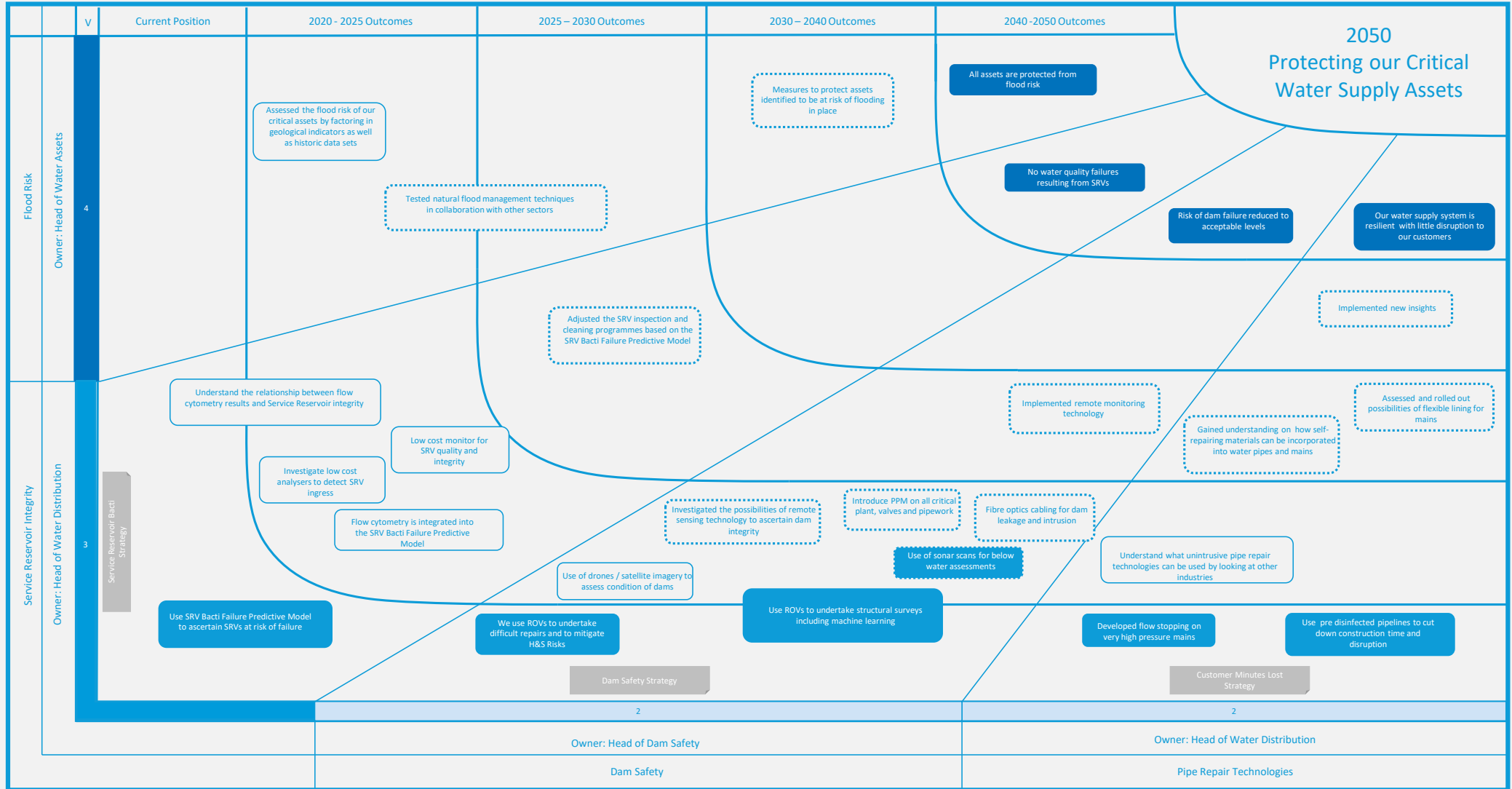
SR3: Improving the Reliability of Drinking Water Supply Systems

Sponsor: Managing Director of Wholesale Water Service



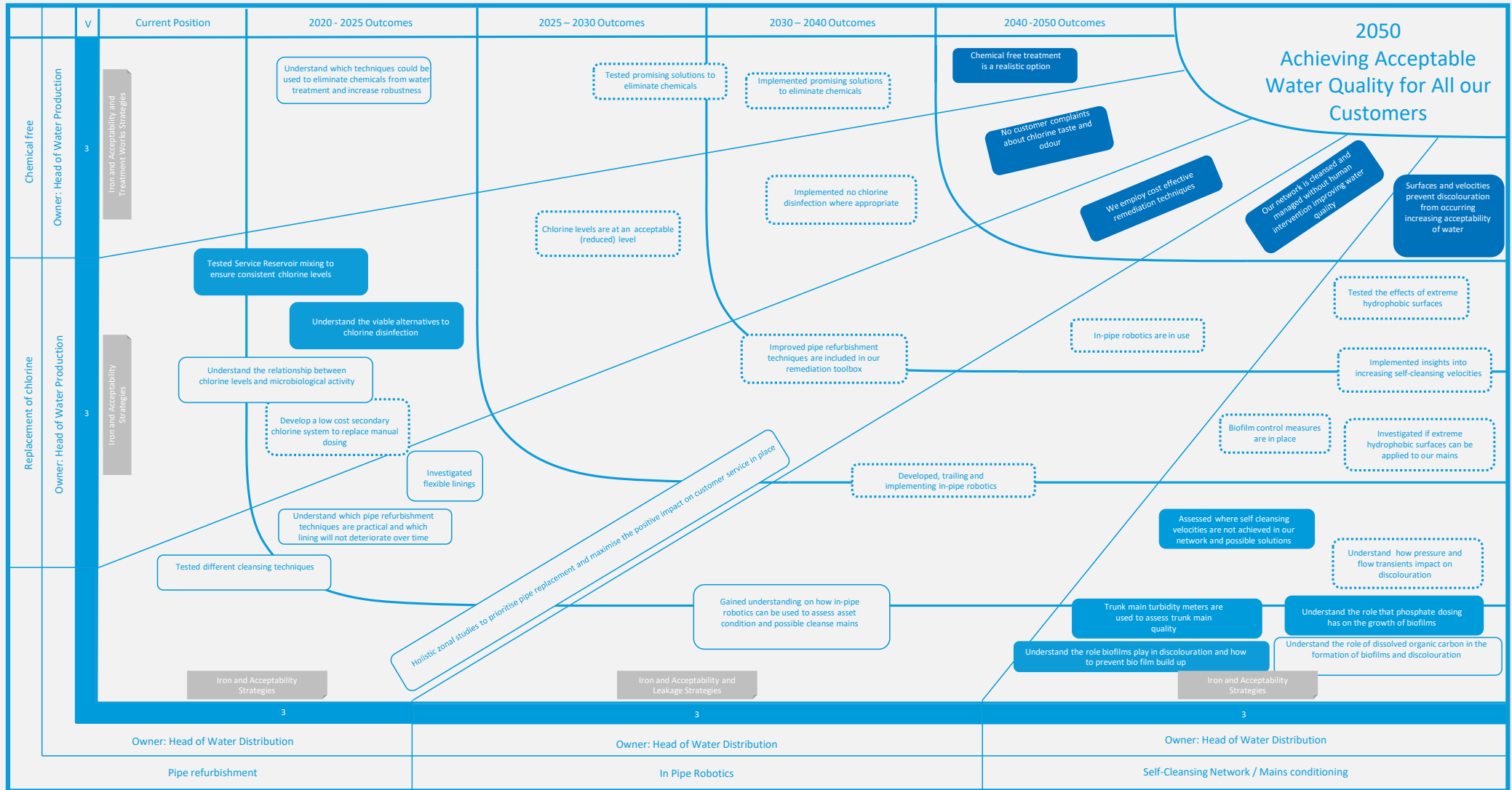
SR4: Protecting our Critical Water Supply Assets

Sponsor: Managing Director of Wholesale Water Service



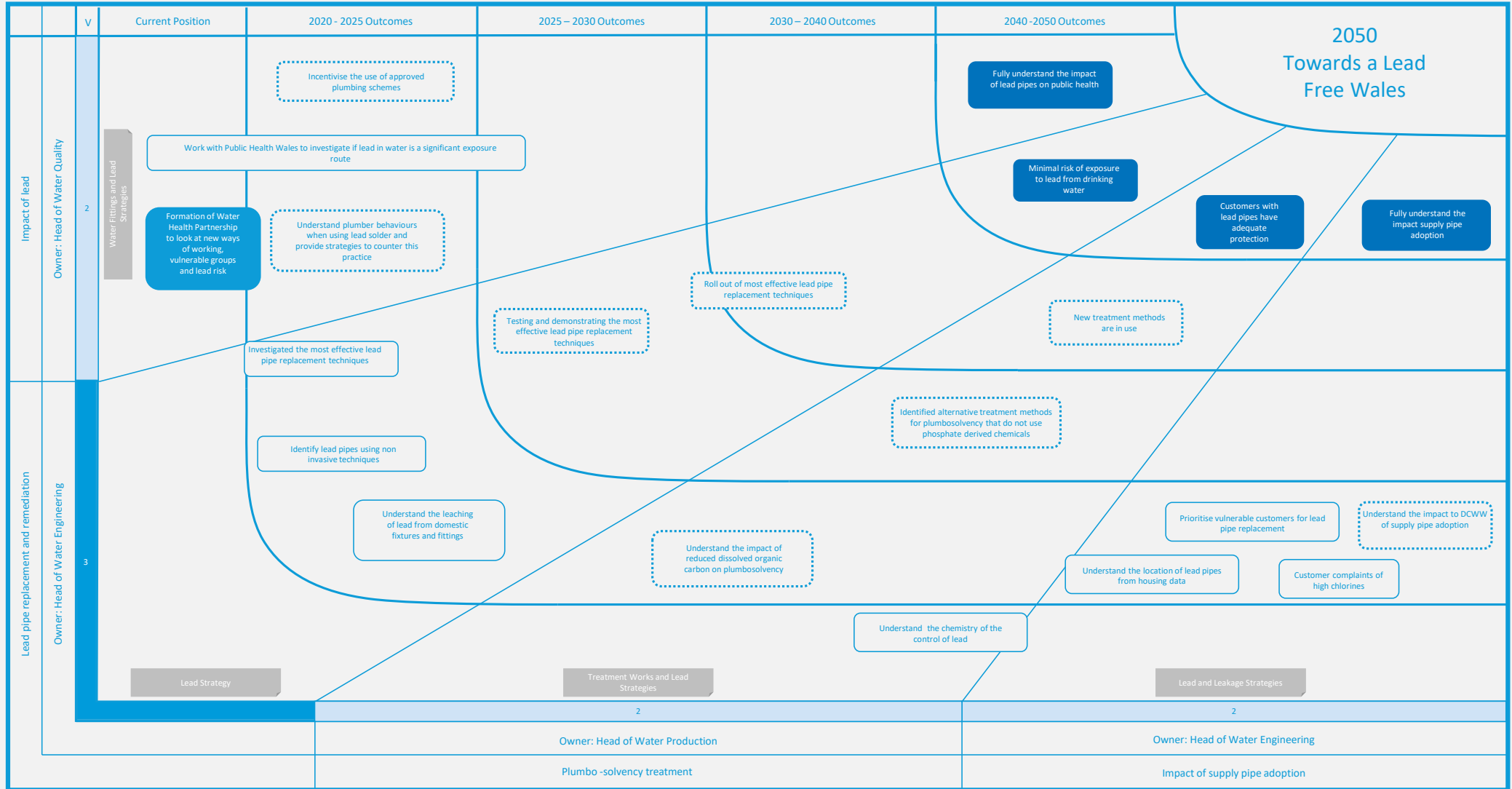
SR5: Achieving Acceptable Water Quality for All our Customers

Sponsor: Managing Director of Wholesale Water Service



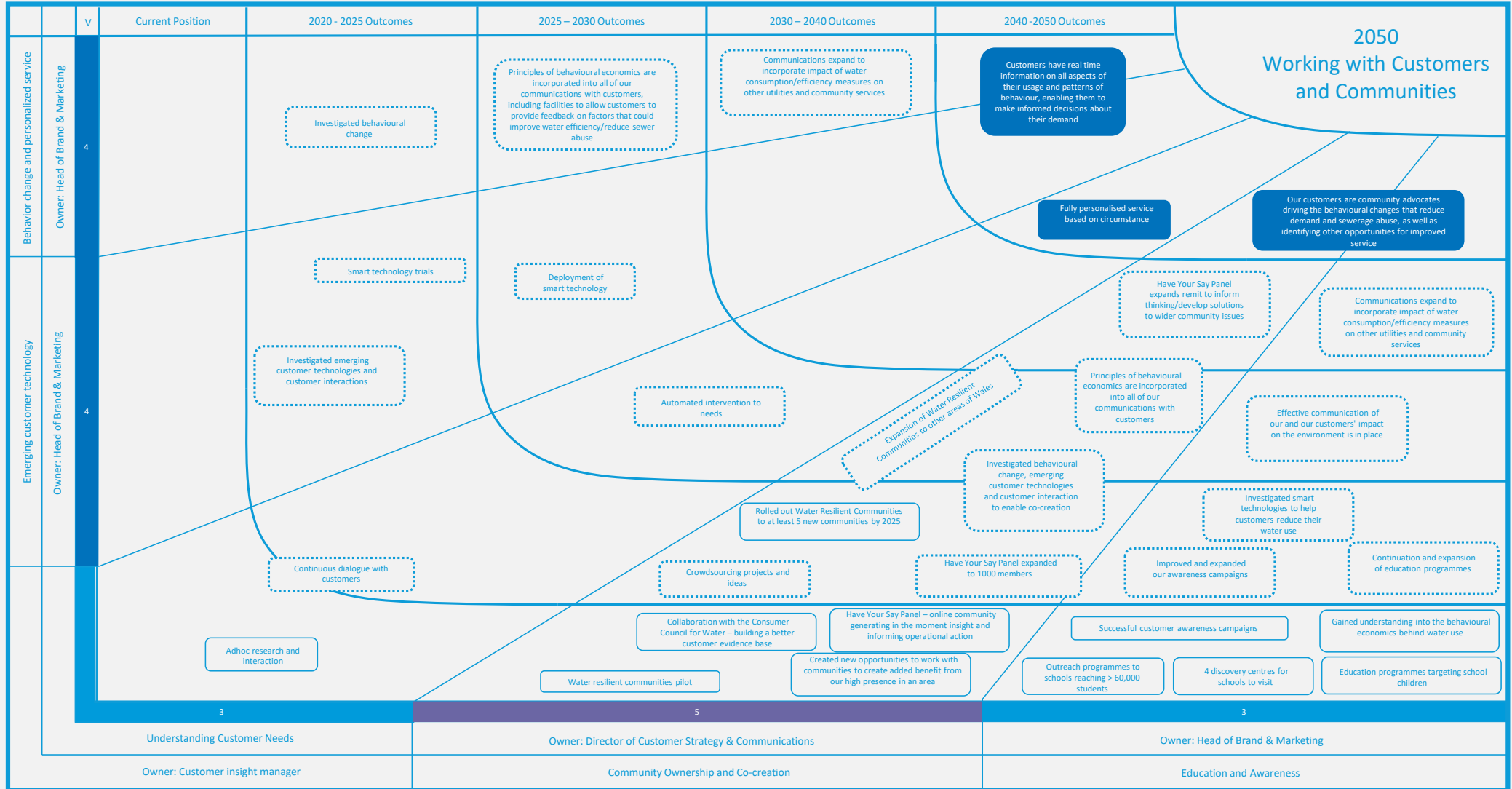
SR6: Towards a Lead Free Wales

Sponsor: Managing Director of Wholesale Water Service



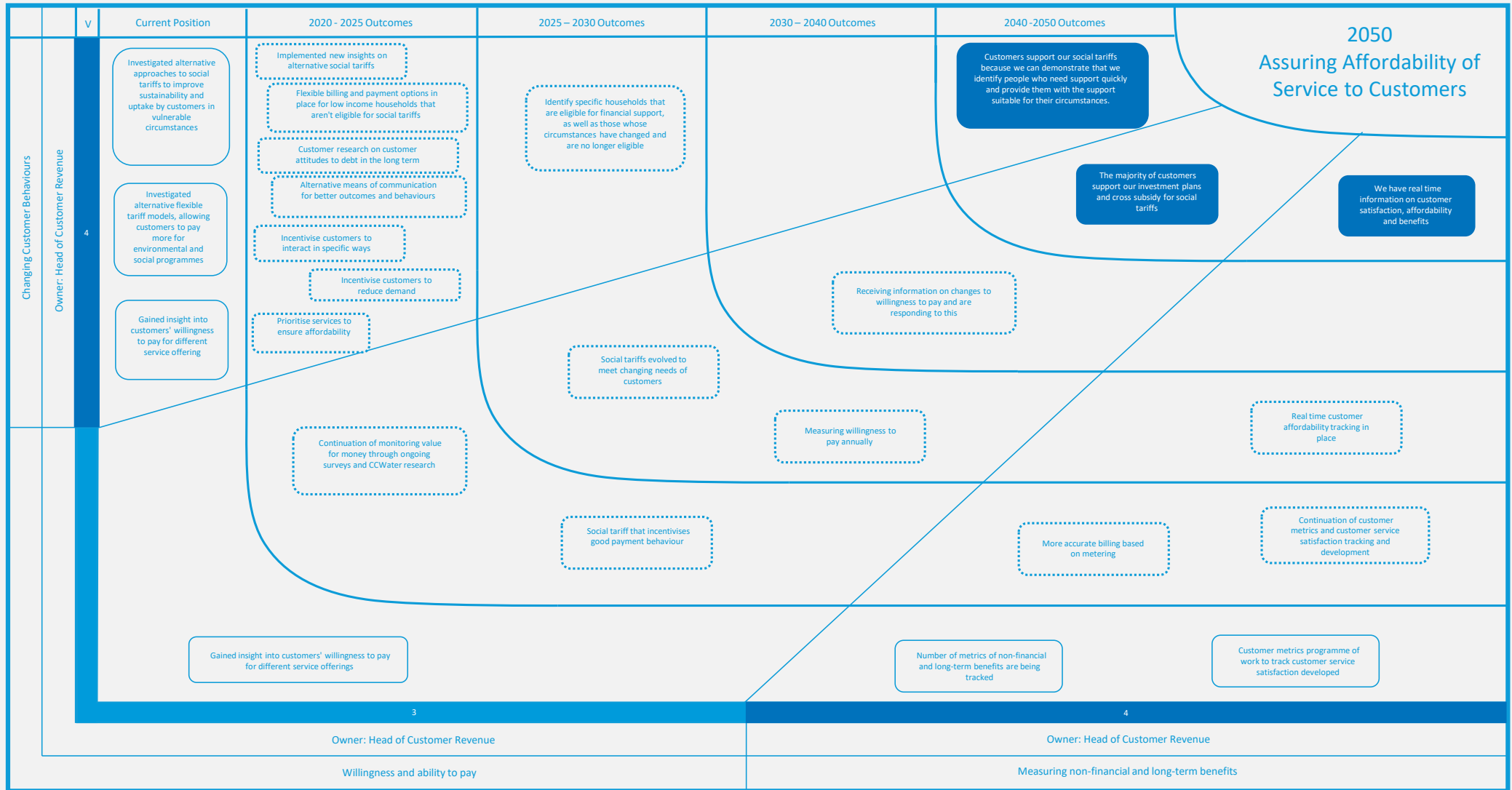
SR7: Working with Customers and Communities

Sponsor: Director of Customer Strategy & Communications



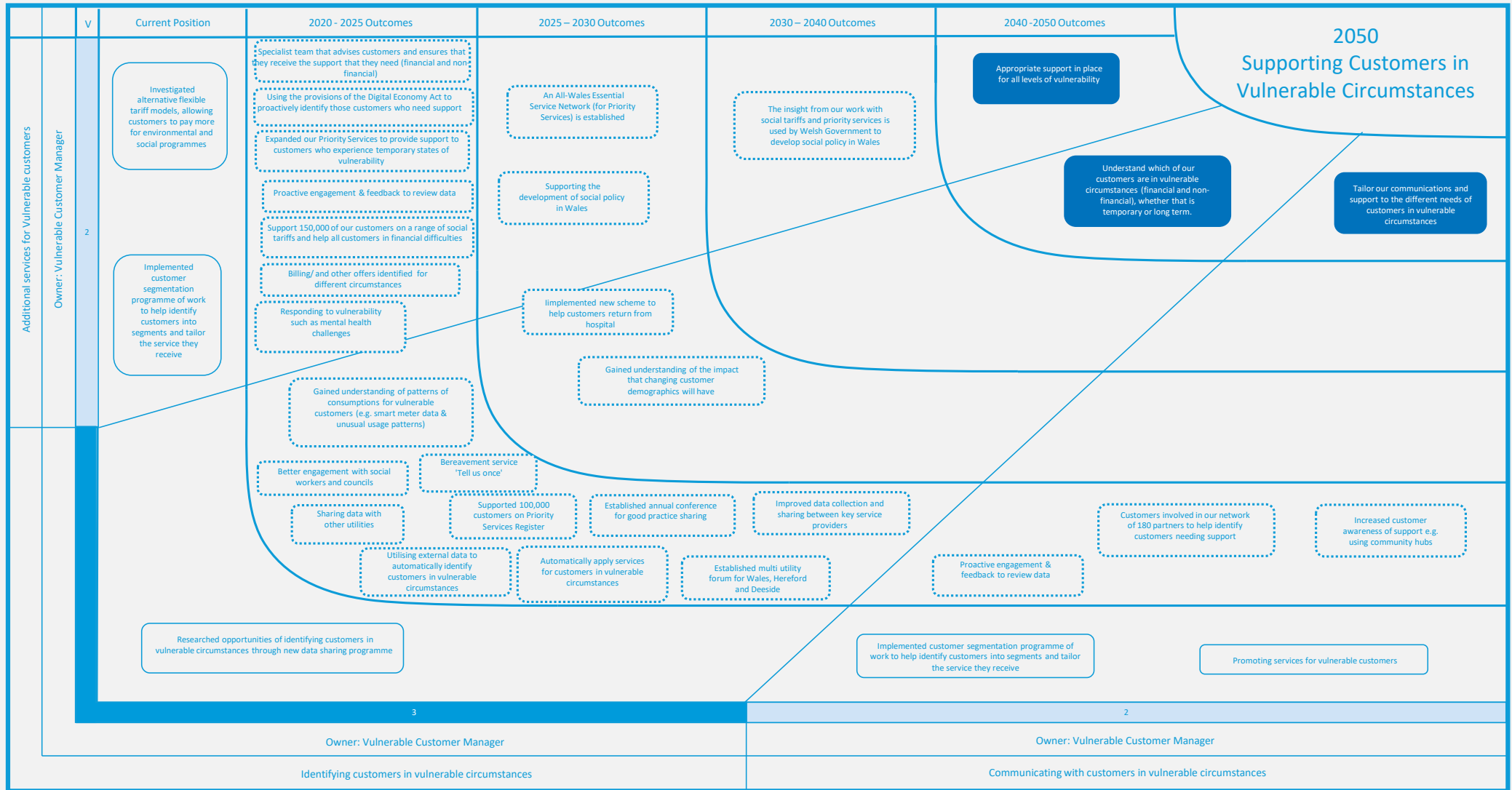
SR8: Ensuring Affordability of Service to Customers

Sponsor: Managing Director of Household Customer Services



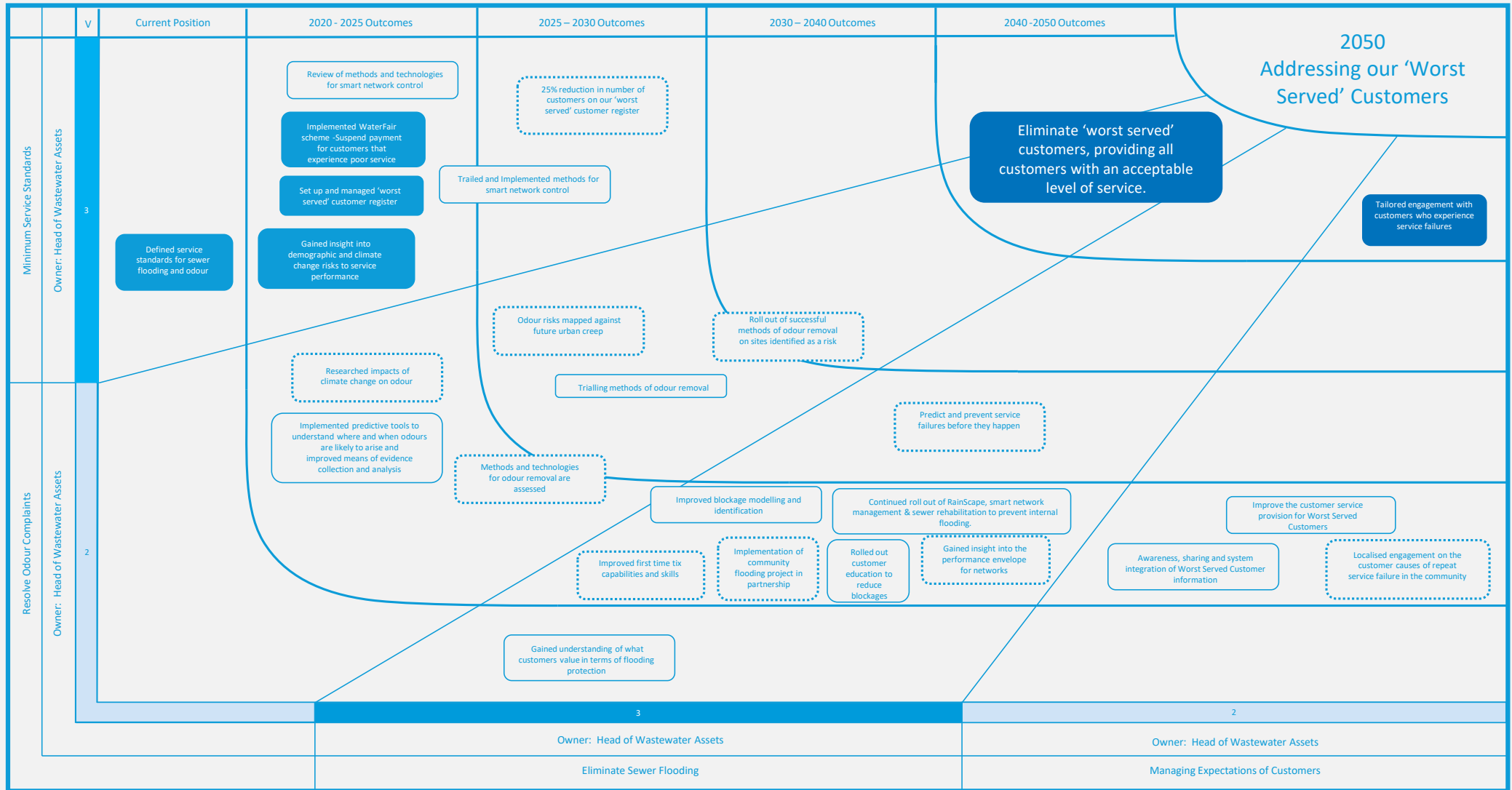
SR9: Supporting Customers in Vulnerable Circumstances

Sponsor: Managing Director of Household Customer Services



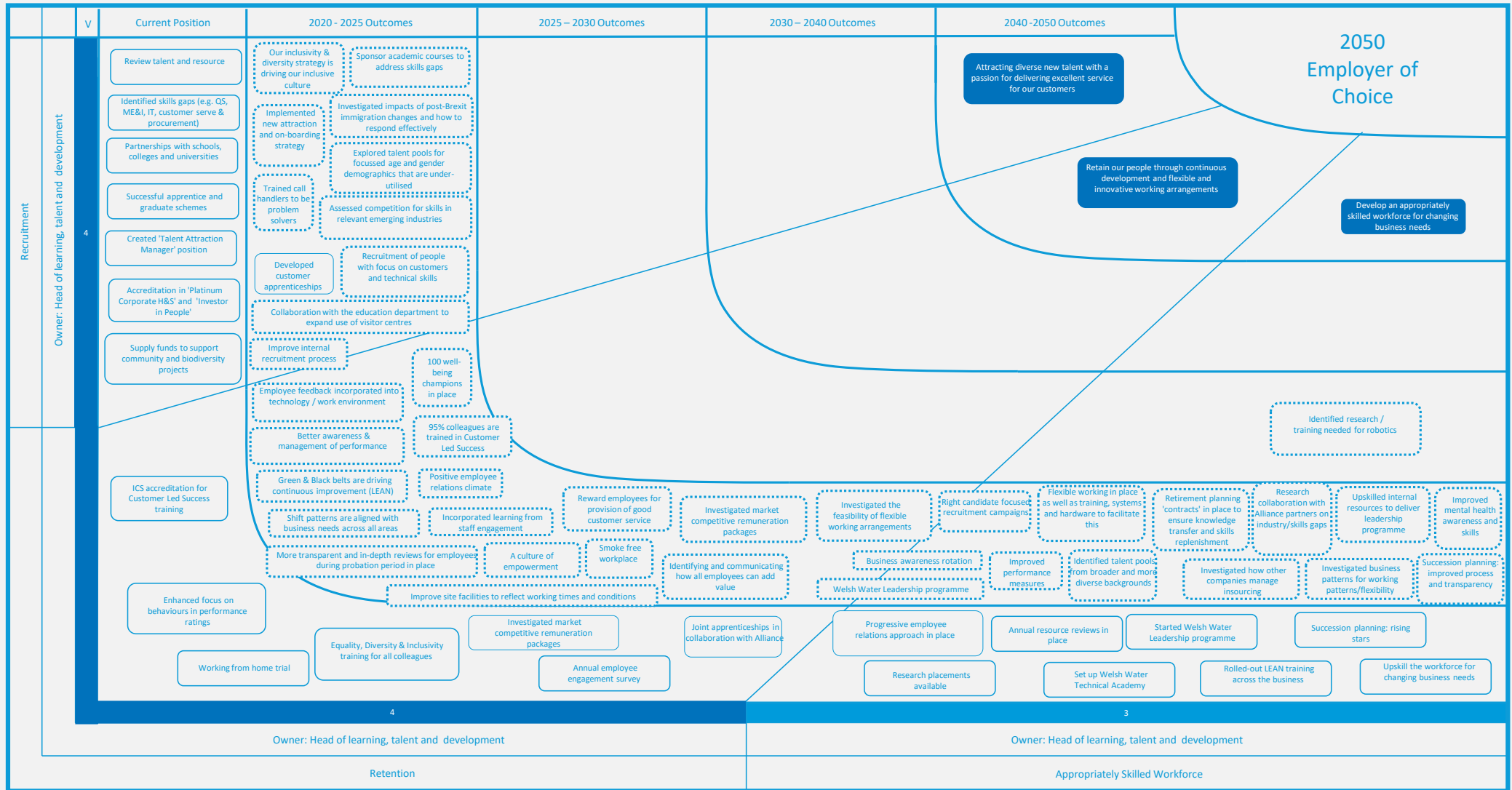
SR10: Addressing our 'Worst Served' Customers

Sponsor: Steve Wilson/Director of Customer Strategy & Communications



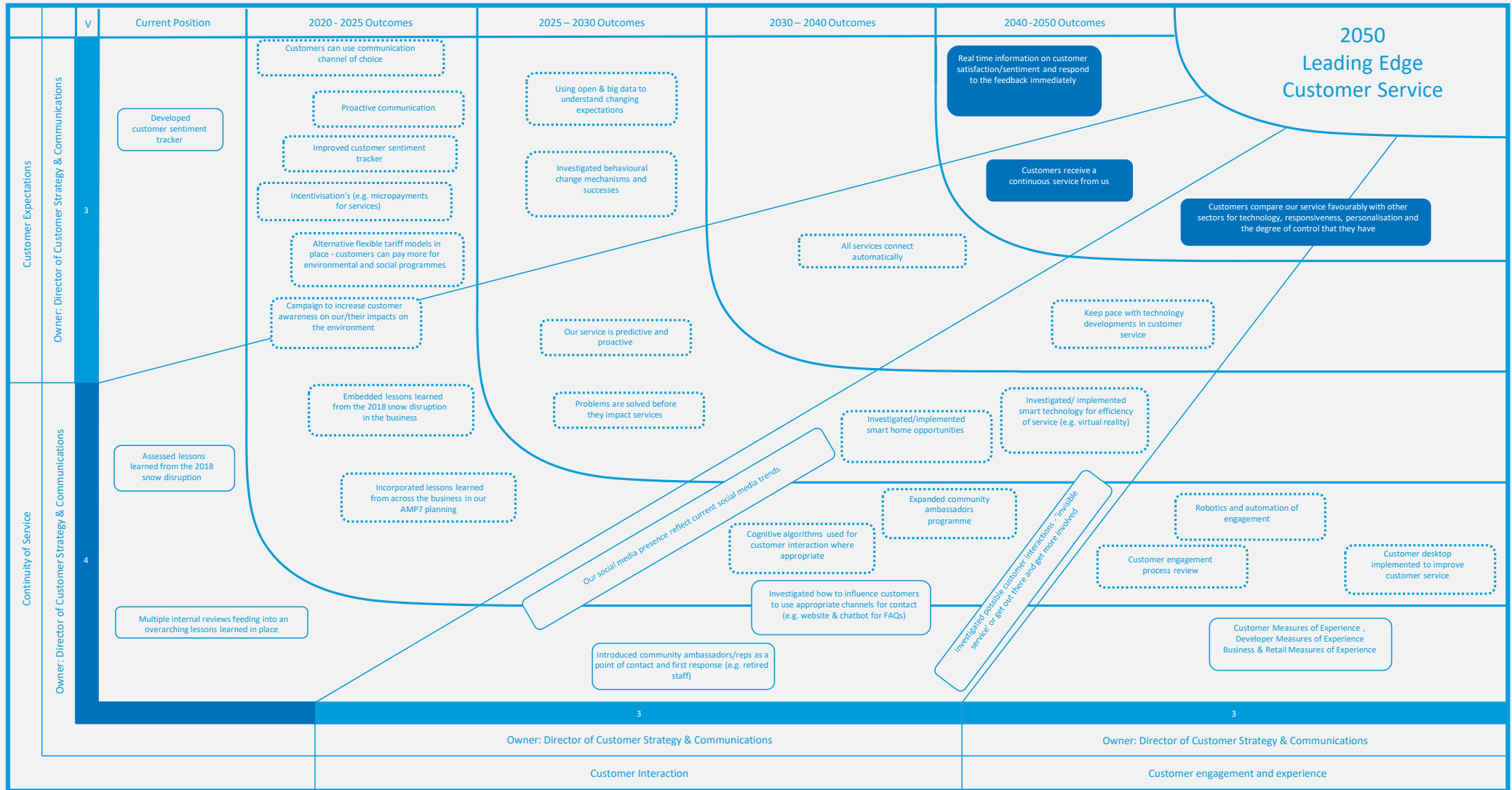
SR11: Employer of Choice

Sponsor: People & Change Director



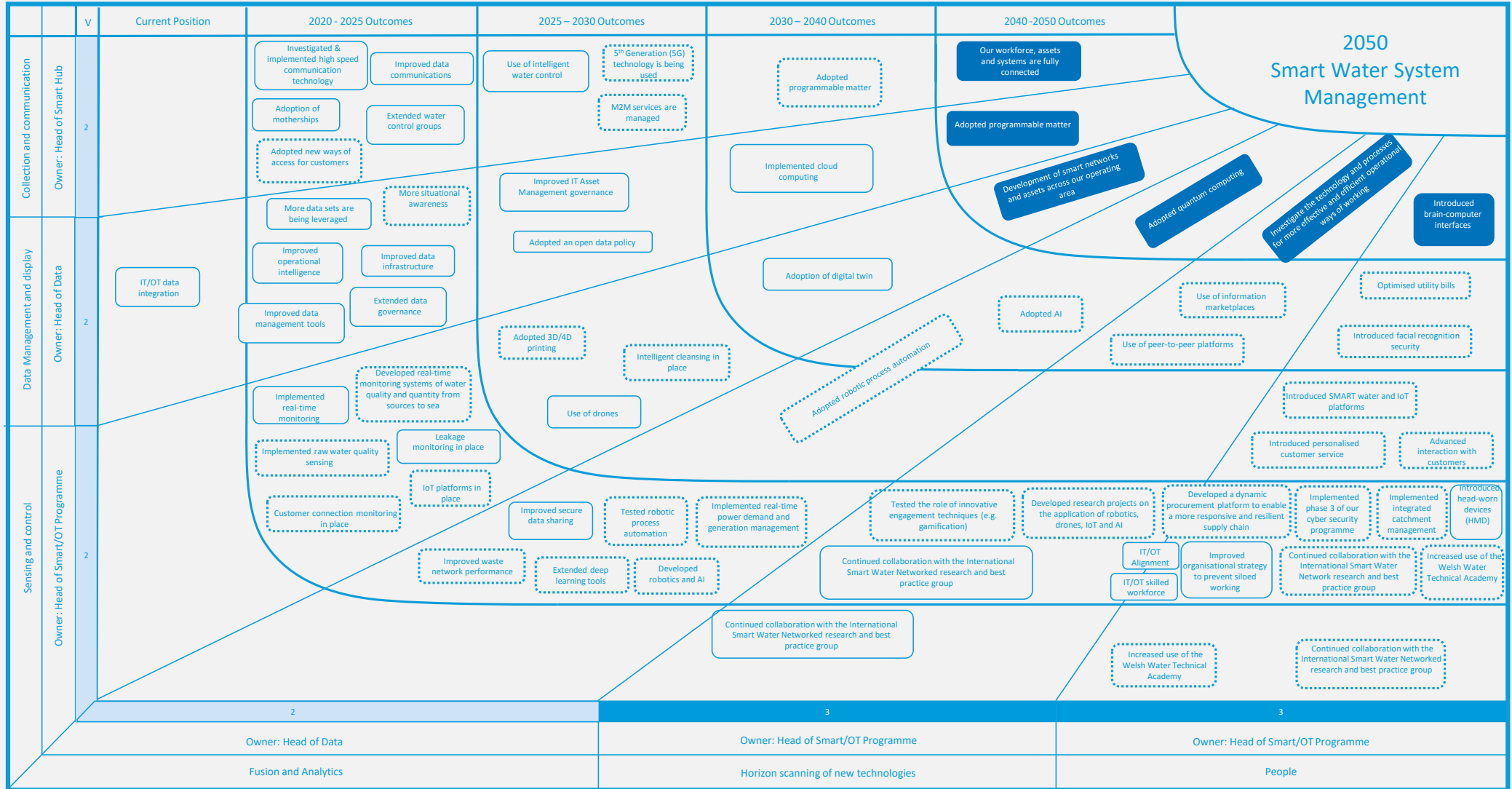
SR12: Leading Edge Customer Service

Sponsor: Director of Customer Strategy & Communications



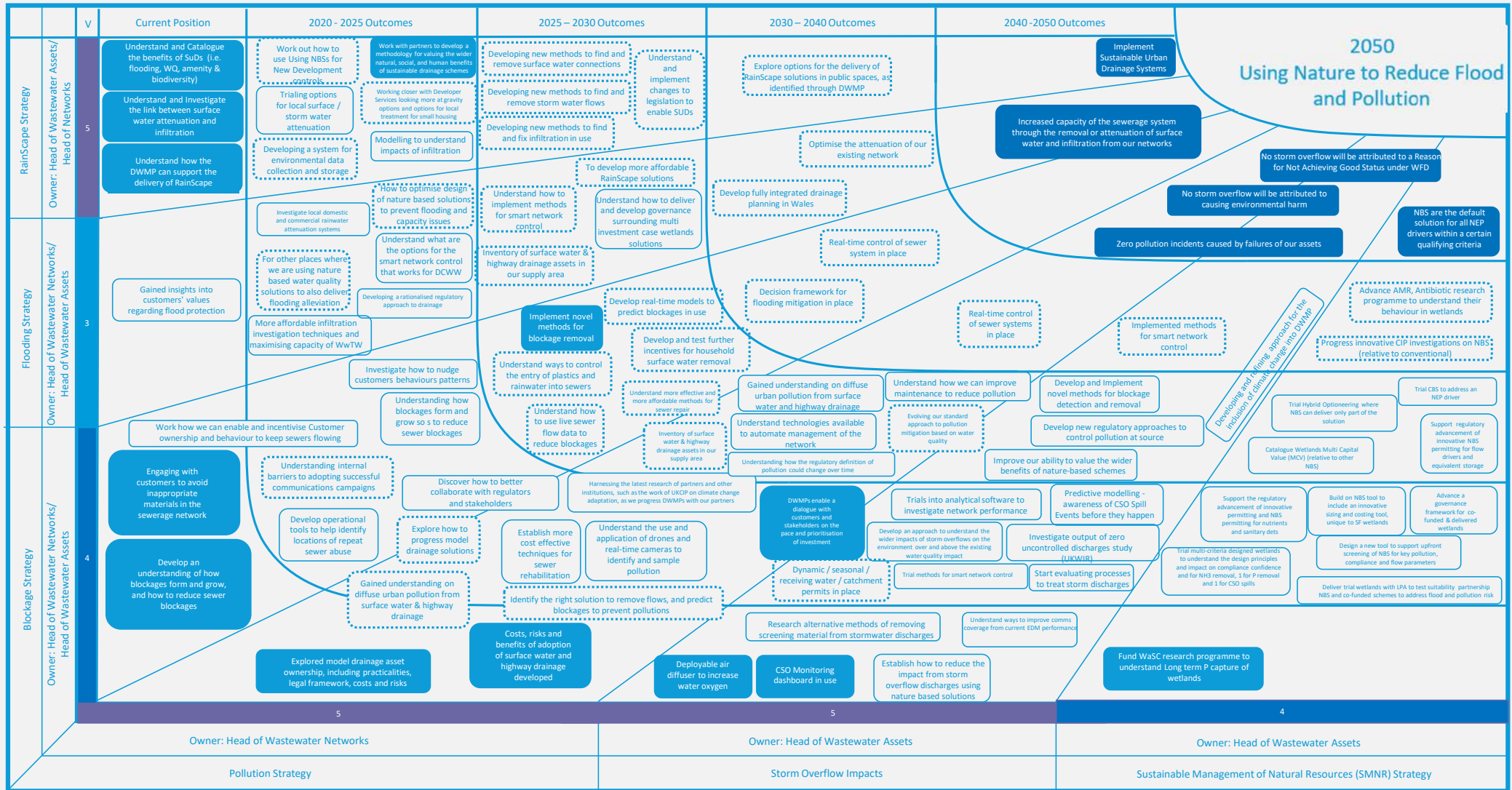
SR13: Smart Water System Management

Sponsor: Director of Operational Services



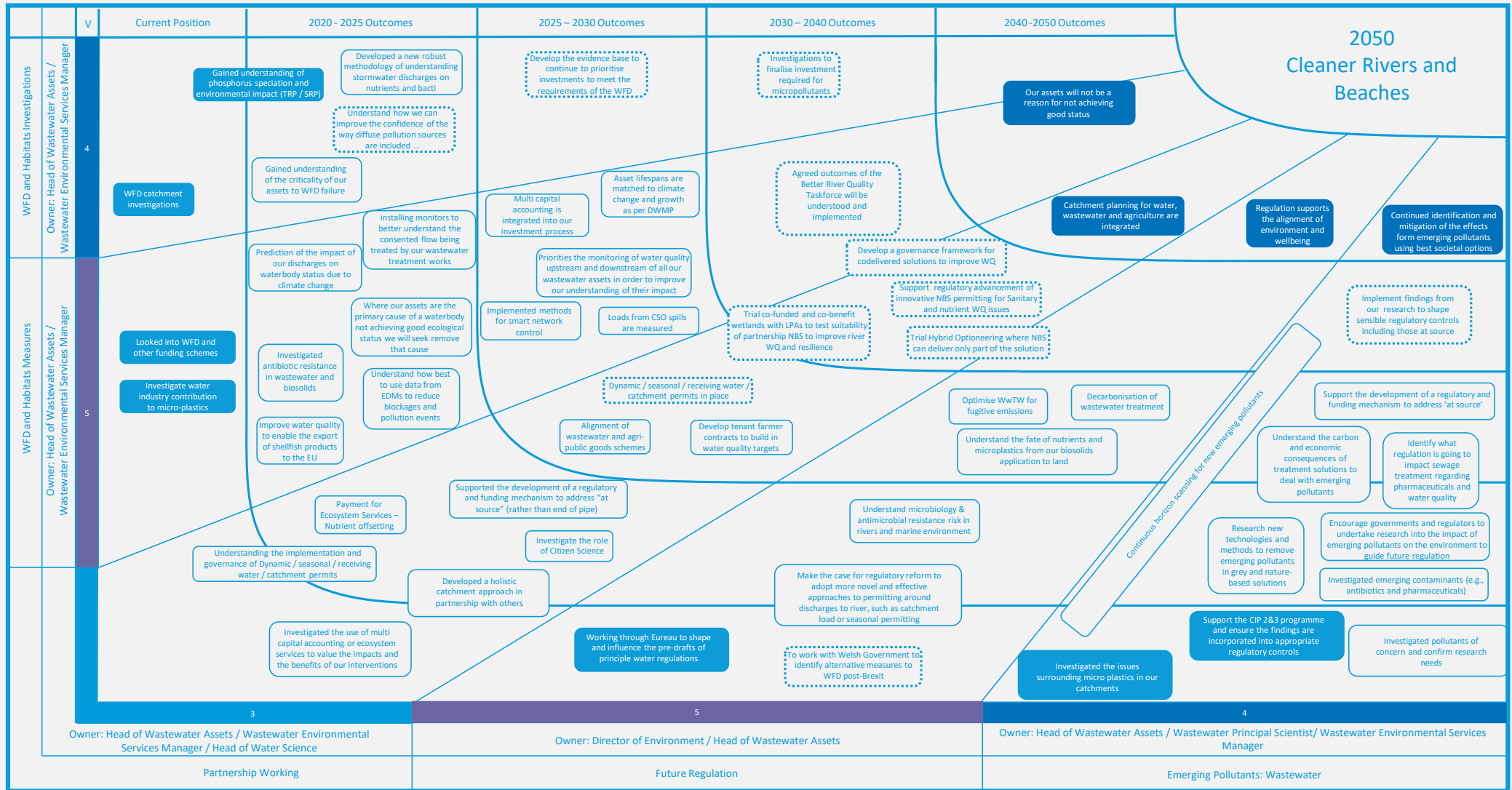
SR15: Using Nature to Reduce Flood Risk and Pollution

Sponsor: Managing Director Wastewater Services



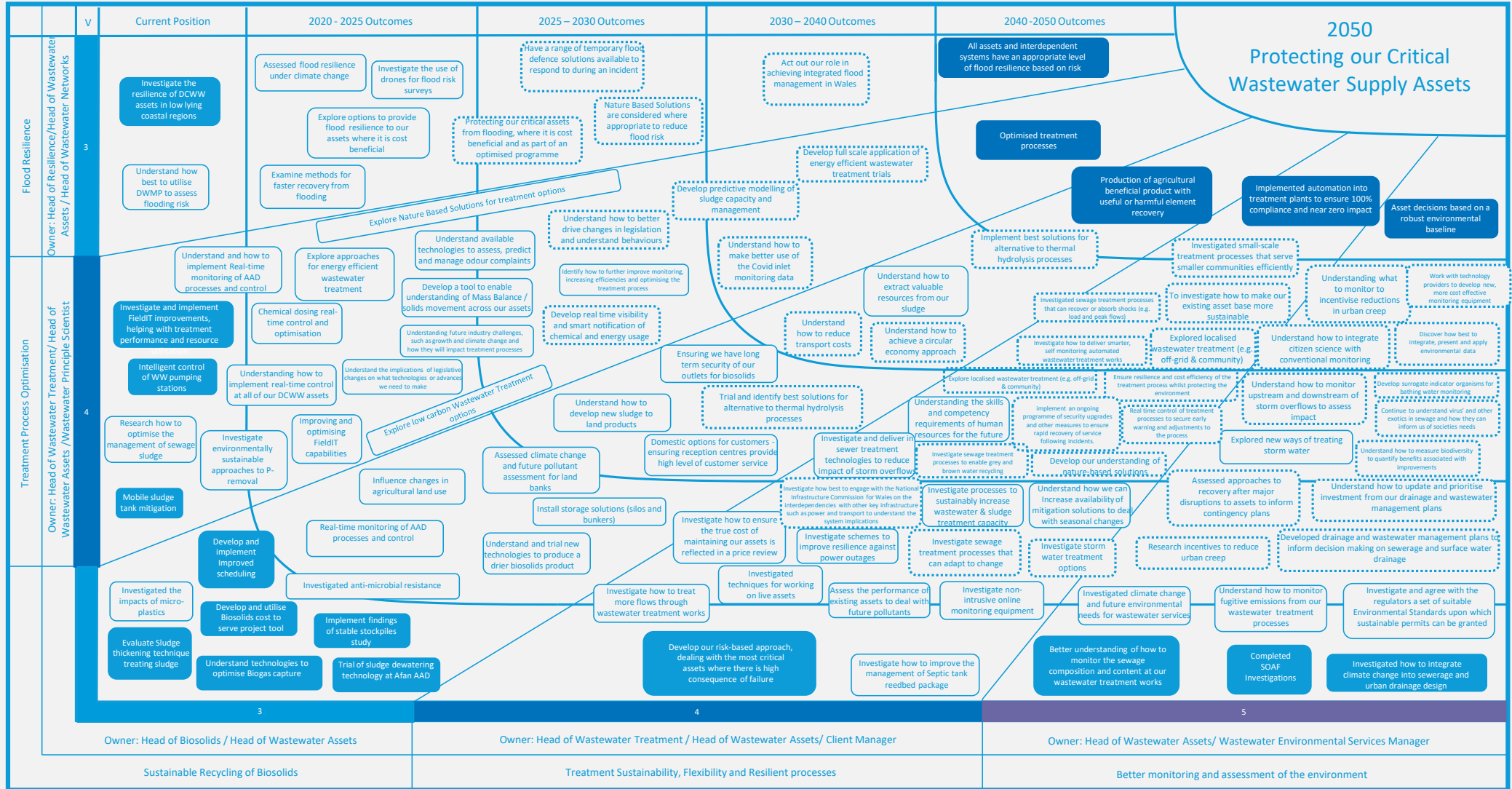
SR16: Cleaner Rivers and Beaches

Sponsor: Managing Director Wastewater Services



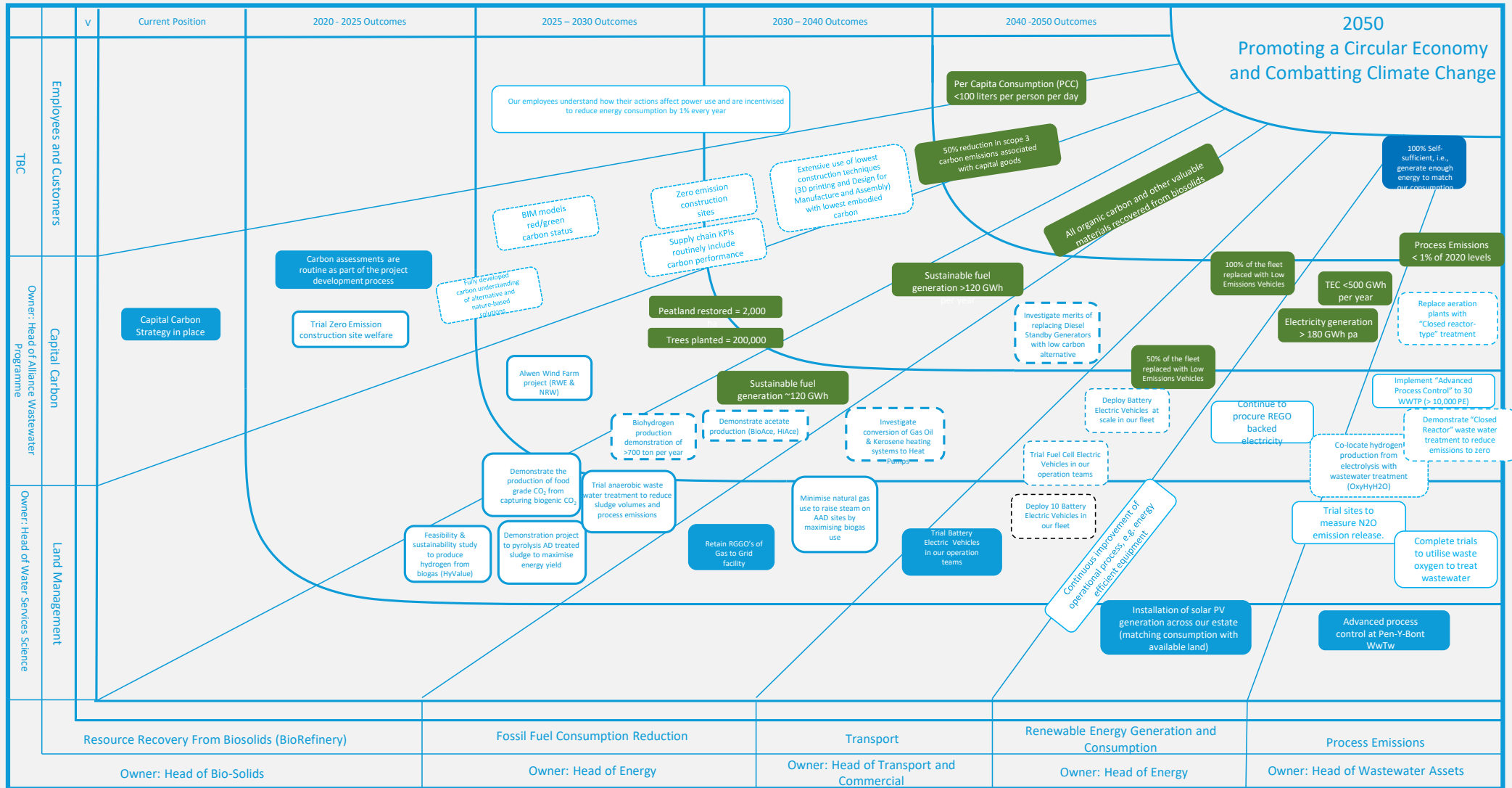
SR17: Protecting our Critical Wastewater Supply Assets

Sponsor: Managing Director Wastewater Services



SR18: Promoting a Circular Economy and Combatting Climate Change

Sponsor: Managing Director Wastewater, Business Customers & Energy



Score	Achievability (A)	Impact (I)	Value Score (A x I ²)	Key
1	The programme is less aligned with current capability, requiring significant recruitment, research, training, or development. The work is heavily dependant on external skills that are hard to access due to cost or availability constraints. It is very difficult to carry out in Welsh Water's current context and would require new regulation, policy, technology which is not currently available, or significant changes in Welsh Waters' current projects or processes. Capital cost is very high (over £1 million) and operational costs are over £50K (per year).	The programme provides little contribution to improved value for customers and the environment or to our people's health, safety and wellbeing. The implementation of the programme causes a high likelihood of negative impact on reputation and reduces trust in our service as well as providing no efficiency benefits. Any benefits are realised in about 10 years time.	1 – 8	
2	The programme is less aligned with current capability, requiring recruitment, research, training, or development. The work is quite dependant on external skills that are hard to access due to cost or availability constraints. It is quite difficult to carry out in Welsh Water's current context, with little alignment with regulation, policy or current Welsh Water projects or processes and requires technology which is in development. The capital cost is under £1million and operational cost are quite high, under £50k (per year).	The programme has the potential to contribute to some improvement in value for customers and/or the environment and to health, safety and wellbeing of our people. It is likely to have a neutral impact to reputation and trust in Welsh Water. These benefits are realised in under 10 years.	9 – 27	
3	The programme is somewhat aligned with current capability, requiring a small amount of research, training, development. The work may need external skills that are accessible. It is achievable in Welsh Water's current context and aligns with regulation, policy, Welsh Water's current policy and processes, and requires available technology. The capital cost is under £500k and operational costs are under £10k (per year).	The programme provides the potential for moderate contribution to improved value for customers and the environment. It provides opportunities to improve the health, safety and wellbeing of our colleagues with the potential for development of our peoples knowledge or skills . It is likely to have a minor positive impact to our reputation and trust in our service provision. These benefits are likely to be realised in under 5 years.	28 – 63	

Score	Achievability (A)	Value (V)	Priority Score (A x V ²)	Key
4	The programme is highly aligned with current capabilities and the skills needed are easy to access externally if they are not available internally. It can be carried out in Welsh Water's context, aligning with all regulation and policy, current processes and uses technology that is easily available within Welsh Water. The capital cost is under 100k and the work will not change to operational cost, i.e. no increase to current operational costs (per year).	The programme has the potential to provide a major contribution to increasing the value for customers and the environment. It is likely to have a positive impact to our reputation and the trust in our service. It will provide improvements to health, safety and wellbeing of our staff and help them realise their potential. These benefits are likely to be realised within 3 years.	64 – 105	
5	All relevant capabilities are available to implement the programme are available internally or within the Alliance. It is easy to carry out in Welsh Water's context, with regulation, policy, Welsh Water processes and projects and readily available technology actively supporting the work. The capital cost is under £50K and this work reduces operational costs compared to current levels (per year).	The programme has the potential to provide significant increase in value for customers and the environment. It is likely to provide a large positive impact to our reputation and trust in our service provision. It provides significant opportunities to keep our people safe, happy and able to realise their potential through skills and knowledge development. This benefits are likely to be very quickly realised, within 1 year.	106-125	