

# ST HELENA UTILITIES REGULATORY AUTHORITY



2018/19

6<sup>TH</sup> ANNUAL REPORT ON THE QUALITY OF SERVICES  
PROVIDED BY CONNECT SAINT HELENA LTD

## **EXECUTIVE SUMMARY**

The Utilities Regulatory Authority has completed its review of the quality of services provided by Connect for the year to 1<sup>st</sup> April 2019. **The Authority acts entirely independently and is not subject to the direction or control of the Governor, the Executive Council, Legislative Council or any other person or authority.** This report is an annual review.

As Connect entered its sixth year of trading they report that the business processes further bedded in. The company received a clean financial audit and has completed all the recommendations made by both internal and external auditors.

The company continues to make progress with subsidy reduction, despite reluctance to increase tariffs.

The Independent Review of Connect was completed and acknowledges the tremendous progress made since divestment.

The Authority found that since utilities were divested to Connect, overall reliability of the electricity network has improved by 36%. Overall reliability of the water network has increased by 16%. The appearance of water has improved since divestment although it is noted by the Authority that the appearance of water in Jamestown is significantly affected by heavy rainfall which causes the churning of sediment. Until such time as investment is available to Connect this will continue. The microbiological integrity of treated water has improved by 3.6% (which represents 100% quality). The time taken to perform electricity connections has improved by 95%. The time taken to perform a water connection has improved by 99%. Renewable energy sources represent 25% of total electricity production.

The Authority notes that there has been a decrease in the overall reliability of the water network which represented an increase in water interruptions from 1,145 to 1,331 which is an increase of 16% from two years ago. This is, of course, concerning to the Authority. However, it must be re-iterated that the overall reliability has increased by 16% pre-divestment. The Authority understands the suggestion that this is due to factors such as increased customer awareness of water issues after the severe drought and the underlying issue of a water network that is in an extremely poor state and has fully depreciated, it will take years to make significant improvements. The Authority is satisfied that Connect are acting to their best ability to ensure that improvements and investment in the infrastructure is being pursued.

The Authority is also keen for progress to occur with the Power Purchase Agreement and consequent implementation of greater percentages of electricity created from renewable energy sources.

## **PART 1 – OVERVIEW**

### **1.1 UTILITY SERVICES ORDINANCE 2013**

On 1<sup>st</sup> April 2013 the Utility Services Ordinance 2013 came into force. This Ordinance established the Utilities Regulatory Authority and created a legal framework to facilitate the private sector provision of licensed public utility services.

These services are —

- (a) The generation, distribution and supply of electricity;
- (b) The collection, storage, treatment and distribution of water; and
- (c) The disposal of waste water.

## **1.2 UTILITIES REGULATORY AUTHORITY**

The members of the Authority are Chief Magistrate Aldridge (as Chairman), Mrs Elizabeth March and Mr Paul Hickling. The Judicial Services Manager\* is Secretary to the Authority, to whom any communication should be made. The Authority, and any person acting under its authority, act entirely independently and are not subject to the direction or control of the Governor, the Executive Council, Legislative Council or any other person or authority. \*([yvonne.williams@sainthelena.gov.sh](mailto:yvonne.williams@sainthelena.gov.sh))

## **1.3 OBJECTIVE OF AUTHORITY**

The objective of the Authority is to regulate the development and provision of public utility services in a manner which—

- (a) ensures that users of such services are protected from both unreasonable prices and unreasonably low levels of service;
- (b) ensures (so far as is consistent with paragraphs (d) and (e)) that the prices charged for such services do not create unreasonable hardships for households or unreasonable hindrance to commercial and economic development in St Helena;
- (c) Motivates Utilities Providers to improve the quality of the services they provide;**
- (d) Ensures stability and predictability in the public utilities industry in the medium and long terms;
- (e) Supports a progressive reduction in levels of subsidy from public funds; and
- (f) has regard to such other regulatory objectives (if any) as may be prescribed.

## **1.4 DUTIES OF AUTHORITY**

It is the duty of the Authority, **having regard to its objectives**, to carry out its functions and to ensure that Utilities Providers comply with—

- (a) Ordinances, regulations and directives issued thereunder, regulating public utility services; and
- (b) The conditions of their licence.

### **1.5 POWERS OF THE AUTHORITY**

The Authority may, for the purpose of performing its duties, issue Directives to a Utilities Provider in connection with the provision of any public utility service; and, without prejudice to that generality, such Directives may impose requirements concerning;

- (a) The quality or standard of service which the Utilities Provider must deliver to its customers;
- (b) Payments of compensation (or abatement of charges) to compensate customers when the service provided does not meet the standards so set;
- (c) The maximum charges or fees to be levied by a Utilities Provider for providing the public utility service;
- (d) The terms and conditions on which public utility services are to be provided; and
- (e) Such other matters (if any) as may be prescribed.

### **1.6 PENALTIES BY THE AUTHORITY**

If the Authority is satisfied that a Utilities Provider has failed to comply with a Directive, or with a condition of its licence, the Authority **may** order the Utilities Provider to pay a penalty not exceeding the sum of £100,000.

A licence may be revoked by the Governor in Council upon recommendation of the Authority, where the Utilities Provider is in substantial and continuing breach of—

- (a) Any of the provisions of the licence;
- (b) Any Directives issued by the Authority; or
- (c) Any other obligations under the Ordinance.

### **1.7 UTILITIES PROVIDER- CONNECT SAINT HELENA LTD**

With effect from 1<sup>st</sup> April 2013 Connect Saint Helena Ltd (“Connect”) were licenced by the Governor in Council to provide all said public utility services in St Helena. The Authority was instrumental in the drafting of such a licence. The licence contains a considerable number of conditions relative to the quality of the services to be provided by Connect.

Connect is a private limited company which is wholly owned by the St Helena Government (“SHG”). The Board of Directors consist of a non-executive Chair, three further non-executive directors and two executive directors. The executive directors are the CEO and Operations Director of Connect.

## **1.8 CAPITAL EXPENDITURE**

Capital comes from two sources, either in the form of Capital Grants from SHG or from finances generated by Connect themselves. The table below shows how the capital was spent:

Asset Class	Grant Funded(£)	Connect Funded(£)	Additions(£)
Electricity infrastructure			
Equipment		64,962	64,962
Vehicles			
Water Infrastructure		363,391	363,391
Total		<b>428,353</b>	<b>428,353</b>

There has been no Capital Grants through SHG this year. The Authority is aware that business cases for priority projects have been submitted and it is hoped that capital funding may be available when further consideration is given in respect of the Island’s Sustainable Development Plan. Connect themselves have injected £363,391 into the water infrastructure with the reservoir lining at Hutts Gate 1 and Harpers 1 and work was completed to replace Barren Ground Communal septic tank that had reached the end of its economic life and was creating operational issues.

## **1.9 EXERCISE OF POWERS BY AUTHORITY**

It is important to note that, in performing said duties and in exercising said powers the Authority must have regard to ensuring the stability and predictability of the provision of public utility services. At this stage in the development of such private sector provision, any penalty imposed on Connect by the Authority would require to be reintroduced to Connect by way of increased subsidy or alternatively tariff increases to customers, as Connect are not profit making. The use of such penalty powers by the Authority would in reality only become practical were the utilities provider to commence making a financial profit and, while doing so, not meet the targets and expectations which could reasonably be expected of such a Utilities Provider.

## **1.10 PURPOSE OF REPORT**

This report is therefore principally concerned with motivating the sole Utilities Provider to improve the quality of the services they provide, where possible. The Authority has a duty to adopt a reasonable approach in setting targets and expectations in these stages of its regulation. Progressive targets and expectations have therefore been set, as it would be unreasonable to expect an instantaneous improvement to the levels which the Authority will ultimately endeavour to motivate the Utilities Provider to achieve.

This report has been prepared for the purpose of assessing performance against the targets established by the authority for the period of the review year.

The additional purpose of this report is to inform the public on the level of services being delivered by Connect. In doing so it is hoped to motivate Connect to improve the quality of the services they provide, if that is possible. Connect are aware that such services are being monitored, scrutinised and will be publically reported upon by the Authority. It should be emphasised that this report relates to the period from 1<sup>st</sup> April 2018 to 31<sup>st</sup> March 2019 being the review year.

## **1.11 Key Developments**

### **Electricity**

25% of the islands current electricity has been generated by the solar and wind farms. There has been no further investment in renewable energy over the last 12 months. This is a cause for concern when there has been commitment to improving the percentage of renewable energy resource on island. However, Connect and SHG jointly undertook the procurement of additional renewable energy where Connect will purchase electricity through a 'power purchase agreement'.

PASH had been identified as the preferred bidder in the process to procure renewable energy using a Power Purchase Agreement (PPA). During the year there have been extensive negotiations as a result of the deal being 'nonstandard' which has resulted in a number of concerns raised by PASH's financiers. At the end of the financial year the Authority are informed that all identified show stoppers have been removed as negotiations entered what is hoped to be the final stage after which time the PPA can be signed and physical works commenced.

Although the PPA is not signed, design work has continued, the solar site already has development permission approved, the airport has approved wind turbine sites and the development application for the wind turbines is due for submission within the next two months. All of this groundwork will speed up the process once the contract is signed.

As more renewable energy is integrated Connect's operating costs will reduce allowing for reduced subsidy to be taken, the possibility to plough savings back into the business to address the many legacy issues that exist and ultimately reduce the cost of electricity tariff for the customer.

## Water

The Water Projects team have made significant progress in the Half Tree Hollow water mains replacement, their next priority area is Bottom Woods. Their work is relatively easily scheduled because they work outside of normal operations. The water maintenance teams are committed to the planned preventative maintenance process, but the results are masked by the significant quantity of legacy issues that will take many years to address.

The Unaccounted for Water Programme has yielded some results and is a key activity for the coming year. The lack of bulk meters when the water networks were originally installed was a major oversight Connect have needed to cut into these large mains to install the bulk meters, which are used to compare the consumer meter readings against consumers being fed by any particular bulk meter. Without bulk meters it is impossible to analyse the quantity of Unaccounted for Water and is an initiative introduced since divestment. Results so far are: -

- Ladder Hill area reduced from 26% to 6% following the replacement of existing pipework with the correct pressure rated pipe to prevent further bursts
- Barren Ground unaccounted for water is 6% which is an acceptable level
- Lower Deadwood reduced from 71% to 12%, the main was replaced when leakage became undetectable after Basil Read had significantly increased the finished ground level.

Burnt Rock has baseline data gathered with subsequent readings required to assess any loss.

Attention has now moved to Levelwood where bulk meters are being installed and a baseline assessment will be conducted.

The initial assessments are made by the Projects team. As areas come under control Connect are migrating the ongoing meter reading and comparison to the newly formed meter reading operation, who will compile monthly reports of unaccounted for water for the water operations teams who will be able to react if loss levels increase to unacceptable levels.

Although the meter reading contract was a reliable method that had worked well dating back to the time before Connect was formed, the initiative was taken to take a higher degree of control of this important area of the business with the go live date for responsibility transfer of 1<sup>st</sup> April 2019. Some cost savings were made but, importantly, by controlling this activity from within Connect there is a higher degree of resilience. The meter readings are the start of the billing process so if there was an unexpected issue with the contracted service there was a chance that this could have delayed the billing process adversely affecting cash flow. The migration was carried out without any disruption to the billing process. As the controllers of the billing data it is far simpler to integrate unaccounted for water analysis into the routine business operations.

Connect made a strategic land acquisition adjacent to the existing Levelwood Reservoir. There is already a design for a new reservoir on that site that will significantly increase raw water storage capacity in this area. An additional benefit of owning this land is that Connect have been able to grant access to SHG who are in the process of removing eucalyptus trees from the hillside adjacent to the existing reservoir. Leaves from these trees cause a nuisance because they end up in the reservoir which affects the water quality. Once the works are complete water quality will improve, the water treatment process will become less onerous and there will be reduced requirement to clean the reservoir which will further save costs. Unfortunately, during these works a large log became detached from the machinery dragging it from the site and it rolled into the reservoir resulting in the water needing to be disposed of and the lining which was already fully depreciated, replaced. This put Connects resilience measures to the test whilst normally they would have many months of stock they now have only 12 hours stock but they have continued to supply consumers without interruption and expect to be able to do so until the new lining is installed in July 2019.

In respect of Harpers 2 Earth Dam, the Authority have noted how the reservoir had been allowed to accumulate silt over its lifetime due to the design deficiency of the omission of silt traps. Silt traps were added by Connect reducing the rate of future silt build up and once they had taken all usable water from the Earth Dam they took advantage of the dry weather, cutting a new access roadway into the reservoir that allowed heavy machinery to enter the reservoir and remove the silt. In total 6,000 tonnes of silt was removed, the reservoir capacity was 21,056 and after the silt was removed the revised reservoir capacity is 24,704 cubic meters an increase of 3,648 cubic meters so it is fairly evident that the accumulated silt occupied a significant proportion of the reservoir volume.

### **Organisation**

During the year there was some significant restructuring of the organisation with the Operations Director post disappearing and Technical Managers posts appearing. The two Technical Manager positions provide a higher degree of specialist technical input into the individual areas of the business with the Water Technical Manager being appointed from existing staff and the CEO absorbing the Electricity Technical Manager role. The second Executive Director position has been filled by the former Business Support Manager. The new role has the title Business Support Director with the previous Business Support Manager responsibilities being expanded, as well as providing the Company Secretary duties.

Total employee costs reduced from £1.309 million in 2018 to £1.222 million in 2019.

### **Disabled Employees**

The company policy focuses on the person's abilities rather than their disability and they are entitled not to be discriminated against or to be denied opportunities. This may mean making reasonable adjustments to the working environment for a disabled person, accommodating variations to working arrangements or taking some other positive action which would enable them to be effective in the job.



At the present time Connect have no disabled employees, although they do have one employee who has taken an alternative position to accommodate their changing abilities.

### **Resilience**

One objective of the Authority is to ensure stability and predictability of utility services. Previous reports have shown the improved resilience against low rainfall situations. On the energy side of the business Connect have protected themselves by introducing some backup diesel generators at the water treatment works and their offices. This year Connect reviewed their written plan of how to deal with significant disruption to the electricity distribution network or power station as well as the drought management plan alongside SHG. When there is renewable energy supplied through the PPA the system will provide for grid stability and it will then be possible to provide electricity without the need for diesel generators to be running.

### **Independent Review of Connect**

During the year SHG appointed a consultancy firm to undertake an independent review of the Connect business. The report is 83 pages in total but in summary some of the key findings of the independent review of Connect Saint Helena are: -

- Connect is achieving most of the main objectives set out in divestment process and meeting requirements of the ordinance and license.
- The subsidy received from SHG has reduced from 31% of turnover in 2013/14 to 15% in 2017/18
- A firm foundation has been created to become financially self-sustaining provided that: -
  - URA & SHG maintain realistic support for reasonable price increases
  - Connect reduces water loss
  - The PASH deal is signed to provide cost reductions
- Governance arrangements are appropriate with SHG the legal owner, Board of Directors and URA exercising the main responsibilities with SHG focusing on setting policy and framing the enabling legislative environment.
- The review of systems and processes reveals that the company is doing well and satisfying the requirements of divestment and legal obligations however much needs to be done to convince the public and SHG that this is real. Significant achievements are: -
  - Substantial replacement of old assets
  - Improvements in efficiency and productivity for the electricity service
  - Significant improvements in network performance and the time taken to connect new customers
- Connect is well aware of the significant challenges that exist in the water systems due to the inherited poor condition of the assets and the costs and resources needed to address these issues.
- Staff costs have remained stable at between 21% and 23% of the total operating cost.

- Water losses remain a significant challenge exacerbated by the inherited poor condition of the network however plans are in place and work underway to address this.
- The future pricing model should be fair & robust to secure the medium to long term future of Connect
- General observations on pricing are as follows: -
  - Electricity standing charges should be reintroduced to reflect the fixed costs of providing the service
  - Current electricity tariffs are adequate
  - Potential for electricity price reduction when the PASH deal reduces costs
  - Water tariff increases are required to reduce the annual subsidy from SHG
  - Connect needs to continue to reduce costs in particular water loss
  - Connect should consider adjustments in charging structure to promote fairness and ability to pay
  - Sewage tariff structure needs to take into account future developments
- Audit and risk management consideration as follows: -
  - Actions to reduce costs in particular water loss
  - Risk register is comprehensive and should continue to be updated to reflect prevailing risks
  - Internal audit requires reinvigoration
- Benchmarking shows that: -
  - For both water and electricity the levels of service have improved
  - Wider benchmarking would be advantageous reaching out to other island communities and should be used by the URA
  - Compared to 20 other similar islands St Helena water tariff was amongst the lowest
  - Compared to 20 other similar islands St Helena water loss was amongst the lowest
  - Compared to 20 other similar islands St Helena electricity tariff is comparable or favourable
  - Compared to 20 other similar islands St Helena has the most renewable energy
  - Compared to 20 other similar islands St Helena has low electricity losses

## **PART 2 – PUBLIC UTILITIES DEVELOPMENT PLAN**

### **2.1 PUDP**

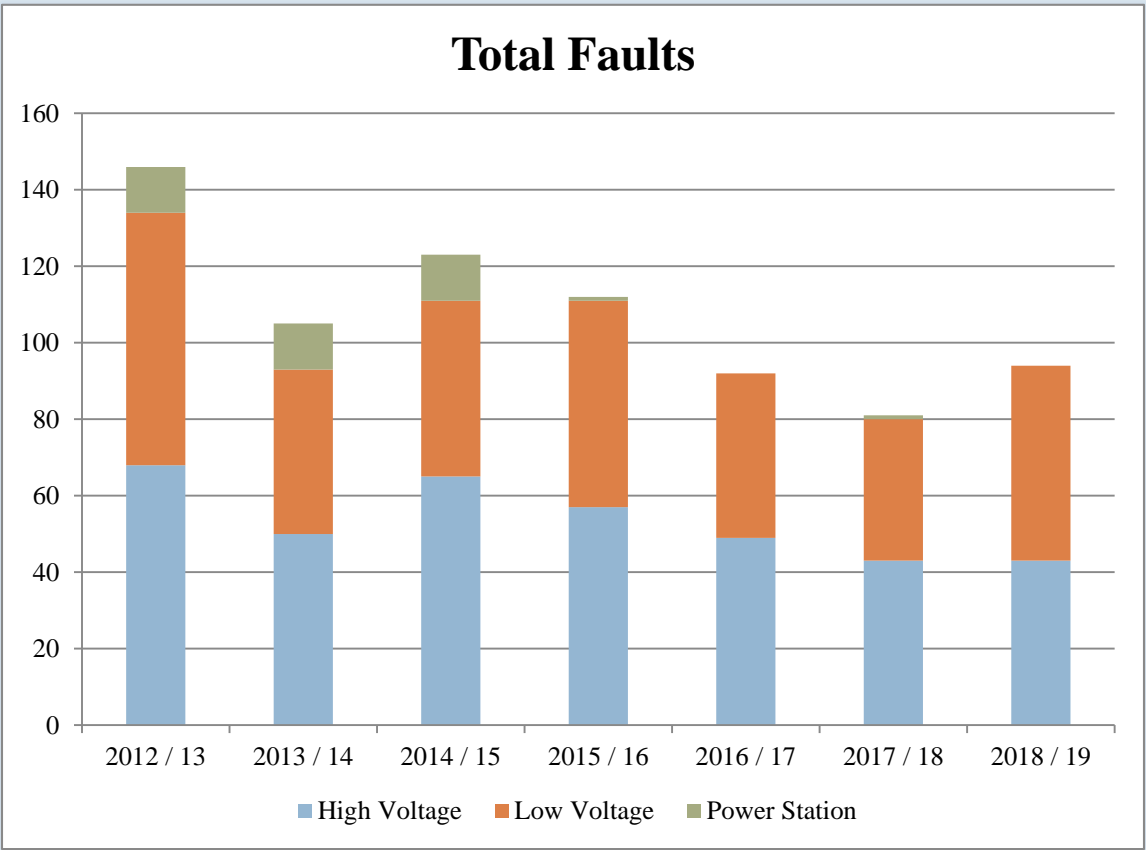
The Public Utilities Development Plan (“PUDP”) was agreed, after extensive discussions, between Connect and the Authority. This provides for a planned improvement to the reliability and quality of public utility services over the three year period from 2017-2020. The plan requires the collation of performance indicators to assist in determining if such improvements are being achieved by Connect.

Such performance indicators are measured against the “benchmark year” of 2012/13, namely the year prior to the commencement of the Connect operation as a private limited company.

2.2 RELIABILITY OF ELECTRICITY DISTRIBUTION NETWORK

Disruptions to the Electricity Distribution Network (“EDN”) may be High Voltage “HV” affecting a large number of consumers or Low Voltage “LV” generally affecting a small number of consumers. In the benchmark year the EDN had in total 146 disruptions. Connect has reduced the number of total disruptions from said benchmark year of 146 to 94, within the agreed target of 95. This represents an improvement of 36%. However, it should be noted that last year the figure for disruptions was 81. Connect attribute the increase in disruptions to two weather events in September and November. These weather events caused the number of trees falling onto lines to increase.

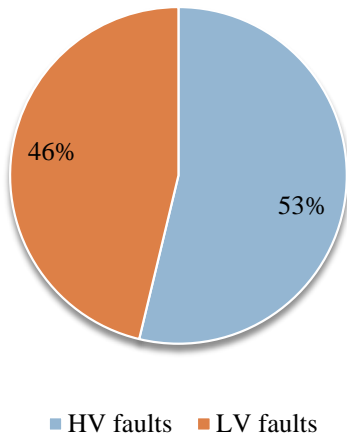
The graph below shows the improvement trend.



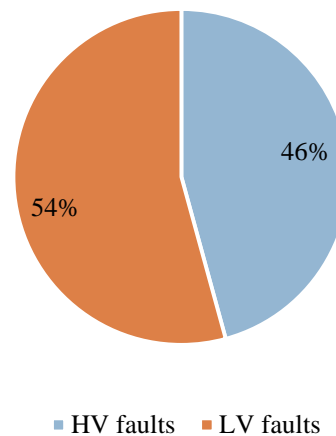
REASONS FOR DISRUPTIONS

The chart shows the spread of faults between the high and low voltage networks

**Proportion 2017/18**

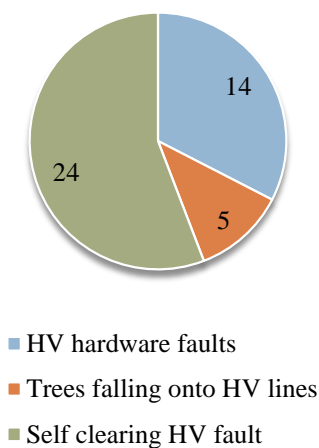


**Proportion 2018/19**

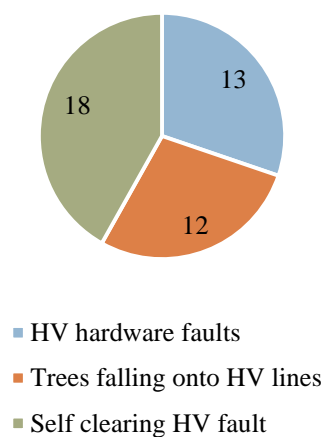


Spurious tripping that Connect refer to as self clearing faults reduced most likely as a result of the continuing line clearance programme. With vegetation removed from the area around electricity lines there is reduced incident of bark, twigs etc touching the lines resulting in the protection operating with the offending material then falling to the ground

**HV Faults 2017/18**



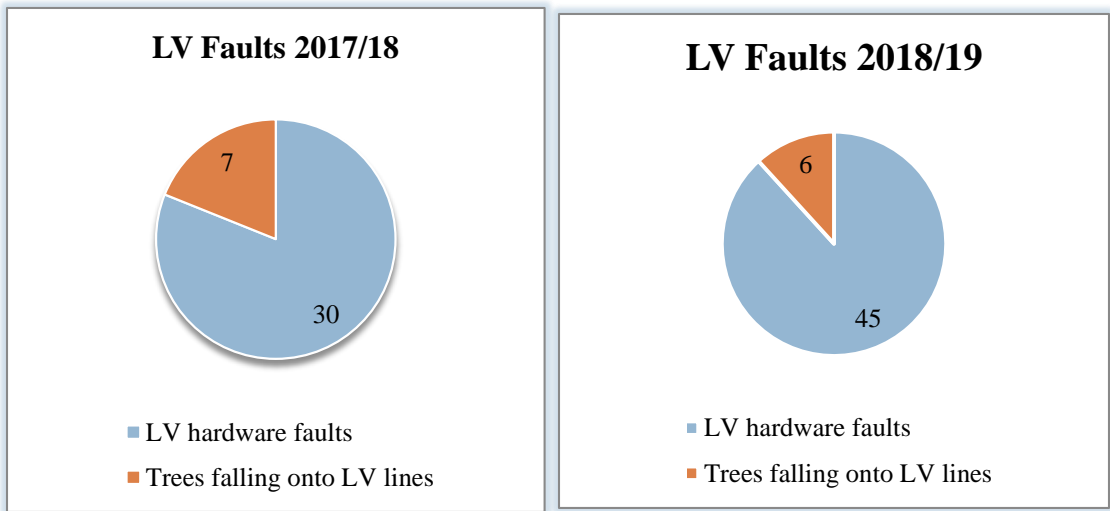
**HV Faults 2018/19**



Unplanned outage KPI is key to the public perception of Connects performance. Connect state that they continue to focus their lines team and local contractors on preventing failure and are making progress against this significant task.

They have improved the specification of HV insulators to silicone (rather than ceramic) and as lines get maintained they will become more reliable since silicone is technically superior.

Low voltage faults have less impact than high voltage faults since they relate to single customers or small groups of customers. Faults are concentrated around the adverse weather events. An analysis of the hardware faults reveals incidents like lines becoming detached from properties, joints being shaken loose etc. consistent with the effects of increased stress due to strong winds.

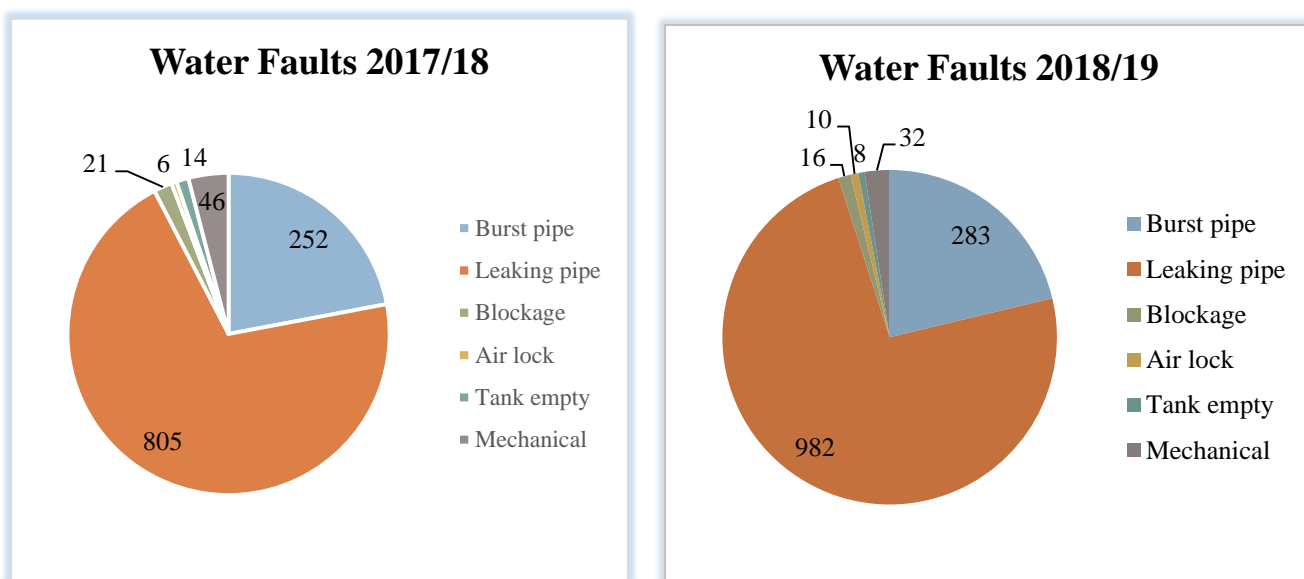


The Authority has considered the recent history of faults and it would appear that in recent years the proportion of high voltage and low voltage faults remains about equal. In the past high voltage faults were more regular. High voltage faults are a source of greater concern as they are more disruptive to a wider range of users, low voltage issues tend to be more localised and, therefore, less disruptive. It is noteworthy that over the past 3 years in review that there have been no power station faults.

**2.4 RELIABILITY OF THE WATER DISTRIBUTION NETWORK**

The reliability of the water network has improved by 16% since divestment. Connect report that the last couple of years have been difficult with deterioration in performance. Last review year the improvement was 27% so there has been a reduction of improvement by 11%. In the benchmark year the Water Distribution Network (“WDN”) had in total 1,582 leakages. 850 in 2016-17, 1,145 in 2017-18. The Authority set a target of reducing the total interruptions to 1,150 for the review year. Connect report an increase in the number of total leakages to 1,331.

This remains of concern to the Authority who raised the issue with Connect. Connect have responded by explaining that a dedicated team is renewing mains; survey work informs the location of pressure reducing valves which reduce the incidence of over pressure which is a cause of bursts and can only conclude that the age and condition of the system are preventing actual improvement in system performance despite the enormous efforts being made to deal with the known issues. An analysis of faults is shown below.



Burst pipe	Leaking pipe	Blockage	Air lock	Tank empty	Mechanical
283	982	16	10	8	32

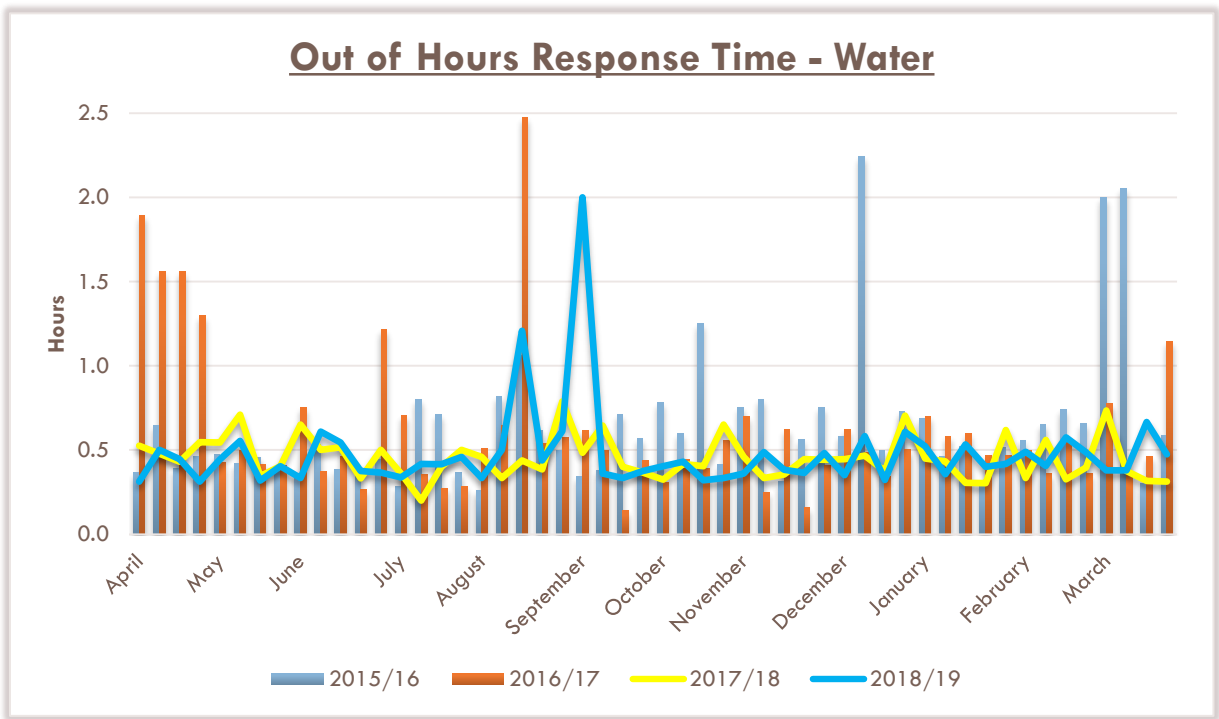
The trend is similar to last year and of the 1,331 faults 95% are attributable to bursts and leaks.

The ongoing survey work is providing essential design data to allow areas of the network to be replaced and Connect have recruited a team specifically tasked with making progress in this area. Connect have budgeted £100k annually from the depreciation fund to replace priority areas, however, Connect state that the enormity of the task must not be underestimated.

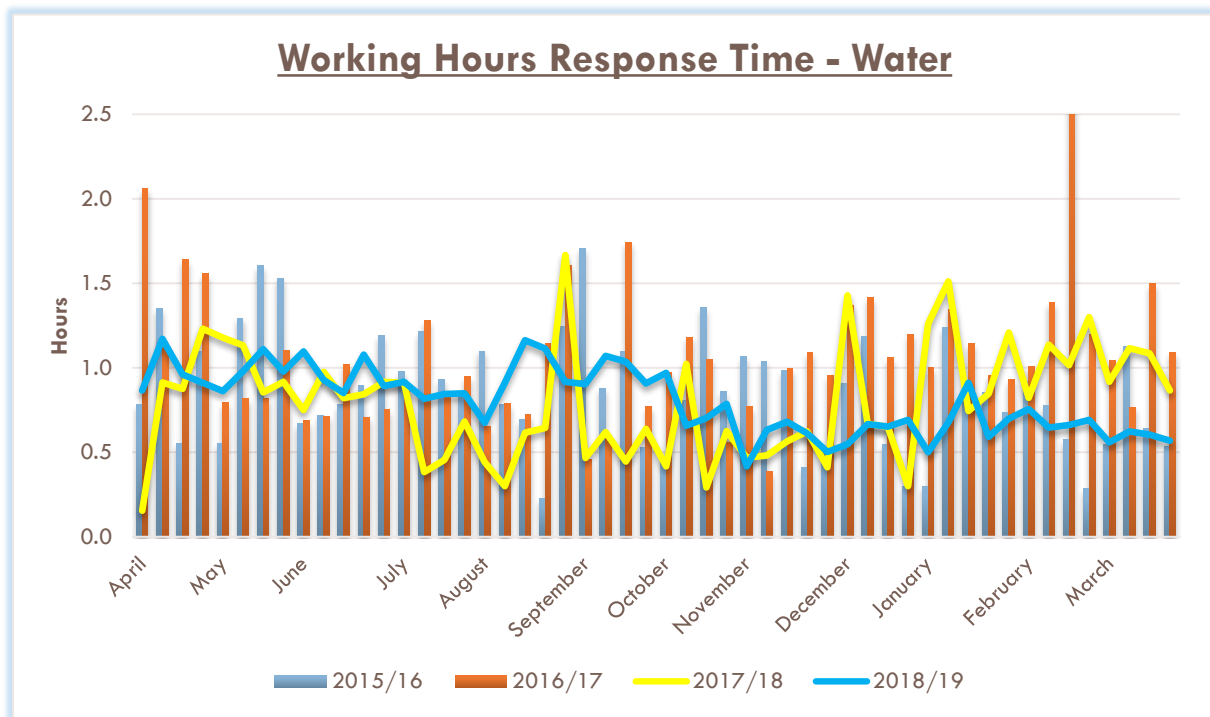
It is not clear if increased education and vigilance following the last water shortage has played a part in leaks being reported by the public where before they were ignored or if it is just the result of the significant quantity of inherited, fully depreciated assets Connect are contending with. Despite the concerted effort being made in respect of this KPI this is not being reflected in the reported figures.

As there was an increase with regards to the water interruptions the Authority agreed with Connect last year that information surrounding the response of Connect to resolve these issues needed to be addressed.

Connect have reported back this year to confirm that for each interruption a fault report is produced, the water operations manager reviews the reports to help him identify any area where Connect need to refocus their efforts. Data that is recorded includes the response times.



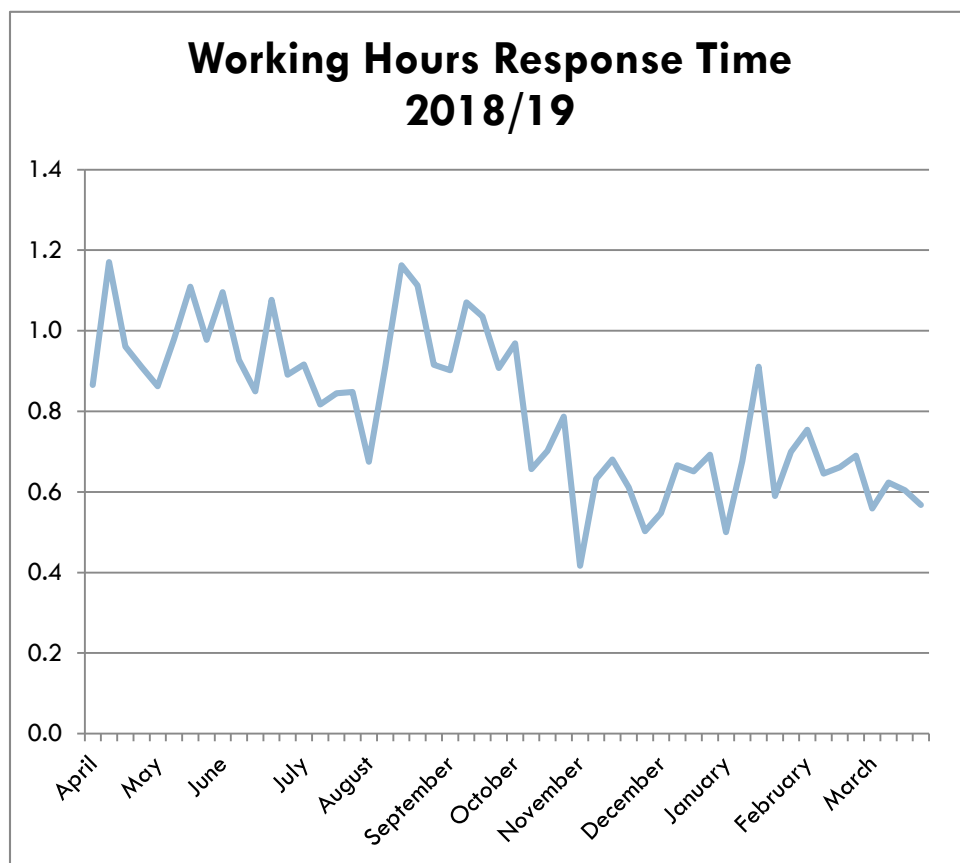
Records are kept separately for the Out of Hours Service which is contracted out and Connect's own working hours staff. The records were started in 2015 and during that time the out of hours response has improved from an annual average of 38 minutes to 27 minutes and complies with the contracted times.



The monthly response times that are presented in the graph above show that working hours response has also improved from 52 minutes to 48 minutes. Connect report that it is expected that working hours response will be slower because staff may be carrying out planned work which they need to either finish or get to a safe state where the callout contractor would most likely be at home and, thus, more available to deal with the callout.

During the year with focus on this area the working hours weekly response has improved as shown in the graph ending up at 36 minutes.





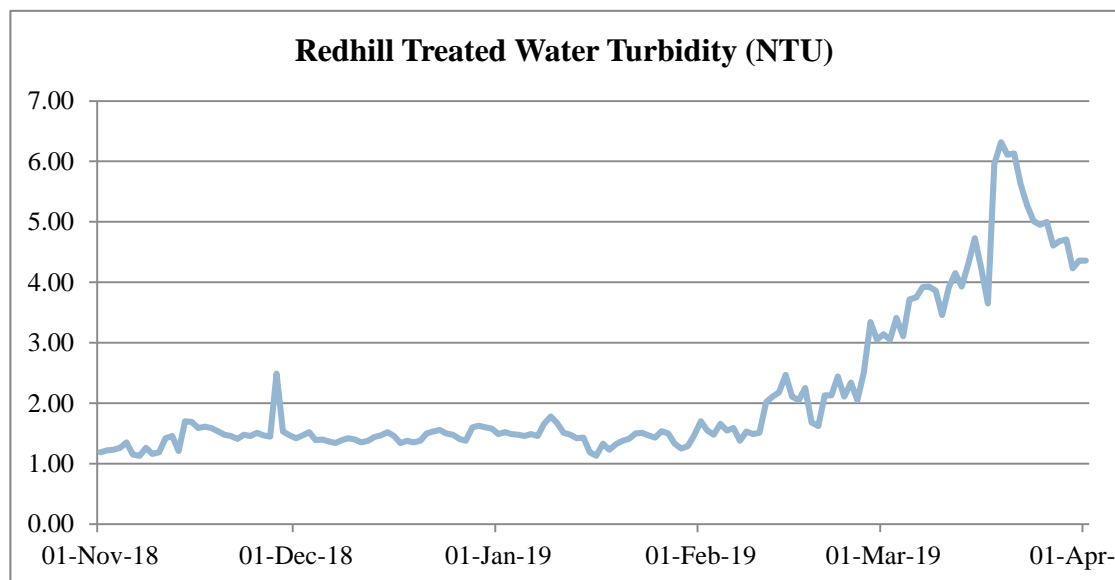
The Authority are grateful to Connect for furnishing these figures which demonstrate that, despite an increase in interruptions (which are attributable to an ageing infrastructure), there is an ongoing commitment to maintaining and improving the management of the issues to the customer.

## 2.5 APPEARANCE OF TREATED WATER

The method used for the measurement of water appearance now employed has developed from a subjective visual measurement to a testing against the internationally recognised NTU scale.

The acceptable, for health purposes, levels of discoloration of water range between 1-10 on the NTU scale. The pre-divestment benchmark was 4-5 NTU. This year the target was set at 1.75 NTU apart from Jamestown which was set at 6 NTU as it awaits funding for works to replace piping and install flocculators. The results relate to four areas. These are Redhill, Hutts Gate, Levelwood and Jamestown. As shown in Appendix 1 this expectation was exceeded in Jamestown (5.51 NTU), Hutts Gate (0.39 NTU) and Levelwood (1.74 NTU). However, in Redhill there was a failing to provide targeted appearance of water with an overall average of 2.25 NTU. The Authority have raised with Connect to explain this deviation from the target.

The 'Redhill treated water turbidity' graph shows how as the level of the Harpers 2 Earth Dam was drawn down the clarity of the water supplied deteriorated.



In previous reports Connect and the Authority have noted how the reservoir had been allowed to accumulate silt over its lifetime due to the design deficiency of the omission of silt traps. Silt traps were added by Connect reducing the rate of future silt build up and once they had taken all usable water from the Earth Dam they took advantage of the dry weather, cutting a new access roadway into the reservoir that allowed heavy machinery to enter the reservoir and remove the silt. In total 6,000 tonnes of silt was removed, the reservoir capacity increased from 21,506 to 24,074 cubic meters so it is clear that the accumulated silt occupied a significant proportion of the reservoir volume, **this has been a major issue which is now resolved.**

The Authority agree to keep the target in relation to Jamestown to 6.0NTU for the next review period and 1.75NTU for the other areas. However, concern remains that the discoloration in respect of Jamestown remains unaddressed until funding is obtained. The Authority stress that this is an issue that continues to require urgent resolution.

The Authority raised the question with Connect about what is being done in the absence of capital funding they responded as follows:-

*'We have already completed some works ourselves in advance of funding and are not entirely clear why this shovel ready project did not receive funding. We have made some improvements to tank cleaning regimes which also helps. Once we receive some rain and can assess how well the improvements to date work we will offer a reduction in the target for the following year.'*

## **2.6 MICROBIOLOGICAL INTEGRITY OF TREATED WATER IN CONNECT NETWORK**

Samples of water are taken by Connect and analysed by the Public Health Laboratory, which is UKAS accredited. The laboratory test for the presence of bacteria as this may be an indicator of contamination. Very early on in the analysis, there are indicators that the sample is likely to fail, at which point the Public Health Laboratory request an immediate re-sample which is provided and analysed with the results of that test being used. In the benchmark year, treated water tested at treatment works, showed indications of bacteria in 3.5% of samples taken. The Authority set a target of decreasing this to 0.5%. In this review year Connect again exceeded such a target in that the same remained at 100%. The Environmental Health Department provide independent verification of results with the sampling and testing regime now working and well supported by annual training from the Senior Microbiologist on correct sampling methodology.

## **2.7 MICROBIOLOGICAL INTEGRITY OF TREATED WATER AT CONSUMER PREMISES**

At customer's premises all samples of water were taken by Public Health. Sampling points have however now been fitted immediately prior to the water entering the customers premises to exclude bacteria which may arise from the premises themselves. Connect have no control over such and the same is the responsibility of the customer (e.g. domestic taps). In the benchmark year and previous review year treated water tested at consumer premises failed such stringent microbiological testing in 13% of the samples taken. The Authority set a target of decreasing this to approximately 0.5% for the review year. The same decreased to 0%. The authority has set a revised target of no more than 0.5% of water at consumer premises failing microbiological testing for the next review year.

## **2.8 TIME TAKEN TO PERFORM ELECTRICITY CONNECTION**

In the benchmark year the time taken to perform an electricity connection was on average 50 days. This measure is the number of days Connect contributes to the process and for ease of measurement non-working days are included. The previous review year showed an average of 17 days. The Authority set a target of 17 days for the review year. Connect reduced this period to 12 days. This represents a 30% improvement compared to last year and a 76% improvement in performance from the benchmark year.

## **2.9 TIME TAKEN TO PERFORM WATER CONNECTION**

In the benchmark year the time taken to perform a water connection was on average 90 days. The Authority set a target of reducing this to 12 days for the review year. Connect reduced the number of days to 1 day, this is a 90% improvement from last year and a 99% improvement against the 2012/13 benchmark.

## **2.10 TIME TAKEN TO DEAL WITH FORMAL COMPLAINTS**

There was no “Benchmark” for the benchmark year as Connect were not in operation as such. The complaints handling system now has 100% compliance. A total of 22 complaints were resolved at the first level with no complaints being escalated to the second or third levels.

### **PART 3 – CODES OF PRACTICE (“CoPs”)**

#### **3.1 TARGETS**

CoPs were agreed, after extensive discussions, between Connect and the Authority. These make provision for compliance with the undernoted Conditions 23 to 30 of the Utilities Provider Licence, drafted by the Authority and issued by the Governor in Council to Connect. The Authority set targets of 100% compliance in respect of all of such CoP all as more particularly detailed in Appendix 2.

#### **3.2 ACCESS TO PREMISES - CONDITION 23**

This condition requires that all employees (a) possess the skills necessary to perform their required duties, (b) are readily identifiable by the public, (c) are appropriate people to visit and enter a customer’s premises and (d) in a position to advise customers of a contact point for help and advice if required. The majority of customer contact is by the meter reader which is currently a 3rd party contracted to Connect. The requirements of the CoP have been included in this contract so that the meter reader is contractually bound by the requirements stated in the CoP. Both the meter reader staff and Connect staff have new ID badges to readily identify themselves to members of the public. Training material has been provided and information is now printed on the reverse side of the bills, directing customers in relation to advice. The Authority found no evidence of non-compliance. As Connect moves into the new financial year meter reading is being managed inhouse and the code of practice will be updated to reflect this.

#### **3.3 PAYMENT OF BILLS – CONDITION 24**

The code of practice was introduced and included into Connects process with input from the Social Services Manager in respect of those having difficulty in paying their bills. They have a member of their finance staff dedicated to managing customer debt which includes agreeing alternative payment arrangements and liaising with Social Services to ensure the vulnerable are not unduly penalised. Although Connect does not publicise the fact, they do work with the charity ‘Making Ends Meet’ (MEM) and through the charity provide funding to those that MEM consider are vulnerable and unable to pay their bills once they are happy that measures have been put in place to ensure the debt cannot build again.

Last year Connect provided funds to help eighteen debtors and since divestment they have helped a total of two hundred customers who were struggling to pay their bills

The Authority found no evidence of non-compliance

#### **3.4 CUSTOMERS IN DEFAULT – CONDITION 25**

This condition requires that customers in default are identified and that reasonable payment arrangements are then timeously monitored and reviewed. See paragraph 3.3. The Authority found no evidence of non-compliance.

### **3.5 CONNECTIONS & DISCONNECTIONS – CONDITION 26**

The Code of Practice requires a site visit within five working days. Fifty two electricity applications were made and forty seven for water. All site visits were carried out on time.

This condition requires specific connection and disconnection procedures to be followed within various time limits. The Authority found no evidence of non-compliance with advising, visiting to assess work required reconnection and disconnection. The Authority clarifies to Connect that it requires to measure the efficiency and effectiveness of Connect. Accordingly, any period solely attributable to a third party can be deducted from such timings for the purposes of the Authority assessing compliance with the CoP.

### **3.6 DISABLED, CHRONICALLY SICK AND PENSIONABLE AGE CUSTOMERS – CONDITION 27**

Through close liaison with the Social Services Manager, Connect have undertaken to visit consumers at their request to provide advice on the use of electricity and water. Additionally, Connect have provided Social Services with a stock of high efficiency luminaires to distribute and have further committed to provide monitoring equipment in order that vulnerable consumers can, with assistance understand more of their usage profile. Authorised officers can be readily identified by their identity card. The Authority found no evidence of non-compliance.

### **3.7 FORMAL COMPLAINTS – CONDITION 28**

This condition requires that such complaints are reviewed, resolved or referred within various time limits. The Authority found that there were, in total, 22 complaints. Complaints are reviewed by the management team on a weekly basis. All 22 complaints were resolved at the first level. This represents an increase from the 11 complaints last review year. It is the view of the Authority that this represents an improvement in the awareness and accessibility of the complaints procedure rather than a degradation in the service provided by Connect since divestment. People are now more willing to come forward if they have complaint and have confidence that their complaint will be recognised and acted upon. Pre-Divestment there was no such process. There remains the route of possible recourse through the Authority in any event. The Authority found no evidence of non-compliance.

### **3.8 READING OF METERS - CONDITION 29**

The meter reading contractor was contractually obliged to comply with the essential elements of all relevant Code of Practices. Reliably obtaining accurate meter readings is an essential business function and the service provided has achieved this. The meter readers have been trained in identifying potentially dangerous meter installations.

Connect report that this function will now be managed in-house where they will have increased control in this important area of the business.

In March 2016 100% of electricity meters were inspected and photographed as evidence to use as a baseline for meter replacement and re-sealing. The meter readers are trained to be able to spot damage and missing seals so they are inspected each visit but without formal records.

The Authority found no evidence of non-compliance.

### **3.9 EFFICIENT USE OF ELECTRICITY – CONDITION 30**

A number of advertisements have been designed to inform the public. Customers are advised on the reverse side of their bills that information leaflets are available. Home visits are offered to disabled and chronically ill customers via Social Services. Two advertisements are placed each week in the local papers which is significantly greater than the six monthly requirements; the scope has been expanded to provide water consumers with information on efficient use of water. Connect also publish on an ad-hoc basis articles that will be of interest to the general public.

During the drought Connect undertook a significant public relations exercise supported by the Warning & Informing committee of the Resilience Forum.

In total there were one hundred and nine advertisements placed in newspapers and one hundred and twenty five announcements made on the radio designed to engage with the public, inform and change consumption behaviour.

## **PART 4 – CONCLUSIONS**

### **4.1 PUBLIC UTILITIES DEVELOPMENT PLAN COMPLIANCE**

Whilst there have been some very significant improvements in the provision of Utility Services, Connect will principally be measured by the customer in terms of their ability to (i) reduce disruptions to the electricity supply and (ii) supply clear and uncontaminated water. The reliability of the EDN is ahead of the reducing targets set by the Authority.

The reliability of the WDN is an area where failing occurred. It is accepted that the ageing and fully depreciated infrastructure is the cause of ongoing difficulties to Connect to improve their KPI's. These targets will continue to be carefully monitored by the Authority after providing the opportunity to Connect to identify systematic failings and remedy the same. The appearance and integrity of the water supply to Jamestown water remains a concern and the Authority is concerned that the investment that is identified and needed to implement improvements is pursued.

### **4.2 CODES OF PRACTICE COMPLIANCE**

Whilst evidence of some relatively minor non-compliance with the conditions of the licence was found, the Authority was generally impressed by the operation of the strategic structures in place to implement and monitor best practice with regard to such compliance.

### **4.3 GENERAL CONCLUSIONS**

This is the sixth annual report issued by the Authority. All agreed actions from the previous reports have been implemented within agreed timescales.

As Connect commence the new financial year there is no planned tariff increase and the level of subsidy has been reduced from £703k to £681k. One difference to previous years is that there is a risk sharing agreement with SHG which means that at the end of the year the actual subsidy claimed might be higher or lower depending on the actual cost of diesel fuel throughout the year.

Connect was established as a private sector business and operates with efficiency and service as high priorities. This report highlights the improvements made since divestment in respect of reliability, quality and customer service. At the time of divestment the business plan required SHG to replace depreciated assets. Against the backdrop of reducing subsidy by £0.4 million, Connect now funds for worn out asset replacement with over £0.43million invested last year.

During this time Connect have invested £2.2 million capital generated by the business, in replacing fully depreciated assets inherited from SHG at the time of divestment.

The Authority recognize that the infrastructure has received considerable investment and for electricity this is being reflected in excellent performance against the reliability KPI.

Reliability of the water network remains an area where Connect have fallen short of the target, the failure was not through lack of effort, the task of addressing the massive underinvestment of the water systems is proving to be quite challenging. Connect confirm that with continued focus there will be improvement. The Independent Review completed in respect of the service offered by Connect echoes these sentiments.

Adherence to agreed Codes of Practice has, overall, been acceptable. However continued vigilance is required to achieve 100% across the board on all features. The Connect business now resembles a commercial operation.

The customer now recognises there is recourse through the Utilities Regulatory Authority, and an increasing number of customers now feel able to complain when things go wrong where historically customers remained silent. This year all complaints were dealt with in accordance with the Code of Practice. Connect employees also recognise complaints and are more efficient in logging them as such, thus allowing them to be assessed in line with the Code of Practice.

Investment in the infrastructure remains a priority, funded by both SHG's Capital Program (new assets) and Connects own depreciation fund (replacement of depreciated assets). However, during the financial year the investment through SHG was nil and Connect made the only capital contribution to the business. This was the second consecutive year that SHG have been unable to secure capital funding through DFID. We hope that funding may be available in the short to medium to term to address the projects that Connect have sought to make ready to commence. Although much progress has been made there is considerable work to do in order that the condition of the infrastructure can be elevated to an acceptable level.

The Authority remains concerned that renewable energy percentages have remained stagnant over the review year period. The Authority notes that plans to develop partnerships with private industry have not, at the time of writing, progressed to the commitment of contracts that are completed and, as yet, have not yet benefitted the business programme and the island. Once such a Power Purchase Agreement can be put in place there will be significant reduction to the risk of operating costs and the lowering of subsidy from SHG.

The independent review of Connect commissioned by SHG has also proved to be very positive and restated much of what the Authority has previously published.

## **ADDENDUM**

The Authority felt it is appropriate to provide an interim review of the performance of Connect in respect of the drought conditions that have occurred since March 2019. In particular, to measure the improvements or otherwise since the last severe drought 3 years ago.

The 2016 drought triggered Connect to provide further mitigation measures that have been put to good use during the current water shortage. Some notable improvements made since the 2016 drought are as follows: -

- Restrictions in place 2 months earlier preceded by providing consumers with information to encourage them to voluntarily reduce water consumption.
- In 2016 a 'Tactical Implementation Plan' (TIP) was produced and was tested as the overarching document to manage the situation. In 2019 Connect started with a proven plan and continue to use the TIP to manage the situation.
- In 2016, with the agreement of SHG, a 'Warning and Informing' group was established to manage communications once water hit the 30 days of stock level defined within their Drought Management Plan. The same group was well rehearsed when their services were called on in 2019.



- Further improvements have been made to the data collection and presentation which is used extensively to inform operational decisions.
- **In 2016 at a cost of £140k a total of 126,962 cubic meters of water was transported by 29,038 bowser trips. In 2019 Connect have not needed the services of bowzers as they can more efficiently pump with significant cost savings.**
- **Two new reservoirs have been constructed since 2016 providing 30,181 cubic metres of additional raw water storage. During July 2019 the entire raw water stock could have fitted in these reservoirs or in other words in the absence of these reservoirs the island would have literally run out of water.**
- Pumped supplies to replace bowsering efforts from Chubbs Spring and Prosperous Bay Plain are currently providing 50% of the islands raw water supply.
- Sharks Valley is a further fallback resource should the current sources become less productive if the drought continues. Although this is a more secure water source the distances and elevation make pumping expensive which is why it is currently being held in reserve.
- Following the 2016 drought after some borehole exploration an additional viable resource which will yield 200 cubic metres per day has been established.

The Authority, along with all others on the island, anticipates with hope that the required rainfall will come sooner rather than later. However, the Authority recognizes and commends Connect for the improvements in the management of water resources during the drought that continues at the time of writing this report.

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Nicholas Aldridge  
Chairman Utilities Regulatory Authority

## Appendix 1

### Public Utilities Development Plan

<b>Public Utilities Development Plan</b>									
<b>2018 / 19</b>		<b>WHERE ARE WE NOW?</b>		<b>WHERE DO WE WANT TO BE?</b>		<b>HOW DO WE GET THERE?</b>		<b>HOW DO WE KNOW WHEN WE ARE THERE?</b>	
<b>Performance Measure</b>		<b>Benchmark 2012/13</b>	<b>Target 2018/19</b>	<b>Actual 2018/19</b>	<b>Internal Review &amp; Performance Improvement Plan</b>	<b>Method of Monitoring</b>	<b>Collection &amp; Analysis Process</b>		
<b>1. Reliability</b>									
Overall Reliability of Electricity Network		146	95	94	Proactive maintenance program with regular review of priorities and targeted interventions based on performance data	Weekly review by Management Team, monthly review by Board of Directors	Collation of data from callout contractor and staff callouts.		
Overall Reliability of Water Network		1,582	1,150	1331	Implementation of 20 year water resources plan supplemented with a proactive maintenance program and a regular review of priorities and targeted interventions based on performance data	Weekly review by Management Team, monthly review by Board of Directors	Collation of data from callout contractor and staff callouts.		
<b>2. Quality</b>									
Appearance of Treated Water in CSH Network Redhill (NTU)		4 - 5	1.75	2.25	Implementation of 20 year water resources plan supplemented with a proactive maintenance program and a regular review of priorities and targeted interventions based on performance data within 24 hours of reports being received	Weekly review by Management Team, monthly review by Board of Directors	Samples taken and analysed at water treatment works.		
Appearance of Treated Water in CSH Network Hutt's Gate (NTU)		4 - 5	1.75	0.39					
Appearance of Treated Water in CSH Network Levelwood (NTU)		4 - 5	1.75	1.74					
Appearance of Treated Water in CSH Network Jamestown (NTU)		4 - 5	6.00	5.51					
Microbiological Integrity of Treated Water in CSH Network		96.5%	99.5%	100.0%					
Microbiological Integrity of Treated Water at Consumer Meter		87%	99.5%	100.0%		WM002 E.coli & Coliforms Reported 'Not Detected', management review weekly, monthly review by Board of Directors	Samples Collected by CSH and analysed by UKAS accredited laboratory Samples Collected by Environmental Health and analysed by UKAS accredited laboratory		
<b>3. Customer Service</b>									
Time taken to perform Electricity Connection		50 days	16 Days	3 days	Adherence to agreed procedures, adequate levels of stock available	Weekly review by Management Team, monthly review by Board of Directors	Number of CSH 'process days' in the overall connection Number of CSH 'process days' in the overall connection Received complaints and resolution analysis		
Time taken to perform Water Connection		90 days	10 Days	1 day					
Total Customer Complaints handled within COP parameters		No Benchmark	100%	100%					

## Appendix 2

### Codes of Practice Compliance Monitoring

# 6TH ANNUAL REPORT ON QUALITY OF SERVICES PROVIDED BY CONNECT SAINT HELENA LTD – 2018/19

CODE OF PRACTICE COMPLIANCE MONITORING					
PERIOD 2018 / 19					
LICENCE REFERENCE	CODE OF PRACTICE	MEASURE	TARGET	RESULT	
23. Procedures with respect to access to premises – principles and procedures in respect of any person acting on its behalf who requires access to customers premises					
a. Possess the skills necessary to perform the required duties	Trainees or those new to a job will be accompanied by a fully trained person until such time as they are deemed competent to visit independently	New employees being accompanied?	100%	Contractor confirmed that one meter reader resigned and one meter reader returned who was previously employed and therefore did not require training.	
b. Readily identifiable to members of the public	Employees/contractors visiting premises will carry an ID card showing Company name, their name and a photograph	a)number of new employees issued with ID b)employees advised to request new ID if theirs is lost/damaged	100%	Connect staff ID badges re-issued April 16 and 9 new employees in 18/19 were all issued with ID badges.	
	All contractors visiting customers premises to be required to carry ID	number of new contracts with this clause	100%	Meter reading contractor contractually obliged	
c. Appropriate person to visit & enter customers premises	When recruiting new employees, appropriate checks and references will be made as part of the recruitment process	References and any other checks taken up and recorded on employee file.	100%	Police check is standard procedure for all new hires	
	When available, Connect Saint Helena will subscribe to the SHG vetting service for employees/contractors	Signed up and using system	100%	Connect have advised SHG they will use the system once available	
d. Inform customers on request, a contact point for help & advice	All employees required to visit customers premises have office contact details printed on the reverse side of their ID badges	Instructions provided on reverse side of ID badges	100%	Instructions are on ID	
	Contractors required to visit premises to be made aware of office contact details	Letter to contractor on file	100%	Meter reading contractor is aware of Connect Saint Helena contact details	
24. Payment of Bills – payment of bills and appropriate guidance for the assistance of such tariff customers who may have difficulty in paying such bills.					
a. Methods of payment	Customers advised on how to pay bills	Details on bill	100%	Comprehensive information on reverse of bill	
b. Guidance to customers in difficulty	Information given to customers on what to do/who to contact if they are in difficulty	Details on bill	100%	Comprehensive information on reverse of bill, customers are referred to the appropriate person in Connect Saint Helena who gives specific advice	
25. Dealing with Tariff Customers in default – methods for dealing with tariff customers who, through misfortune or inability to cope...find difficulty in discharging obligations to pay for utilities supplied					
a. Distinguish such customers	Billing Co-ordinator to identify such customers from customer discussions or referral from Social Services. Cases to be highlighted on the computerised billing system	All known cases to be highlighted on debtors spreadsheet	100%	Agreed procedures with SHG Safeguarding in place to help identify customers with genuine hardship prior to disconnection. Comprehensive spreadsheet of debtors maintained and reported on monthly.	
b. Detect failures by such customers to comply with arrangements made for paying by instalments	Use the computerised billing system monthly debtors monitoring report to check	1. Monitoring report to be run within 5 working days of month end to check the previous months payments.	100%	Monthly reconciliations conducted	
		2. Where payments have not been made, customer to be contacted within 10 working days of month end	100%	Billing coordinator manages the process of debt recovery and works with customers in debt to agree affordable repayment plans.	
c. Arrangements to take into account the customers ability to comply with arrangements in b)	Individual review of case & circumstances by Billing Co-Ordinator and customer - looking at income/expenditure	Details of the individual circumstances are recorded by Billing Co-ordinator	100%	Billing co-ordinator maintains records as a core part of the role	
d. Ascertain with assistance of other persons/organisations the ability of such customers to comply with arrangements in b)	Review of case and agreement made by Billing Co-Ordinator and Finance Manager. Social Services input considered where available	Details of the review recorded by Billing Co-ordinator	100%	Check with SHG Safeguarding standard procedure and process agreed for dealing with genuine hardship cases identified. In all cases, there is a requirement for a final check prior to authorisation to disconnect	
26. Connections & Disconnections					
a. Procedure for connections & disconnections	Customers advised of procedure when a new connection, reconnection or disconnection is requested	Advice given either in person or by letter	100%	Customers phone or call in and are provided with application form. Letters at each stage quote timescales. Procedure also on website	
	Visit to assess work required for a new connection within 5 working days of customer confirming property is ready	Number of visits within 5 working days	100%	Electricity 52/52 Water 47/47	
	Quotation issued within 5 working days of site visit	Number of quotations issued within 5 working days	100%	Electricity 52/52 Water 47/47	
	Reconnection will be made within 5 working days of customer providing proof of payment of any outstanding charges	Number of reconnections made within 5 working days	100%	Reconnection made same day if possible. Always within 5 days	
	Disconnection will be made within 5 working days of request from property owner	Number of disconnections made within 5 working days	100%	All done within 5 days	
27. Provision of services for tariff customers who are disabled, chronically sick or of pensionable age					
a. Special means of identifying officers	Passwords to be made available where customer requests	Information on bills	100%	No password requested	
b. Giving advice on the use of utilities	Information on leaflet on saving utilities to be made available	Annual press advert	100%	"Tip of the Week" been running since Jan 2015 with alternating water/electricity savings tips. There were 40 TIPS and 25 articles publicise in the media. Sheet is on website and available from office	
	Where such customers are in default, a home visit to offer advice on savings to be offered	Percentage of customers who requested a home visit receive such a visit	100%	No home visits requested	
28. Formal complaint handling procedure					
a. Level 1 Complaints	L1 - Review/resolution or referral within 5 working day	Number of formal complaints reviewed/resolved/referred on target	100%	22/22 = 100%. Better employee understanding and improved recording procedures has increased capture rate.	
b. Level 2 Complaints	L2 - Review/resolution or referral within 10 working days	Number of formal complaints reviewed/resolved/referred on target	100%	0/0 = 100%	
c. Level 3 Complaints	L3 - Review/resolution within 5 working days	Number of formal complaints reviewed/resolved/referred on target	100%	0/0 = 100%	
29. Reading of customers meters					
a. Ensure person reading the meter has the appropriate expertise	Trainees or those new to a job will be accompanied by a fully trained person until such time as they are deemed competent to visit independently	number of employees in new job being accompanied	100%	Meter Reader is contractually obliged to comply	
		Insert this clause in any future meter reading contract or operational procedures	100%	Meter Reader is contractually obliged to comply	
b. Inspect meter for evidence of deterioration which might affect function or safety	Ensure employees and contractors have advise on meter safety & what to look out for	Information issued to employees & contractors on annual basis or as updates become available All meters identified as potentially unsafe to be inspected	100% 100%	Issued to meter reading contractor who has distributes No meters were reported as being unsafe during the year.	
c. Ensure premises are left no less secure as a result of visit	Employees and Meter Reading Contractor shall close all doors/gates following visit.	Reminder to close all doors/gates printed on reverse of employees ID card.	100%	Instructions issued on ID card, contractor contractually committed	
d. Make good or pay compensation for damage caused by person reading meter	Contractor will make good any damage caused by person reading meter	Insert this clause in meter reading contractors contract if renewed. No customer complaints received	100%	Contractor contractually committed to make good any damage	
e. Reporting the reading of the meter	Data collected, entered into the computerised billing system	Successful monthly upload	100%	Monthly process	
f. Adjusting of charges for erroneous meter readings	If customer queries reading, a 2nd reading is taken and bill adjusted if appropriate	Accuracy of final bill	100%	Process in place to check for abnormal readings and for rechecking physical meter	
30. Efficient use of electricity					
a. Set out ways in which advice will be made available to customers	Customers advised that Information leaflets available on request.	Availability of leaflet referred to on the bills	100%	Printed on reverse of bill	
	Home visit offered to disabled, chronically sick or pensioners who are in default to identify ways to reduce	Six monthly press advert reminding customers of leaflet availability or article on utility saving ideas	100%	Since Jan 15 there is a "tip of the week" approach in the press. All tips appear on the website and are available from Connect St Helena office (ref on reverse of bill)	
		Visit offered to identified customers	100%	SHG Safeguarding are aware we offer this but to date no visits have been requested. During the year electricity and water saving tips leaflet were developed and are	

## Appendix 3

### Water Quality Analysis Schedule

	<b>2. QUALITY</b>							
	<b>Water Appearance</b>				<b>Water Microbiology</b>			
	% Works	Running Total	% Network	Running Total	% Works	Running Total	% Network	Running Total
02/04/2018	100%	100%	100%	100.0%	100%	100%	100%	100%
09/04/2018	100%	100%	100%	100.0%	100%	100%	100%	100%
16/04/2018	100%	100%	100%	100.0%	100%	100%	100%	100%
23/04/2018	100%	100%	100%	100.0%	100%	100%	100%	100%
30/04/2018	100%	100%	100%	100.0%	100%	100%	100%	100%
07/05/2018	100%	100%	100%	100.0%	100%	100%	100%	100%
14/05/2018	100%	100%	100%	100.0%	100%	100%	100%	100%
21/05/2018	100%	100%	100%	100.0%	100%	100%	100%	100%
28/05/2018	100%	100%	100%	100.0%	100%	100%	100%	100%
04/06/2018	100%	100%	100%	100.0%	100%	100%	100%	100%
11/06/2018	100%	100%	100%	100.0%	100%	100%	100%	100%
18/06/2018	100%	100%	100%	100.0%	100%	100%	100%	100%
25/06/2018	100%	100%	100%	100.0%	100%	100%	100%	100%
02/07/2018	100%	100%	100%	100.0%	100%	100%	100%	100%
09/07/2018	100%	100%	100%	100.0%	100%	100%	100%	100%
16/07/2018	100%	100%	100%	100.0%	100%	100%	100%	100%
23/07/2018	100%	100%	100%	100.0%	100%	100%	100%	100%
30/07/2018	100%	100%	100%	100.0%	100%	100%	100%	100%
06/08/2018	100%	100%	100%	100.0%	100%	100%	100%	100%
13/08/2018	100%	100%	100%	100.0%	100%	100%	100%	100%
20/08/2018	100%	100%	100%	100.0%	100%	100%	100%	100%
27/08/2018	100%	100%	100%	100.0%	100%	100%	100%	100%
03/09/2018	100%	100%	100%	100.0%	100%	100%	100%	100%
10/09/2018	100%	100%	100%	100.0%	100%	100%	100%	100%
17/09/2018	100%	100%	100%	100.0%	100%	100%	100%	100%
24/09/2018	100%	100%	100%	100.0%	100%	100%	100%	100%
01/10/2018	100%	100%	100%	100.0%	100%	100%	100%	100%
08/10/2018	100%	100%	100%	100.0%	100%	100%	100%	100%
15/10/2018	100%	100%	100%	100.0%	100%	100%	100%	100%
22/10/2018	100%	100%	100%	100.0%	100%	100%	100%	100%
29/10/2018	100%	100%	100%	100.0%	100%	100%	100%	100%
05/11/2018	100%	100%	100%	100.0%	100%	100%	100%	100%
12/11/2018	100%	100%	100%	100.0%	100%	100%	100%	100%
19/11/2018	100%	100%	100%	100.0%	100%	100%	100%	100%
26/11/2018	100%	100%	100%	100.0%	100%	100%	100%	100%
03/12/2018	100%	100%	100%	100.0%	100%	100%	100%	100%
10/12/2018	100%	100%	100%	100.0%	100%	100%	100%	100%
17/12/2018	100%	100%	100%	100.0%	100%	100%	100%	100%
24/12/2018	Lab closed							
31/12/2018	100%	100%	100%	100.0%	100%	100%	100%	100%
07/01/2019	100%	100%	100%	100.0%	100%	100%	100%	100%
14/01/2019	100%	100%	100%	100.0%	100%	100%	100%	100%
21/01/2019	100%	100%	100%	100.0%	100%	100%	100%	100%
28/01/2019	100%	100%	100%	100.0%	100%	100%	100%	100%
04/02/2019	100%	100%	100%	100.0%	100%	100%	100%	100%
11/02/2019	100%	100%	100%	100.0%	100%	100%	100%	100%
18/02/2019	100%	100%	100%	100.0%	100%	100%	100%	100%
25/02/2019	100%	100%	100%	100.0%	100%	100%	100%	100%
04/03/2019	100%	100%	100%	100.0%	100%	100%	100%	100%
11/03/2019	100%	100%	100%	100.0%	100%	100%	100%	100%
18/03/2019	100%	100%	100%	100.0%	100%	100%	100%	100%
25/03/2019	100%	100%	100%	100.0%	100%	100%	100%	100%

## Appendix 4

### Performance against Pre-Divestment Benchmarks



<b>Performance Against Pre-Divestment Benchmarks</b>									
	<b>WHERE WERE WE THEN?</b>	<b>Our Progress Year 1</b>	<b>Our Progress Year 2</b>	<b>Our Progress Year 3</b>	<b>Our Progress Year 4</b>	<b>Our Progress Year 5</b>	<b>WHERE ARE WE NOW</b>	<b>IMPROVEMENT</b>	
<b>Performance Measure</b>	<b>Benchmark 2012/13</b>	<b>Result 2013/14</b>	<b>Result 2014/15</b>	<b>Result 2015/16</b>	<b>Result 2016/17</b>	<b>Result 2017/18</b>	<b>Result 2018/19</b>	<b>%</b>	
<b>1. Reliability</b>									
Overall Reliability of Electricity Network	146	105	123	112	92	81	94	36%	
Overall Reliability of Water Network	1,582	689	897	996	1122	1160	1331	16%	
<b>2. Quality</b>									
Appearance of Treated Water in Network & Premises (Average)	99.0%	97.7%	96.8%	99.6%	100.0%	99.2%	100.0%	1%	
Microbiological Integrity of Treated Water Network & Premises (Average)	96.5%	89.0%	91.8%	100.0%	100.0%	100%	100%	4%	
<b>3. Customer Service</b>									
Time taken to perform Electricity Connection	50 days	44 days	13 days	19 days	17 days	12 days	3 days	94%	
Time taken to perform Water Connection	90 days	91 days	16 days	14 days	11 days	11 days	1 days	99%	