

Water Service Companies	Industry AVE (WSCs)	Water Company Performance Survey													
		Anglian	DC WW	NWL	Scottish Water	Severn Trent	South West	Southern	Thames	United Utilities	Wessex	WSNI	Yorkshire	Conts & Suppliers	WOCs
No Responding		15	8	12	16	16	9	18	18	13	12	3	20	14	14
a Contractual Approach															
ai Payment	8.0	7.8	8.5	8.0	7.4	8.2	9.0	8.3	6.3	7.8	7.4	9.3	8.2	8.2	8.6
aii Terms & Conditions of Contract	7.3	7.5	7.8	7.3	7.1	6.9	7.8	7.1	7.4	6.9	7.3	7.7	7.3	7.9	8.4
aiii Fair & reasonable	7.7	7.5	7.9	7.7	7.3	7.6	8.6	7.7	7.8	7.9	7.8	7.0	7.5	8.4	8.1
aiv Changing of mind	6.7	7.0	7.3	6.3	6.3	6.6	7.6	6.7	6.7	6.3	7.8	5.7	6.9	7.9	7.1
av Allow sufficient time	6.7	6.7	6.9	6.3	6.2	7.0	7.8	6.7	6.5	6.9	6.6	5.7	6.9	7.9	7.3
Average	7.3	7.3	7.7	7.1	6.9	7.3	8.1	7.3	6.9	7.2	7.4	7.1	7.3	8.0	7.9
b Attitude															
bi Agression	6.7	6.8	7.9	7.3	6.7	6.4	6.6	7.2	7.3	6.2	5.3	6.7	5.6	7.3	6.4
bii Cooperation	7.6	7.6	8.0	7.4	6.9	7.2	8.3	8.1	7.8	7.5	7.6	7.3	7.5	8.5	8.3
biii Flexibility	7.0	6.9	7.5	7.1	6.5	6.8	8.3	7.1	7.3	6.1	6.6	6.3	7.3	7.6	7.4
biv Consideration and Politeness	8.0	7.9	8.4	7.8	7.4	7.5	9.0	8.5	7.9	7.5	8.1	7.7	7.8	7.9	8.6
bv Spirit of partnering	7.2	7.7	8.9	7.1	6.6	7.1	8.4	7.4	7.0	6.5	6.2	6.7	7.3	7.5	7.7
Average	7.3	7.4	8.1	7.3	6.8	7.0	8.1	7.7	7.5	6.7	6.8	6.9	7.1	7.8	7.7
c Professionalism															
ci Thorough	7.4	7.3	7.5	6.9	7.1	7.5	8.0	7.6	7.1	7.6	7.7	6.3	7.7	8.3	7.9
cii Accurate	7.1	7.1	7.0	6.7	6.8	7.1	8.0	7.4	6.7	7.2	7.3	6.3	7.5	8.1	7.8
ciii Technically competent	7.5	7.5	7.4	7.3	7.1	7.5	8.4	7.4	7.7	7.3	7.8	6.3	8.0	8.6	7.9
civ Timely in their actions	6.5	6.5	6.6	6.3	5.6	6.7	7.9	6.6	6.0	6.7	6.9	5.3	6.9	7.4	7.5
cv Able to make decisions	6.8	7.1	7.5	6.3	6.2	6.8	7.7	7.1	6.8	6.8	6.9	5.3	7.0	8.3	7.9
Average	7.0	7.1	7.2	6.7	6.5	7.1	8.0	7.2	6.9	7.1	7.3	5.9	7.4	8.1	7.8
d Impact on Supply Chain															
di Involvement	7.0	7.7	7.3	6.7	5.9	7.1	8.3	6.4	6.4	7.0	7.1	6.7	7.8	7.9	7.6
dii Positive effect	6.7	7.1	6.9	6.1	6.0	7.1	7.9	6.3	6.3	6.8	6.8	6.3	7.3	8.2	7.5
diii Knowledge & understanding	7.2	7.5	7.8	7.1	6.6	7.3	8.0	7.1	7.0	6.8	7.4	6.0	7.6	7.9	7.6
div Consideration	7.1	7.3	8.3	6.9	6.3	6.7	8.5	6.8	7.1	6.8	7.8	6.0	7.4	8.2	7.8
dv Attitude towards profit	6.9	6.9	8.1	6.7	5.9	6.3	8.9	7.0	6.6	6.0	6.9	7.3	6.1	7.7	7.6
Average	7.0	7.3	7.7	6.7	6.2	6.9	8.3	6.7	6.7	6.7	7.2	6.5	7.2	8.0	7.6
e Procurement															
ei The tendering process	7.0	7.1	7.5	6.5	6.8	6.9	8.0	6.9	7.0	7.2	6.5	7.3	6.9	7.4	8.2
eii Debriefing	6.7	6.4	7.3	7.2	5.8	6.3	8.1	5.9	6.6	7.0	5.7	7.3	6.6	7.1	7.6
eiii Risk	6.6	6.7	7.3	6.1	6.1	6.3	8.0	6.3	6.3	6.8	6.4	5.7	7.1	7.1	7.6
eiv Innovation	6.6	7.1	7.4	6.1	5.7	6.3	8.1	6.1	6.2	5.9	6.9	7.0	6.2	7.4	7.1
ev Whole life cost	6.6	7.3	7.8	5.7	5.9	6.1	7.9	6.5	6.1	6.6	5.6	7.3	7.1	7.1	7.8
Average	6.7	6.9	7.4	6.3	6.0	6.4	8.0	6.4	6.4	6.7	6.2	6.9	6.8	7.2	7.7
f Policies															
fi H & S	8.2	8.3	7.9	7.7	7.4	8.1	8.9	8.5	8.4	8.5	8.3	7.7	8.4	7.6	7.9
fii Environment	8.0	8.1	7.6	7.0	7.3	7.5	8.8	8.4	8.3	8.6	8.3	8.0	8.2	7.6	8.2
fiii Quality	7.7	7.8	7.6	6.6	7.1	7.3	8.8	8.1	7.7	7.8	8.3	7.7	7.9	7.6	8.1
fiv Value for money	7.3	7.3	7.4	6.4	6.4	7.0	8.4	7.6	7.4	7.3	7.6	6.7	7.8	6.4	8.5
fv Follow policy	7.5	7.4	7.3	6.5	6.5	6.9	8.3	7.5	7.5	7.7	8.1	8.0	7.9	6.4	8.1
Average	7.7	7.8	7.6	6.8	7.0	7.4	8.6	8.0	7.8	8.0	8.1	7.6	8.0	7.1	8.1
g Communication															
gi Suppliers	7.2	7.2	7.9	6.7	6.2	7.1	8.7	7.1	6.8	7.2	7.0	7.3	7.1	7.7	8.0
gii Contractors and consultants	7.3	7.4	7.8	7.0	6.7	7.1	8.2	7.4	7.1	6.8	6.4	7.7	7.6	7.2	7.8
giii Other water companies	6.6	6.8	7.0	5.7	5.9	5.5	7.8	6.8	6.8	6.4	6.3	7.3	6.6	6.3	7.4
Average	7.0	7.1	7.5	6.4	6.3	6.6	8.2	7.1	6.9	6.8	6.6	7.4	7.1	7.0	7.8
Overall Average	7.1	7.3	7.6	6.8	6.5	6.9	8.2	7.2	7.0	7.0	7.1	6.9	7.3	7.7	7.8
h Partners/Main Contractors															
hi Contractual approach	7.3	7.6	7.4	7.0	6.8	7.1	8.7	7.6	7.2	7.0	7.0	7.0	7.3	7.6	7.4
hii Attitude	7.3	7.4	7.4	7.2	6.9	7.2	8.7	7.8	7.2	7.1	6.9	7.0	7.2	7.8	8.1
hiii Professional Qualities	7.4	7.5	7.4	7.0	7.2	7.2	8.6	7.5	7.5	7.1	7.2	7.0	7.1	8.3	8.0
hiv Impact on supply chain	6.9	7.3	7.1	6.5	6.8	6.8	8.3	6.4	6.2	7.2	6.8	7.0	6.8	7.6	7.6
hvi Procurement	6.8	7.2	6.9	6.4	6.4	6.7	8.1	7.1	6.6	6.7	6.6	6.0	6.4	7.3	7.9
hvi Communication	6.9	7.2	7.3	6.5	6.8	6.7	8.3	6.7	6.5	6.3	6.4	7.0	6.6	7.5	7.9
Average	7.1	7.4	7.2	6.8	6.8	7.0	8.5	7.2	6.9	6.9	6.8	6.8	6.9	7.7	7.8