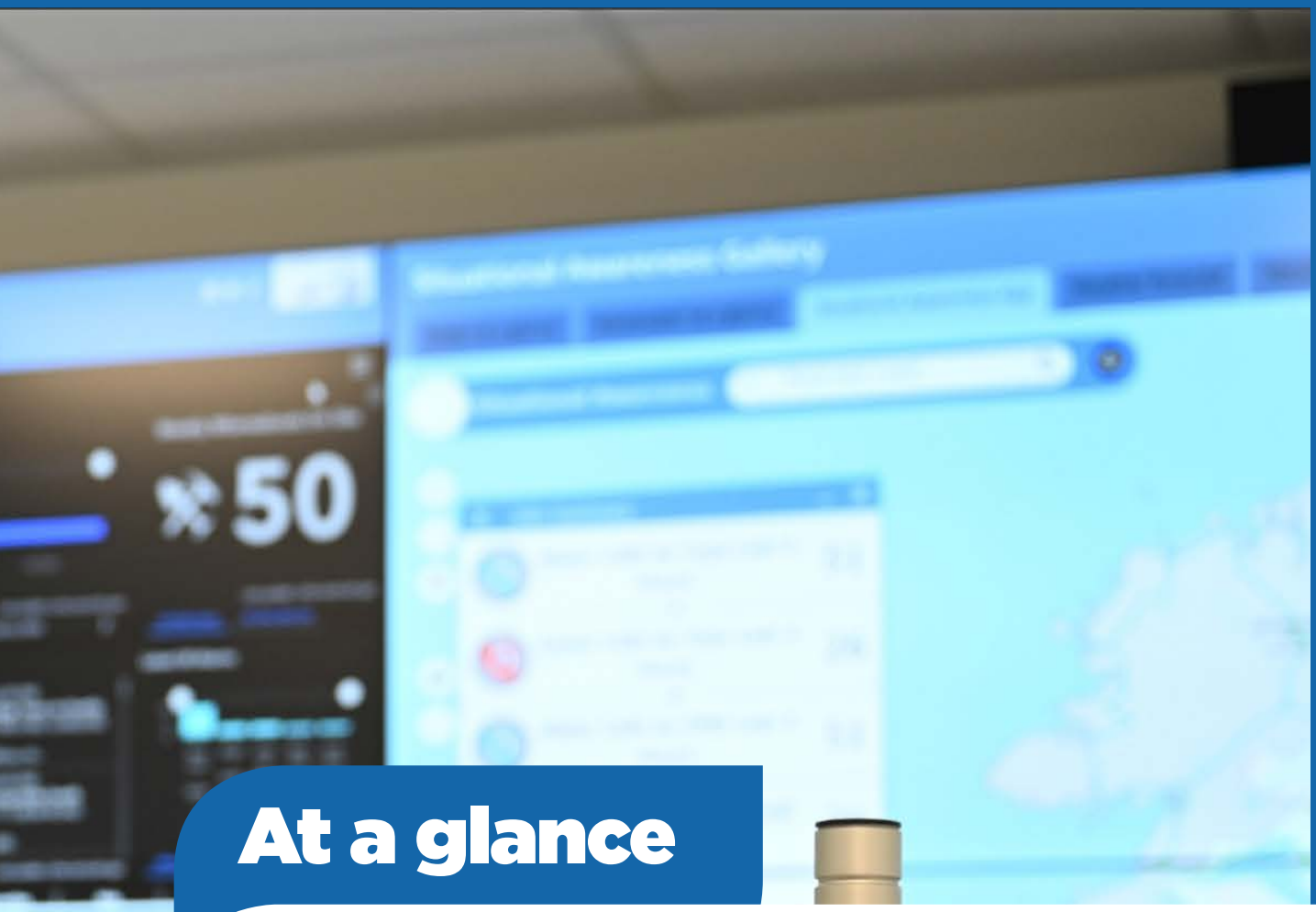
4

What we will deliver

Climate resilience and GHG reductions, improved performance with proposed targets for PC28, and preparing for PC33 through development outputs.





At a glance

What this chapter covers

This chapter explains what NI Water will deliver during PC28 and how the proposed capital investment programme will translate into measurable outcomes for customers, the environment, the economy and our people. It provides a link between the needs identified across the asset base, the proposed investment programme, the outputs and measures proposed for PC28 and the outcomes customers and stakeholders can expect over the period.

Customer

We set out how PC28 will support improved customer experience by reducing service failures, strengthening first point of contact resolution and maintaining strong customer advocacy across domestic and non-domestic customer groups.

Water

We describe how investment will maintain safe and reliable drinking water services, protect water quality, reduce leakage, improve supply resilience and address pressure and interruption risks across the water network.

Economy

We explain how the PC28 programme will support sustainable development, improve capacity where constraints affect growth, maintain affordability and increase transparency for bathing water users through near real-time EDM reporting.

Nature

We outline how PC28 will improve environmental performance by reducing pollution risk, strengthening wastewater compliance, enhancing monitoring and reporting, reducing flood risk and increasing the use of renewable energy.

People

We recognise the role of NI Water's people, skills, safety culture and community engagement in delivering the PC28 programme and supporting long-term organisational resilience.

Taken together, this chapter sets out the outputs, measures and targets proposed for PC28 and explains how they support the delivery of essential services, meet statutory obligations, sustain stable serviceability and deliver outcomes for customers, the environment, the economy and wider society within the available funding envelope.

4 Introduction

This chapter sets out what NI Water will deliver during the PC28 period and how the proposed investment programme will translate into outcomes for customers, the environment, the economy and our people. It establishes a clear line of sight between the needs identified across the asset base, the investment programme developed through the PC28 Business Plan, and the outputs and outcomes proposed for delivery during PC28.

The chapter is structured as follows:

- Section 4.1 provides an overview of our proposals for PC28;
- Section 4.2 – 4.6 sets out the SPI's, PMs and Nos that support delivery of each strategic priority (4.2 Customer; 4.3 Water; 4.4 Economy; 4.5 Nature and 4.6 People);
- Section 4.7 sets out our assessment of serviceability;
- Section 4.8 provides an overview of development outputs

4.1 Our PC28 Performance Framework

NI Water's Strategic Priorities remain the foundation for delivery during PC28. Together with the PC28 Outcome Themes, they provide a clear link between investment need, delivery programmes and the outcomes experienced by customers, the environment, the economy and our people.



Figure 4.1 - Strategic Priorities and Outcome Themes

Outputs and measures have been grouped under each Strategic Priority and categorised as:

- Strategic Performance Indicators (SPIs) – the principal measures used to monitor delivery of NI Water's Strategic Priorities.
- Performance Measures (PMs) – supporting measures used to assess operational, customer and environmental performance.
- Nominated Outputs (NOs) – specific outputs associated with the delivery of investment and maintenance activities.

4.1.1 Overview of Proposed Outputs and Targets for PC28

The outputs and targets proposed for PC28 have been informed by historical performance, current and forecast PC21 outturn positions, customer and stakeholder insight, long-term planning assessments, regulatory requirements and consideration of the key risks and challenges likely to affect service delivery during the period. Where appropriate, account has also been taken of methodological changes, funding availability, affordability considerations and future operational and environmental pressures.

Tables 4.1 and 4.2 summarise the water and sewerage provision and service outputs proposed for PC28. They show the forecast position for the final year of PC21 alongside the annual target profile for each of the five years of PC28. Each output and measure is also mapped to the NI Water Strategic Priority to which it principally contributes.

Together, these outputs and measures form the principal framework through which delivery of NI Water's Strategic Priorities will be monitored during PC28. The following sections provide further detail on performance during PC21 and the targets proposed for PC28.

Table 4.1 - Water Provision and Service Outputs

					PC21	PC28				
Line	Output or measure	Strategic Priority	Type	Unit	27/28	28/29	29/30	30/31	31/32	32/33
1	DG2 properties at risk of low pressure removed from the risk register by company action	Water	PM	No.	92	90	150	150	120	90
2	DG2 properties receiving pressure below the reference level at year end	Water	PM	No.	1,246	1,156	1,006	856	737	646
3	DG3 supply interruptions >12 hours, unplanned and unwarned	Water	SPI	%	0.46	Retired				
3a	DG3 supply interruptions >6 hours, unplanned and unwarned	Water	SPI	%	0.07	Retired				
3b	DG3 supply interruptions >24 hours, unplanned and unwarned	Water	SPI	%	0.02	Retired				
4	DG3 supply interruptions, overall performance score	Water	SPI	No.	0.55	Retired				
5	Metered customers receiving a bill based on a meter reading	Customer	PM	%	99.5	99	99	99	99	99
6	Unwanted contacts	Customer	SPI	No.	46,000	52,000	50,960	49,941	48,942	47,963
7	First Point of Contact Resolved	Customer	SPI	%	86	86	86	86	86	86
8	Domestic Net Promoter Score	Customer	SPI	Score	50	48	48	50	50	50
9	Total leakage	Water	SPI	Ml/d	152.7	151.36	150.02	148.68	147.34	146
10	Security of Supply Index	Water	PM	Score	100	100	100	100	100	100
11	Percentage of NI Water's power usage derived from renewable sources	Nature	SPI	%	50	75	100	100	100	100
12	Overall compliance with drinking water regulations	Water	SPI	%	99.91	99.85	99.85	99.85	99.85	99.85
13	Compliance at consumers' taps	Water	PM	%	99.88	99.8	99.8	99.8	99.8	99.8
14	Iron compliance at consumers' taps	Water	PM	%	99.3	98.8	98.8	98.8	98.8	98.8

Line	Output or measure	Strategic Priority	Type	Unit	PC21	PC28				
					27/28	28/29	29/30	30/31	31/32	32/33
15	Service reservoirs with coliforms in >5% of samples	Water	PM	%	0	0	0	0	0	0
16	Water mains activity: length of new, renewed or relined mains	Water	NO	km	50	68	84	120	121	120.78
17	Completion of nominated trunk main schemes	Water	NO	No.	0	2	3	1	0	4
18	Completion of nominated water treatment works schemes	Water	NO	No.	0	0	0	1	0	6
19	Completion of nominated improvements to increase the capacity of service reservoirs and clear water tanks	Water	NO	No.	0	0	0	1	0	1
20	Water infrastructure serviceability	Water	PM	Text	Stable	Stable	Stable	Stable	Stable	Stable
21	Water non-infrastructure serviceability	Water	PM	Text	Stable	Stable	Stable	Stable	Stable	Stable
22	Lead communication pipes replaced under the proactive lead replacement programme	Water	PM	No.	1,844	1,844	1,844	1,844	1,844	1,844
23	Number of school visits	People	PM	No.	215	176	176	176	176	176
24	Number of other education events	People	PM	No.	57	57	57	57	57	57
25	Catchments where management plan recommendations have been implemented	Water	PM	No.	3	Retired				
26	Number of treatability studies completed	Water	PM	No.	0	0	1	1	1	0
27	Lost Minutes per Property	Water	SPI	Minutes	New measure	10	9.375	8.75	8.125	7.5
28	Non-Domestic Net Promoter Score	Customer	SPI	Score	New measure	20–30	20–30	20–30	20–30	20–30
29	Catchments where prioritised catchment measures have been implemented to protect drinking water catchment areas	Water	PM	No.	New measure	3	4	3	4	3

Table 4.2 - Sewerage Provision and Service Outputs

Line	Output or measure	Strategic Priority	Type	Unit	PC21	PC28				
					27/28	28/29	29/30	30/31	31/32	32/33
1	DG5 properties at risk of flooding removed from the 2 in 10, 1 in 10 and 1 in 20 risk register by company action	Nature	SPI	No.	12	2	3	3	4	3
2	DG5 properties on the 2 in 10, 1 in 10 and 1 in 20 risk register at year end	Nature	SPI	No.	63	Retired				

Line	Output or measure	Strategic Priority	Type	Unit	PC21 27/28	PC28 28/29	PC28 29/30	PC28 30/31	PC28 31/32	PC28 32/33
3	WwTW discharges compliant with numeric quality consent parameters	Nature	SPI	%	72–83	73–84	77–87	78–87	80–88	80–88
4	Population-equivalent discharges compliant with numeric quality consent parameters	Nature	SPI	%	89.9–91.2	90.1–91.4	90.5–91.7	90.6–91.7	90.7–91.8	90.7–91.8
5	Small WwTW compliance, works ≥20 p.e. but <250 p.e.	Nature	PM	%	91.56	91.56	91.88	92.5	93.44	94.06
6	High and medium pollution incidents attributable to NI Water	Nature	SPI	No.	12	12	12	12	12	12
7	Sewerage activity: length of sewers replaced or renovated	Nature	NO	km	23.54	15	15	15	15	15
8	Improvements to nominated UIDs delivered as part of a defined programme of work	Nature	NO	No.	2	6	9	12	12	15
9	Improvements to nominated WwTWs delivered as part of a defined programme of work	Nature	NO	No.	4	1	2	6	6	11
10	Small wastewater treatment works delivered as part of the rural wastewater investment programme	Nature	NO	No.	0	1	2	3	3	4
11	Sewerage infrastructure serviceability	Nature	PM	Text	Stable	Stable	Stable	Stable	Stable	Stable
12	Sewerage non-infrastructure serviceability	Nature	PM	Text	Stable	Stable	Stable	Stable	Stable	Stable
13	CSOs and EOs with EDMs installed and operationally accepted	Nature	PM	No.	93	225	214	210	208	212
14	Qualifying WwTWs assessed and/or upgraded, where required, to comply with PPC Regulations	Nature	PM	No.	3	1	0	0	0	0
15	Impermeable surface water collection area removed from the combined sewerage network	Economy	PM	m^2	62,000	46,000	98,000	76,000	0	0
16	Sustainable WwTW solutions delivered, p.e. ≥250	Nature	PM	No.	0	1	0	0	1	0
17	Sustainable WwTW solutions delivered, p.e. <250	Nature	PM	No.	0	0	0	0	0	0
18	Economic constraint areas eased	Economy	SPI	No.	1	Retired				
19	Serious development restrictions eased	Economy	SPI	No.	4	Retired				
20	WwTWs meeting Flow and Event Duration Monitoring instrumentation requirements	Nature	PM	No.	New measure	32	32	32	32	26

Line	Output or measure	Strategic Priority	Type	Unit	PC21 27/28	PC28 28/29	PC28 29/30	PC28 30/31	PC28 31/32	PC28 32/33
21	Bathing waters with near real-time EDM reporting during the bathing season	Economy	SPI	No.	New measure	9	9	12	0	0
22	EDMs operating with >90% availability and providing annual reports	Nature	PM	No.	New measure	784	217	225	214	210

In addition to the formal outputs and measures set out in Tables 4.1 and 4.2, delivery of NI Water's Strategic Priorities is supported by a broader range of activities and internal measures which do not currently form part of the formal regulatory output framework.

For the Economy Strategic Priority, these include activities to address development constraints, support strategic development, improve Developer Services and enhance the information available on wastewater network capacity and development restrictions. Progress will continue to be monitored through NI Water's reporting of development constraints and its existing internal Developer Services metric, while a dedicated Developer Services measure is developed and refined with stakeholders during PC28.

For the People Strategic Priority, the formal measures relating to school visits and other education events are complemented by wider activity focused on workforce capability, employee engagement, succession planning, leadership development, health and safety, wellbeing and community engagement.

Further detail on the outputs, measures and wider activities supporting each Strategic Priority is provided in Sections 4.2 to 4.6.

4.2 Customer

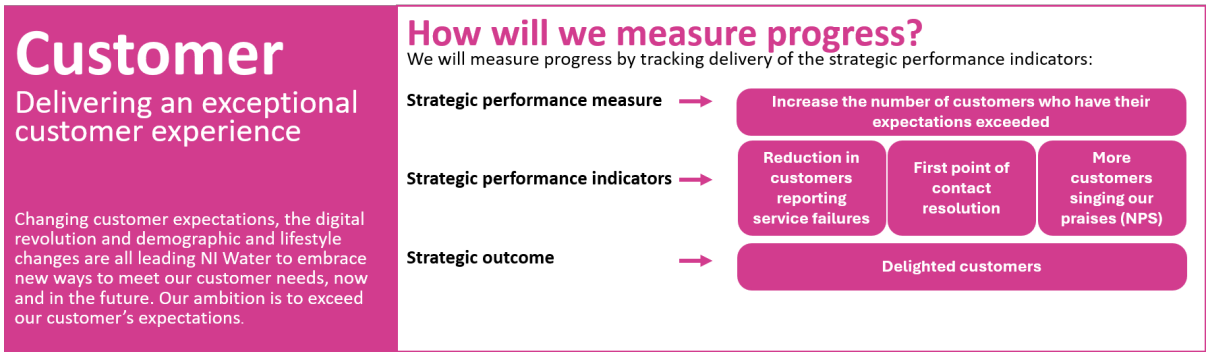


Figure 4.2 - Measuring Progress - Customer

4.2.1 Overview

Delivering an excellent customer experience remains central to NI Water's approach to service delivery in PC28. Customers expect reliable, high-quality services with minimal disruption, supported by clear communication and responsive engagement when issues arise.

The PC28 programme will focus on maintaining and improving customer service performance by reducing service failures, improving responsiveness, and ensuring that customer needs and expectations remain at the centre of investment decisions. This includes addressing the root causes of customer contacts, improving the reliability of both water and wastewater services, and strengthening engagement through enhanced communication and digital capability.

To support this, NI Water will continue to build on its understanding of customer expectations, ensuring that services evolve in line with changing needs across both domestic and non-domestic customer groups.

4.2.2 Customer Outcomes and Measures

Customer outcomes during PC28 will be assessed through a combination of Strategic Performance Indicators (SPIs) and Performance Measures (PMs) as detailed below.

Table 4.3 - Customer Outcomes

Ref Table (Line)	Principal Strategic Performance Indicator	Output Description	Output Type	Status
4.1 (5)	First Point of Contact Resolution	DG8 % metered customers received bill based on a meter reading	PM	Existing
4.1 (6)	Reduction in Customers Reporting Service Failures	Unwanted contacts	SPI	Existing
4.1 (7)	First Point of Contact Resolution	First Point of Contact Resolved (FPOCR)	SPI	Existing
4.1 (8)	More Customers Singing Our Praises	Domestic Net Promoter Score	SPI	Existing
4.1 (28)	More Customers Singing Our Praises	Non-Domestic Net Promoter Score	SPI	New

4.2.3 Customer Performance Outlook and Target Setting

NI Water has delivered significant improvements during PC21, including substantial reductions in Unwanted Contacts, improved First Point of Contact Resolution and significant increases in customer advocacy. Improvements in service performance, customer communications and digital engagement have helped reduce avoidable customer contacts and improve overall customer experience.

In developing PC28 targets, NI Water considered the potential impacts of asset performance, severe weather, funding constraints, changing customer expectations, regulatory requirements and the implementation of CBC3 and the new Customer and Billing platform. Where appropriate, methodologies have also been updated to ensure measures remain representative of how customers interact with NI Water today.

The proposed targets have been designed to be stretching, evidence-based and deliverable. They maintain a focus on continuous improvement while recognising the operational, environmental and transformational challenges that NI Water will manage throughout the PC28 period.

Whilst recent performance is encouraging, many of the largest improvement opportunities have already been realised during PC21. The PC28 targets therefore reflect both the maturity of current performance levels and the potential impacts of asset pressures, severe weather events, climate change, funding constraints and the implementation of CBC3 and the new Customer and Billing platform. Targets have been designed to be stretching, evidence-based and deliverable.

4.2.4 Reduction in Customers Reporting Service Failures

Reducing service failures and preventing issues from impacting customers is an important part of delivering excellent customer service. Unwanted Contacts provides an indication of how often customers need to contact NI Water to report a failure in service.

Unwanted Contacts (SPI)

Our customers trust us to provide reliable, high-quality water and wastewater services. When service failures occur, we aim to respond quickly, minimise disruption and keep customers informed.
Unwanted Contacts measures the number of contacts received from customers reporting a failure in service. The measure helps NI Water understand the main causes of customer contact, assess the effectiveness of customer communications and identify opportunities to reduce service failures and improve customer experience.

The graph in Figure 4.3 sets out our performance in PC21 and proposed targets for PC28:

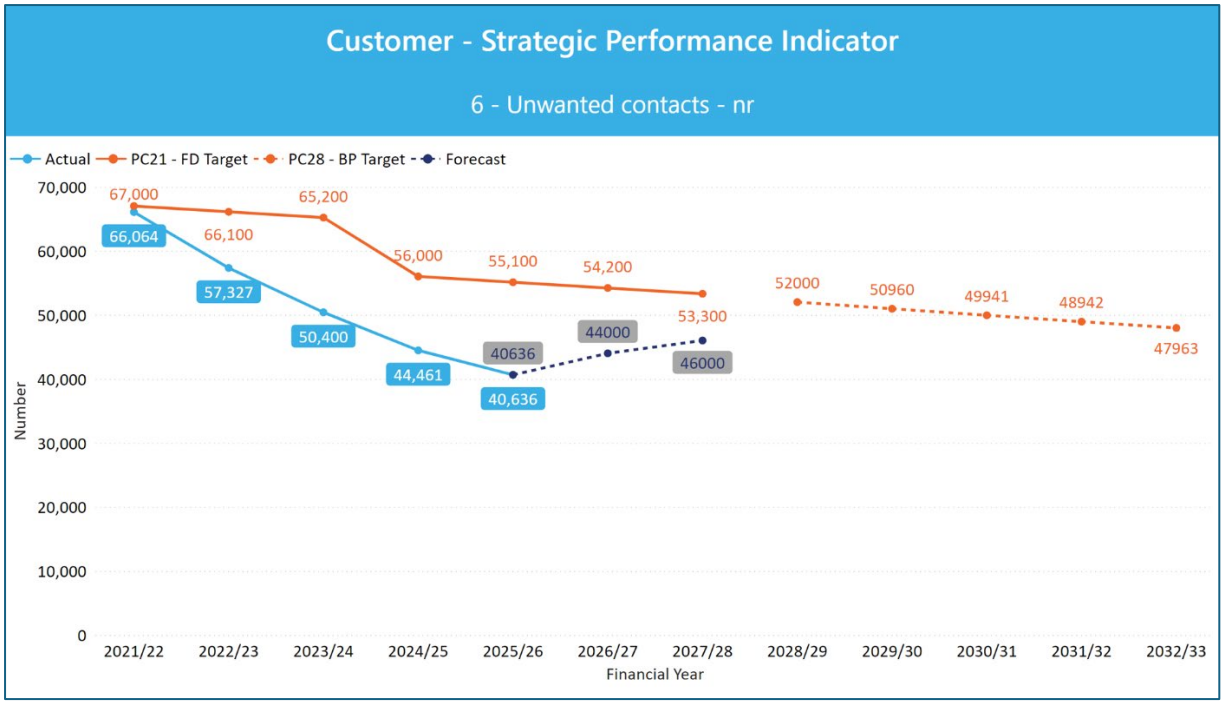


Figure 4.3 - Unwanted Contacts

Significant improvements have been delivered during PC21, with a focus on addressing the largest drivers of Unwanted Contacts while expanding digital channels to provide customers with greater choice and reduce reliance on telephone contact. Digital services, including social media and web chat operating until 11pm, have enabled customers to access more timely information and updates, particularly during incidents.
Our newly introduced Customer Programme of Work has targeted high-volume failure categories and redesigned key customer journeys. This has removed approximately 10,000 contacts at source, including improvements to areas such as water quality communications and feedback on sample results.

We also worked closely with CM/SAT to further refine the reporting methodology, aligning us more closely with other UK water industry practices and allowing for better benchmarking. As a result, we have managed to reduce the number of unwanted contacts from around 66,000 in 21/22 to just over 40,000 currently.

The nature of customer contact has changed significantly during PC21, with digital channels now accounting for approximately 30% of total contacts. As a result, NI Water proposes to expand the Unwanted Contacts measure in PC28 to include all customer contact channels, providing a more comprehensive assessment of customer experience.

In developing the PC28 target, NI Water considered opportunities for further improvement alongside pressures associated with asset condition, severe weather, climate impacts, changing customer expectations and implementation of the CBC3 Customer Relationship Management and Billing platform.

NI Water currently forecasts approximately 44,000 Unwanted Telephone Contacts in 2026/27. Applying the proposed all-channel methodology increases the equivalent figure to approximately 50,000 contacts. Taking account of identified risks and uncertainties, NI Water has adopted an opening PC28 baseline of 52,000 Unwanted Contacts.

NI Water proposes to reduce Unwanted Contacts from 52,000 at the start of PC28 to fewer than 48,000 by the end of the period. This maintains an improvement trajectory broadly consistent with that achieved during PC21, despite increasing pressures associated with weather-related incidents, asset condition and the transition to the new Customer and Billing platform. The proposed target is stretching but deliverable and reflects both the improvements already achieved and the additional operational and system transition challenges expected during PC28.

4.2.5 First Point of Contact Resolution

When customers contact NI Water, they expect their issue to be dealt with quickly and effectively. The measures in this section assess how successfully NI Water resolves customer issues at first contact and provides customers with accurate and timely information.

First Point of Contact Resolved (SPI)

Customers contact NI Water for a wide range of reasons, from reporting service failures to making billing enquiries or requesting services. Regardless of the reason for contact, customers expect their issue to be dealt with quickly and effectively.

First Point of Contact Resolution (FPOCR) measures how effectively NI Water manages and resolves customer issues at the first point of contact, reducing the need for repeat contacts and improving overall customer experience.

The graph in Figure 4.4 sets out our performance in PC21 and proposed targets for PC28:

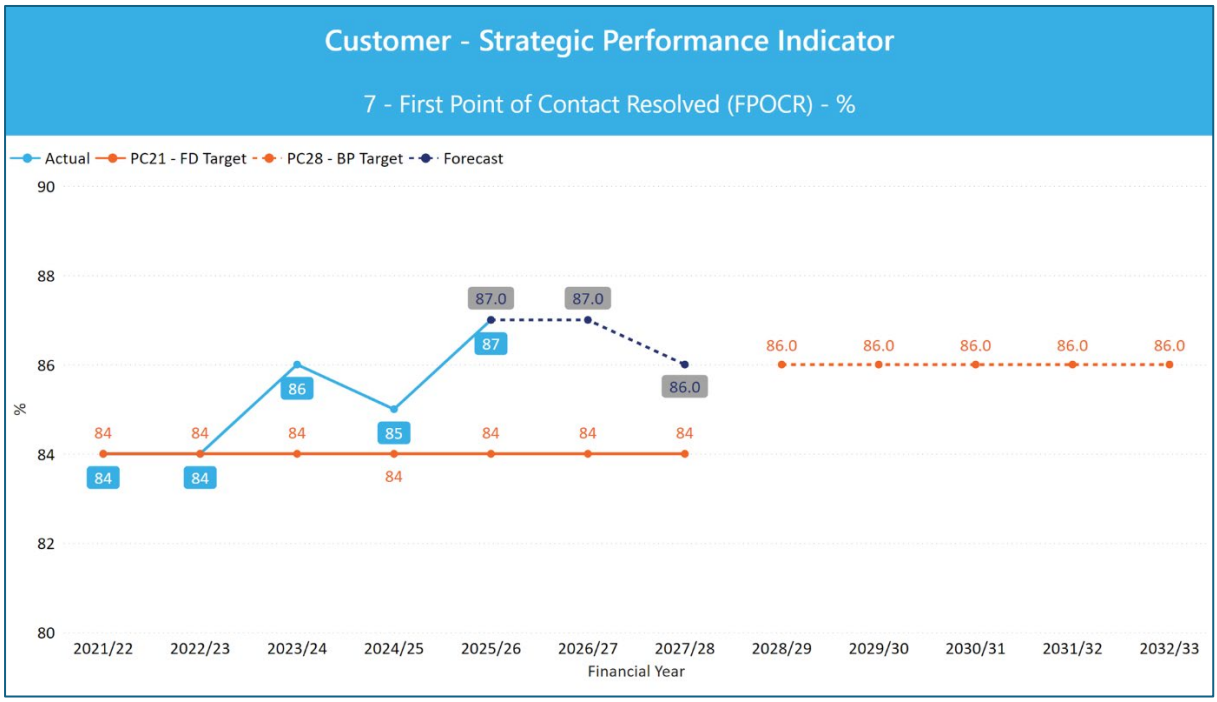


Figure 4.4 - First Point of Contact Resolution

During PC21, we strengthened our methodology by moving from a 90 day look back approach to a more robust model that also considers a 90 day look forward to see if we've received another contact, of the same type, from the same property.

Our enhanced customer insight programme of work introduced in PC21 improved the identification and analysis of repeat contacts. A large focus was placed on the Metering & Billing customer journeys, where targeted improvements were delivered. These included enhancements to the copy bill process, improved high consumption advice for customers and additional training for customer agents.

As a result of these improvements, First Point of Contact Resolution performance increased from 84% to 87% across the PC21 period to date.

During PC21, FPOCR focused on the highest-volume customer contact types. In PC28, the FPOCR measure will be expanded to include all customer contact types, providing a more comprehensive assessment of customer experience across all channels and interactions.
Current performance is approximately 87% under the existing methodology and around 88% when assessed using the proposed all-contact approach. In developing the PC28 target, NI Water considered both the opportunities for further improvement and the challenges associated with maintaining performance during a period of significant operational and system change, including the implementation of CBC3 and the new Customer and Billing platform.

While recent performance demonstrates the improvements achieved during PC21, NI Water does not consider it appropriate to assume that recent peak performance can simply be maintained throughout PC28. Increasing service pressures, changing customer expectations, environmental challenges and system transition risks may all influence performance during the period.

Taking these factors into consideration, NI Water proposes a target of 86% or above throughout PC28. Whilst recent performance has exceeded this level, NI Water does not consider it appropriate to assume that current performance can be maintained throughout PC28 given increasing demand pressures, more complex customer journeys and system transition risks associated with CBC3 and the new Customer and Billing platform. The target reflects the significant improvement already achieved since the 84% target was established, while maintaining a strong focus on customer service and continuous improvement.

DG8 % Metered Customers Receiving a Bill Based on a Meter Reading (PM)

The DG8 output indicator measures the percentage of metered customers who receive at least one bill during the year based on an actual meter reading undertaken by NI Water or provided by the customer. The measure provides assurance that customer billing is based on accurate consumption data and supports confidence in NI Water's billing processes.

Performance has remained strong throughout PC21. In 2025/26, 99.7% of metered customers received a bill based on an actual meter reading, exceeding the target of 99%. Whilst this represents a slight reduction from 100% in 2024/25, performance remains significantly above target.

NI Water proposes to maintain the target at 99% throughout PC28. The target reflects consistently strong performance during PC21 and NI Water's commitment to maintaining high standards of billing accuracy and customer service.

4.2.6 More Customers Singing Our Praises

Customer advocacy is an important indication of overall satisfaction with NI Water's services. Net Promoter Scores provide an indication of how likely customers are to recommend NI Water based on their experience.

Domestic Net Promoter Score (SPI)

Every customer who makes contact with NI Water is invited to complete a customer satisfaction survey. This feedback provides valuable insight into customer experience and is used to identify improvement opportunities, inform service design and support continuous improvement.
Domestic Net Promoter Score (NPS) measures the overall satisfaction and advocacy of household customers, providing a clear indicator of how customers perceive NI Water's services across water and wastewater operations.

The graph in Figure 4.5 sets out our performance in PC21 and proposed targets for PC28:

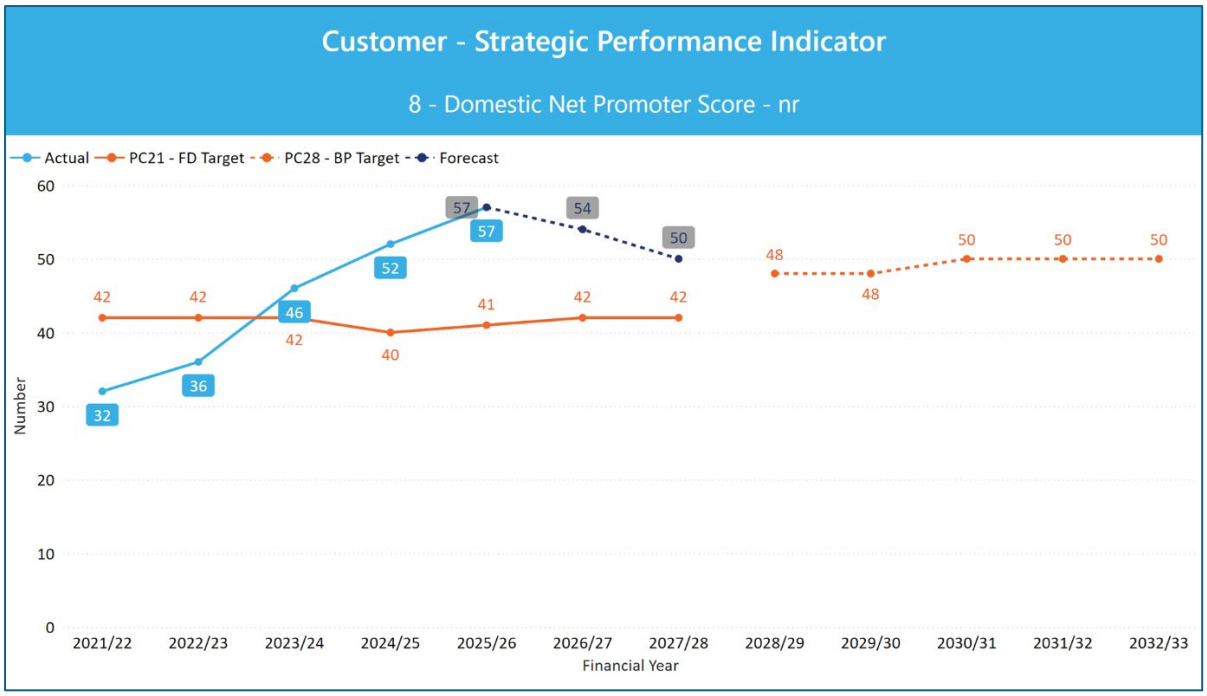


Figure 4.5 - Domestic Net Promoter Score

During PC21, Net Promoter Score was refined to provide a clearer and more meaningful measure of domestic customer experience.
Key changes included:

- Focusing the measure on domestic customers only, improving comparability with other UK water companies
- Applying a consistent methodology across services areas
- Introducing our Voice of the Customer insights programme, using customer feedback and journey-level insight to identify the areas having the greatest impact on customer experience and prioritise targeted improvement activity.
- Using these insights to focus improvement activity on key customer journeys, understand the underlying drivers of customer advocacy and track the impact of interventions on customer experience.

This approach has strengthened NPS from being primarily a measure of customer sentiment to an actionable source of insight, helping NI Water identify where improvements will have the greatest customer impact and supporting the significant improvement in Domestic NPS achieved during PC21. The measure has improved significantly during PC21, increasing from 32 to a high of 57 and establishing a materially stronger position than at the beginning of the period.

Domestic Net Promoter Score will remain NI Water's principal measure of household customer advocacy during PC28.

Recent performance compares favourably with wider water and utility sector benchmarks and provides a strong foundation for PC28. However, NI Water does not consider it appropriate to assume

that recent peak performance can simply be maintained throughout the next price control period given continuing operational, environmental, regulatory and system transition challenges.

In developing the PC28 target, NI Water considered both the opportunities for further improvement and the importance of maintaining strong levels of customer advocacy during a period of significant change. This includes the implementation of CBC3 and the new Customer and Billing platform, evolving customer expectations and ongoing service and environmental challenges.

Taking these factors into consideration, NI Water proposes a Domestic NPS target of +48 during the early years of PC28, increasing to +50 during the latter part of the period. Whilst recent performance has exceeded these levels, opportunities for further improvement are expected to become increasingly incremental as performance matures and customer advocacy reaches consistently high levels. During PC28, NI Water will also seek to improve survey participation and the representativeness of responses across different customer journeys through ongoing review of survey methods, response rates and opportunities presented by CBC3 and new customer systems. The proposed target represents a stretching but deliverable commitment and reflects NI Water's intention to sustain high levels of customer advocacy while continuing to improve customer experience wherever possible.

Non-Domestic Net Promoter Score (SPI)

Non-Domestic NPS will be introduced in PC28 to measure the experience of our business customers, ensuring that their needs and expectations are fully represented.
Business customers have distinct interactions with NI Water, particularly in areas related to billing, requiring a tailored approach to measurement as our Domestic NPS will not capture these views.

The graph in Figure 4.6 sets out our performance in PC21 and proposed targets for PC28:

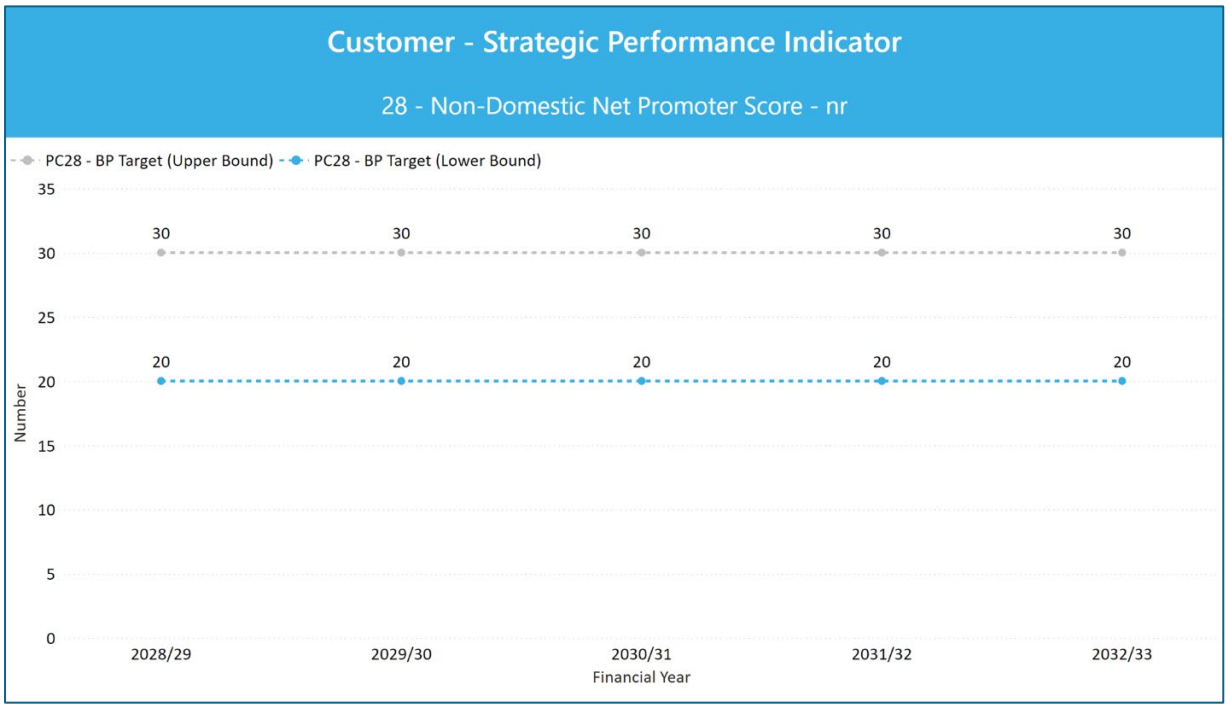


Figure 4.6 - Non-Domestic Net Promoter Score

Following the PC21 Mid-Term Review, Non-Domestic NPS has been monitored to assess its suitability as a formal regulatory measure. This highlighted key challenges, including:

- Lower volumes of survey responses compared to domestic customers
- Greater variability in annual scores
- More emotive responses for billing interactions compared to operational incidents

These factors have informed the development of the PC28 approach.

During PC28, NI Water will introduce Non-Domestic NPS as a formal performance measure, providing greater visibility of business customer experience. The measure will be based on an unweighted assessment of key customer journeys to ensure a balanced representation of business customer views.

Analysis of historical performance demonstrated greater variability than Domestic NPS, reflecting lower survey volumes and the nature of business customer interactions. As a result, NI Water considers a target range to be more representative than a single-point target.

Based on historical performance and known operational risks, NI Water proposes a target range of 20-30 throughout PC28. This provides an appropriate measure of business customer advocacy while recognising the inherent variability associated with the measure.

4.2.7 Future Developments

NI Water anticipates the continuation of the cross-stakeholder Customer Measures/Satisfaction Working Group. Given the continued evolution of customer measures across the water industry, this forum will play an important role in reviewing existing measures and considering potential future developments.

A key priority during PC28 will be the development of a new Developer Services Bespoke Consumer Measure (DSBCM). NI Water intends to work with the Customer Measures/Satisfaction Working Group to develop and trial the measure, with the aim of introducing it, together with an appropriate target, by Year 3 of PC28. Until the measure is introduced, performance will continue to be monitored through NI Water's existing internal Developer Services metric.

Through CM/SAT, NI Water will also consider how customer vulnerability should be reflected in future customer outcomes and measures, including opportunities to strengthen how awareness of, access to and satisfaction with the support provided to customers in vulnerable circumstances is assessed. This will build on the approach established during PC21 and support continued implementation of the Utility Regulator's Best Practice Framework and Code of Practice for Consumers in Vulnerable Circumstances.

NI Water will continue to work with the Utility Regulator, DfI, CCNI, other utilities and wider stakeholders through the Consumer Protection Programme, including participation in the Industry Working Group supporting development of a single Customer Care Register approach across Northern Ireland utilities. NI Water will also seek to achieve ISO 22458 accreditation to further strengthen how customers requiring additional support are identified and supported.

4.2.8 Nominated Outputs

We have no nominated outputs directly mapped to the Customer Strategic Priority. Customer outcomes will primarily be delivered through service improvements, operational performance and customer-focused initiatives across the organisation.

4.3 Water

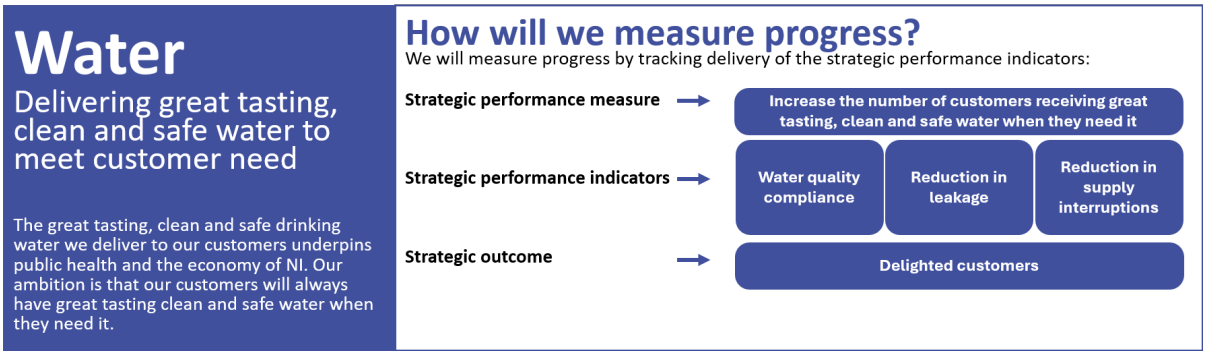


Figure 4.7 - Measuring Progress Water

4.3.1 Overview

Delivering safe, reliable drinking water services remains fundamental to NI Water's purpose. Customers expect a continuous supply of high-quality water that meets regulatory standards and is available when needed, even under changing demand patterns and climate pressures.

During PC28, delivery will focus on maintaining high levels of drinking water quality compliance, reducing leakage and supply interruptions, addressing low pressure issues and strengthening the resilience of the water supply system. This includes targeted investment in water treatment, water networks and water resource resilience to ensure services remain reliable in the face of increasing operational and environmental challenges.

4.3.2 Water Outcomes and Measures

Water outcomes during PC28 will be assessed through a combination of Strategic Performance Indicators (SPIs) and supporting Performance Measures (PMs) as detailed below.

Table 4.4 - Water Outcomes

Ref Table (Line)	Principal Strategic Performance Indicator	Output Description	Output Type	Status
4.1 (1)	Reduction in Supply Interruptions	DG2 Properties at risk of low pressure removed from the risk register by company action	PM	Existing
4.1 (2)	Reduction in Supply Interruptions	DG2 Properties receiving pressure below the reference level at end of year	PM	Existing
4.1 (3)	Reduction in Supply Interruptions	DG3 Supply interruptions > 12hrs (unplanned and unwarned)	SPI	Retired
4.1 (3a)	Reduction in Supply Interruptions	DG3 Supply interruptions > 6hrs (unplanned and unwarned)	SPI	Retired
4.1 (3b)	Reduction in Supply Interruptions	DG3 Supply interruptions > 24hrs (unplanned and unwarned)	SPI	Retired
4.1 (4)	Reduction in Supply Interruptions	DG3 Supply interruptions (overall performance score)	SPI	Retired
4.1 (9)	Reduction in Leakage	Total Leakage	SPI	Existing
4.1 (10)	Reduction in Supply Interruptions	Security of supply index	PM	Existing

Ref Table (Line)	Principal Strategic Performance Indicator	Output Description	Output Type	Status
4.1 (12)	Water Quality Compliance	% overall compliance with drinking water regulations	SPI	Existing
4.1 (13)	Water Quality Compliance	% compliance at consumers tap	PM	Existing
4.1 (14)	Water Quality Compliance	% iron compliance at consumers tap	PM	Existing
4.1 (15)	Water Quality Compliance	% Service Reservoirs with coliforms in >5% samples	PM	Existing
4.1 (20)	N/A	Water infrastructure serviceability	PM	Existing
4.1 (21)	N/A	Water non-infrastructure serviceability	PM	Existing
4.1 (22)	Water Quality Compliance	Number of lead communication pipes replaced under the proactive lead replacement programme	PM	Existing
4.1 (25)	Water Quality Compliance	Number of catchments where management plan recommendations have been implemented	PM	Retired
4.1 (26)	Water Quality Compliance	Number of Treatability Studies Completed	PM	Existing
4.1 (27)	Reduction in Supply Interruptions	Lost Minutes per Property	SPI	New
4.1 (29)	Water Quality Compliance	Number of catchments where prioritised catchment measures have been implemented, where prioritisation links to the protection of drinking water catchment areas	PM	New

4.3.3 Water Quality Compliance

Maintaining high levels of drinking water quality is essential to protecting public health and maintaining customer confidence. The measures in this section assess the quality of water supplied to customers and the activities undertaken to maintain and improve water quality performance.

% Overall Compliance with Drinking Water Regulations (SPI)

The provision of safe, wholesome drinking water remains one of NI Water's core responsibilities. Overall Compliance with Drinking Water Regulations provides an important measure of the quality of water supplied to customers and reflects the effectiveness of water treatment, distribution and operational management processes.

Drinking water quality in Northern Ireland is assessed against the Water Supply (Water Quality) Regulations (Northern Ireland) 2017 and reported annually to the Drinking Water Inspectorate.

Maintaining high levels of compliance is essential to protecting public health and maintaining customer confidence.

Throughout PC28, NI Water will continue to work closely with the Drinking Water Inspectorate and other stakeholders to ensure drinking water quality standards are maintained and that investment is targeted towards areas of greatest risk and benefit.

The graph in Figure 4.8 sets out our performance in PC21 and proposed targets for PC28.

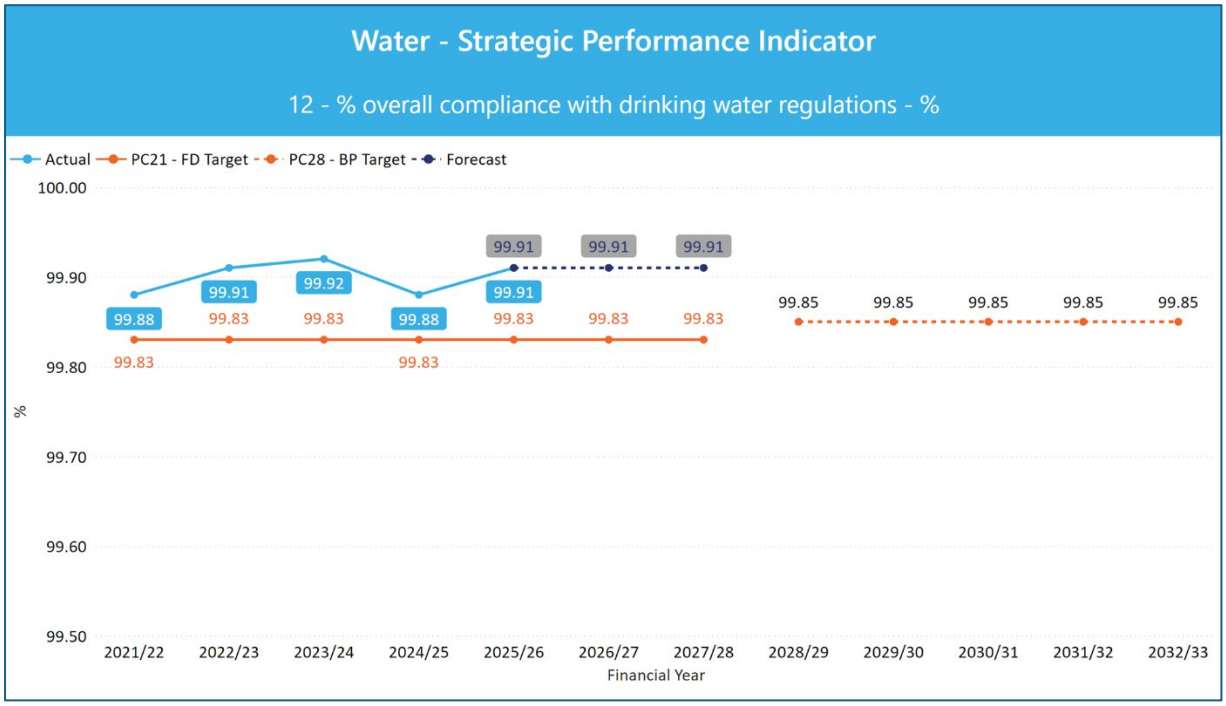


Figure 4.8 - % Overall Compliance with Drinking Water Regulations

NI Water has maintained a high level of compliance with Drinking Water Regulations throughout PC21. Robust operational management, targeted improvement activities and ongoing investment across the water supply system have supported the continued delivery of high-quality drinking water to customers.

Performance has consistently exceeded the PC21 Final Determination target of 99.83%, achieving 99.91% in 2025. This reflects NI Water's continued focus on drinking water quality, proactive risk management and close collaboration with the Drinking Water Inspectorate to identify and address emerging risks.

NI Water proposes a target of 99.85% Overall Compliance with Drinking Water Regulations throughout PC28. The target reflects the strong performance achieved during PC21 while maintaining an appropriate level of challenge for continued improvement.

In developing the target, NI Water considered a range of emerging risks, including asset condition, trihalomethane (THM) compliance, algal bloom impacts and the potential introduction of revised drinking water regulations. Delivery will be supported through targeted investment in water treatment works, water mains replacement, proactive lead replacement and initiatives to improve resilience to raw water quality challenges.

The proposed target therefore balances NI Water's ambition to maintain high levels of drinking water quality performance with the operational, environmental and regulatory challenges expected during PC28.

% compliance at consumers tap (PM)

Compliance at consumers' taps measures the quality of drinking water supplied directly to customers and provides an indicator of the performance of the entire drinking water supply chain, including treatment, storage and distribution. Maintaining high levels of compliance is essential to protecting public health and maintaining customer confidence in the drinking water supply.

Throughout PC21, NI Water maintained a high level of compliance at consumers' taps, consistently exceeding the PC21 Final Determination target of 99.74%. Compliance achieved 99.88% in 2025, demonstrating continued delivery of high-quality drinking water to customers.

NI Water proposes a PC28 target of 99.80%, reflecting the strong performance achieved during PC21 whilst maintaining an appropriate level of challenge. Delivery will be supported through continued investment in water treatment works, water mains improvements and the proactive lead replacement programme, helping maintain high standards of drinking water quality while addressing known operational, environmental and regulatory risks.

% Iron Compliance at Consumers Tap (PM)

Iron Compliance at Consumers' Taps measures compliance with the iron standard specified in the Water Supply (Water Quality) Regulations (Northern Ireland) 2017. The measure provides an important indicator of drinking water quality within the distribution network and reflects the effectiveness of activities undertaken to manage historic deposits and maintain network condition.

NI Water has consistently achieved a high level of iron compliance throughout PC21, significantly exceeding the PC21 Final Determination target of 98.62%. Average compliance across the period was approximately 99.34%, with performance achieving 99.58% in 2025. This reflects the benefits of ongoing network maintenance, water mains rehabilitation and operational activities aimed at reducing iron-related water quality issues.

NI Water proposes a PC28 target of 98.80% iron compliance at consumers' taps. The target reflects the strong performance achieved during PC21 whilst recognising the continuing challenges associated with ageing water mains and historic deposits within parts of the distribution network. Delivery will be supported through continued investment in water mains replacement, network rehabilitation and water mains conditioning activities to maintain high standards of drinking water quality.

% Service Reservoirs with Coliforms in >5% Samples (PM)

Service reservoirs and water towers form a critical part of the water supply system, providing treated water storage and helping maintain reliable supplies to customers. This measure assesses the percentage of service reservoirs and water towers where coliforms are identified in more than 5% of samples taken during the year, providing an indicator of the effectiveness of inspection, maintenance and water quality management activities.

Performance remained strong throughout PC21, with the percentage of service reservoirs and water towers recording coliforms in more than 5% of samples remaining low. The 2025/26 outturn was

0.09%, improving from 0.18% in 2024/25. The AIR assessment concluded that Service Reservoir and Water Tower Coliform Compliance continues to demonstrate stable performance, supported by proactive inspection, refurbishment and reservoir management activities.

NI Water will continue to maintain a strong focus on the microbiological quality of treated water storage assets throughout PC28 through ongoing inspection, cleaning, refurbishment and maintenance activities. The proposed target reflects NI Water's commitment to maintaining high standards of drinking water quality and protecting public health through the continued proactive management of service reservoirs and water towers.

Number of Lead Communication Pipes Replaced under the Proactive Lead Replacement Programme (PM)

Lead communication pipes can contribute to elevated lead levels in drinking water and represent a potential risk to drinking water quality where lead pipework remains in service. The Proactive Lead Replacement Programme seeks to reduce this risk through the systematic replacement of NI Water-owned lead communication pipes, supporting improvements in drinking water quality and the protection of public health.

NI Water has continued to deliver the proactive lead replacement programme throughout PC21, maintaining a strong focus on reducing lead-related drinking water quality risks across the water supply network. During 2025/26, a total of 1,852 lead communication pipes were replaced, bringing the cumulative number of replacements delivered during PC21 to 9,456 and exceeding the cumulative target of 9,220.

NI Water proposes to continue delivery of the proactive lead replacement programme throughout PC28, maintaining the current target of 1,844 lead communication pipe replacements per year. The programme will continue to reduce lead-related drinking water quality risks, support compliance with drinking water quality standards and complement wider drinking water quality initiatives across the network.

Number of Treatability Studies Completed (PM)

Treatability studies provide the evidence required to understand emerging drinking water quality challenges and identify the most appropriate treatment solutions. They support investment planning by assessing the effectiveness of potential treatment processes and informing future improvements at water treatment works. During PC21, NI Water expanded its approach through the use of pilot plant studies, providing a more detailed understanding of treatment performance under operational conditions.

Treatability studies undertaken during PC21 have improved understanding of a range of water treatment challenges, including trihalomethane (THM) compliance, raw water quality variability, organics removal, coagulation performance and filtration performance. Whilst 8 pilot plant studies have been completed to date during PC21 the final reports are still being developed. One study report was completed during 2022/23 and a further study report during 2024/25, with additional studies and reports forecast to complete during the final years of PC21. Findings from these studies have informed future investment requirements and will continue to support delivery planning during PC28.

NI Water will continue to undertake treatability studies during PC28 to investigate emerging water quality risks, assess potential treatment solutions and inform future investment decisions. A total of three studies are currently proposed during PC28, with one planned in each of 2029/30, 2030/31 and

2031/32. These studies will help maintain and develop the evidence base required to support drinking water quality, regulatory compliance and long-term resilience.

Number of Catchments where Prioritised Catchment Measures have been Implemented, where Prioritisation Links to the Protection of Drinking Water Catchment Areas (PM)

Protecting raw water quality at source is an important part of NI Water's wider approach to safeguarding drinking water quality and reducing treatment challenges. Catchment management seeks to identify and address risks within drinking water catchments through targeted interventions that improve water quality, strengthen ecosystem resilience and support sustainable land management practices.

During PC21, the focus shifted from the development of Catchment Management Plans to the implementation of practical catchment measures through the Sustainable Catchment Management Programme (SCaMP). Activities undertaken across drinking water catchments helped protect and improve raw water quality, strengthen catchment resilience and support delivery of actions within the Lough Neagh catchment.

The Drinking Water Catchment Management Plans were reviewed and updated in 2023 to reflect the latest water quality information and emerging risks. NI Water proposes to implement prioritised catchment measures across three to four drinking water catchments each year during PC28, focusing on those areas where interventions are expected to deliver the greatest benefit to drinking water quality, regulatory compliance and environmental outcomes.

4.3.4 Reduction in Leakage

Reducing leakage helps protect water as a precious resource, improve operational efficiency and strengthen the resilience of water supplies. The measures in this section assess leakage performance and the activities being undertaken to reduce water losses across the water network.

Total Leakage (SPI)

Leakage is a key measure of the efficiency and resilience of the water network. Reducing leakage helps protect water as a precious resource, supports environmental sustainability and improves the resilience of supplies for customers and future generations.

NI Water reviews the Sustainable Economic Level of Leakage (SELL) periodically to establish appropriate leakage reduction targets and ensure investment is targeted where it delivers the greatest benefit. Continued improvements in leakage performance help reduce water abstraction, lower treatment and distribution costs, improve network resilience and maximise the use of existing water resources.

NI Water has delivered substantial long-term improvements in leakage performance, reducing reported leakage by approximately 41% over the last two decades through sustained investment, active leakage control and improvements in network management.

The graph in Figure 4.9 sets out our performance in PC21 and proposed targets for PC28:

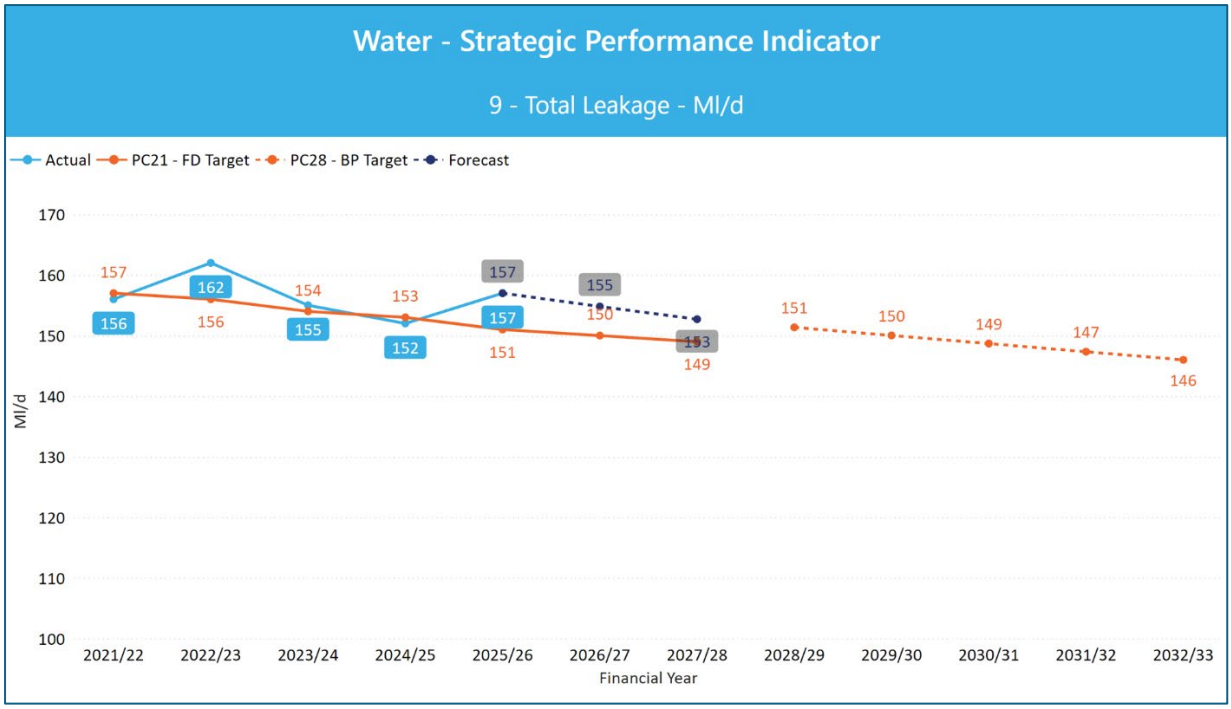


Figure 4.9 - Total Leakage

At the end of the reporting period 2025/26, reported leakage was 157.1 Ml/d, 6.1 Ml/d above the PC21 target profile of 151 Ml/d. Recent performance has been affected by increasingly variable weather and an ageing network. Prolonged rainfall, drought and temperature extremes can change ground conditions and place additional stress on buried assets, increasing leakage breakout and making reductions more difficult to sustain.

Active leakage control continues to deliver benefits, but these pressures have offset some of the reductions achieved. NI Water's latest forecast is for leakage to reduce to 152.7 Ml/d by the end of PC21, compared with the end-of-period target of 149 Ml/d.

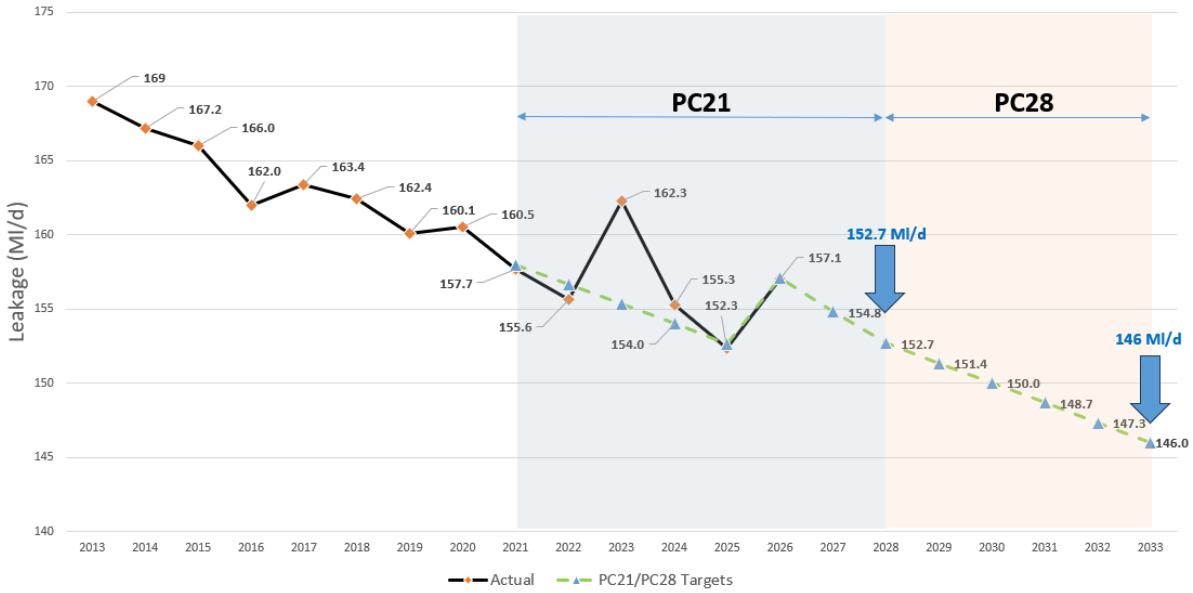


Figure 4.10 - Historical Leakage Performance and Future Leakage Reduction Trajectory

The annual trend of reported leakage during PC21 illustrates the impact that weather events have on ground conditions and fluctuating customer demand. It is imperative that NI Water understands and addresses these pressures to mitigate the effects of climate change on both infrastructure and customer demand.
NI Water's latest forecast PC21 outturn is 152.7 Ml/d and this has been adopted as the planning baseline for PC28. The proposed PC28 target of 146 Ml/d represents a reduction of approximately 6.7 Ml/d from the forecast PC21 outturn and reflects both the performance improvements achievable through continued investment and the increasing rate of leakage emergence associated with ageing infrastructure and more variable weather conditions.

Delivery will require continued investment in active leakage control, pressure management, asset resilience and enhanced network monitoring. Greater use of sensors, digital technologies and data analytics will support earlier identification of network issues, faster leak detection and more targeted investment. These measures will reduce leakage while strengthening network resilience and improving understanding of the effects of climate change and asset deterioration.

4.3.5 Reduction in Supply Interruptions

Customers expect a reliable water supply with minimal disruption. The measures in this section assess the resilience and performance of the water distribution network and the activities undertaken to improve levels of service for customers.

Lost Minutes per Property (SPI)

The provision of a reliable water supply remains one of NI Water's core responsibilities. Interruptions to supply can have a significant impact on households, businesses and essential services. Lost Minutes per Property measures the duration and extent of supply interruptions experienced by customers and provides an indication of the reliability and resilience of the water supply system.
Historically, supply interruption performance was measured through a suite of DG3 indicators which reported the number of properties experiencing interruptions greater than defined time thresholds. Lost Minutes per Property provides a more representative assessment of customer impact by capturing both the number of properties affected and the duration of interruptions experienced.

The measure therefore provides a clearer understanding of overall service reliability and aligns with the broader PC28 focus on customer outcomes and service resilience.

Throughout PC21, NI Water monitored water supply interruption performance through a suite of DG3 measures, recording the number of properties experiencing unplanned and unwarned supply interruptions greater than 6 hours, 12 hours and 24 hours, together with an overall performance score. Performance fluctuated during the period, reflecting the impact of operational incidents, severe weather events and the condition of the water distribution network.
Whilst annual performance was influenced by a small number of significant events, overall performance improved considerably across the PC21 period as can be seen in Figure 4.12. Following a reported overall performance score of 1.59 in 2021/22, performance improved substantially, reducing to 0.15 in 2022/23 and again to 0.15 in 2025/26. Apart from 2021/22, performance remained consistently better than the PC21 Final Determination target throughout the period.

Despite these challenges, NI Water generally maintained strong performance, with the percentage of connected properties experiencing an unplanned and unwarned supply interruption greater than 12

hours remaining low throughout the period. In 2025/26, just 0.0412% of connected properties experienced an unplanned and unwarned supply interruption greater than 12 hours.

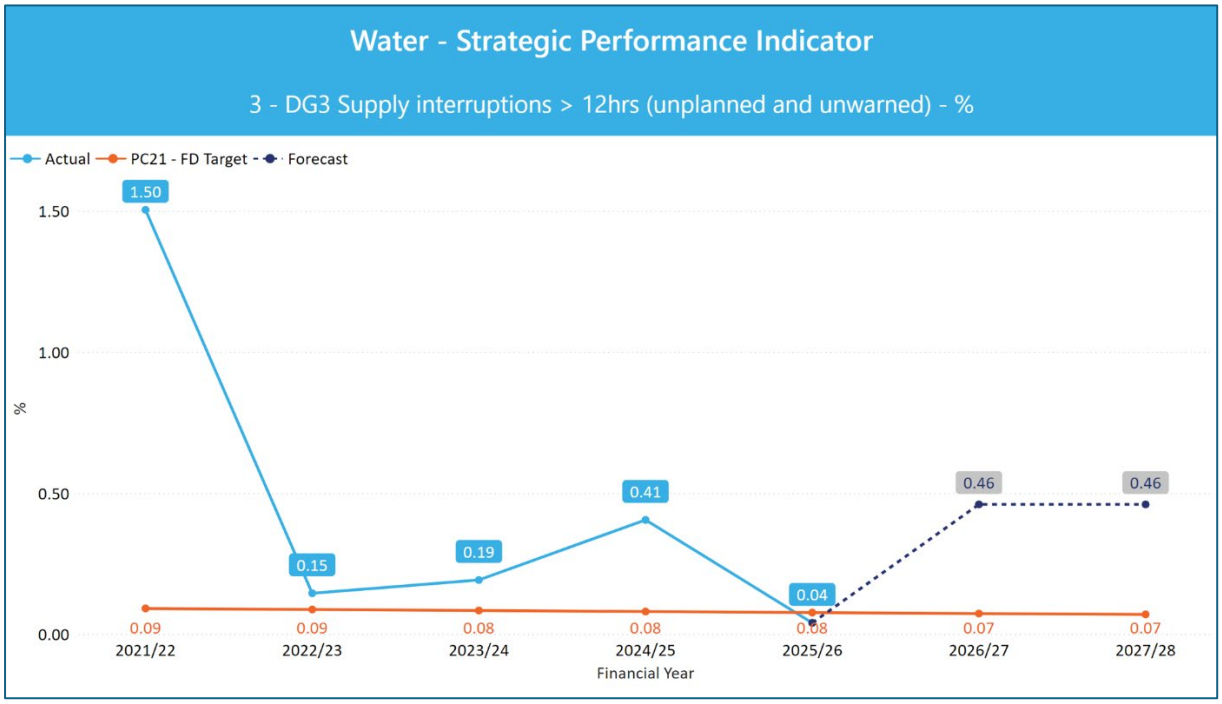


Figure 4.11 - DG3 Supply Interruptions > 12hrs (Unplanned & Unwarned) - %

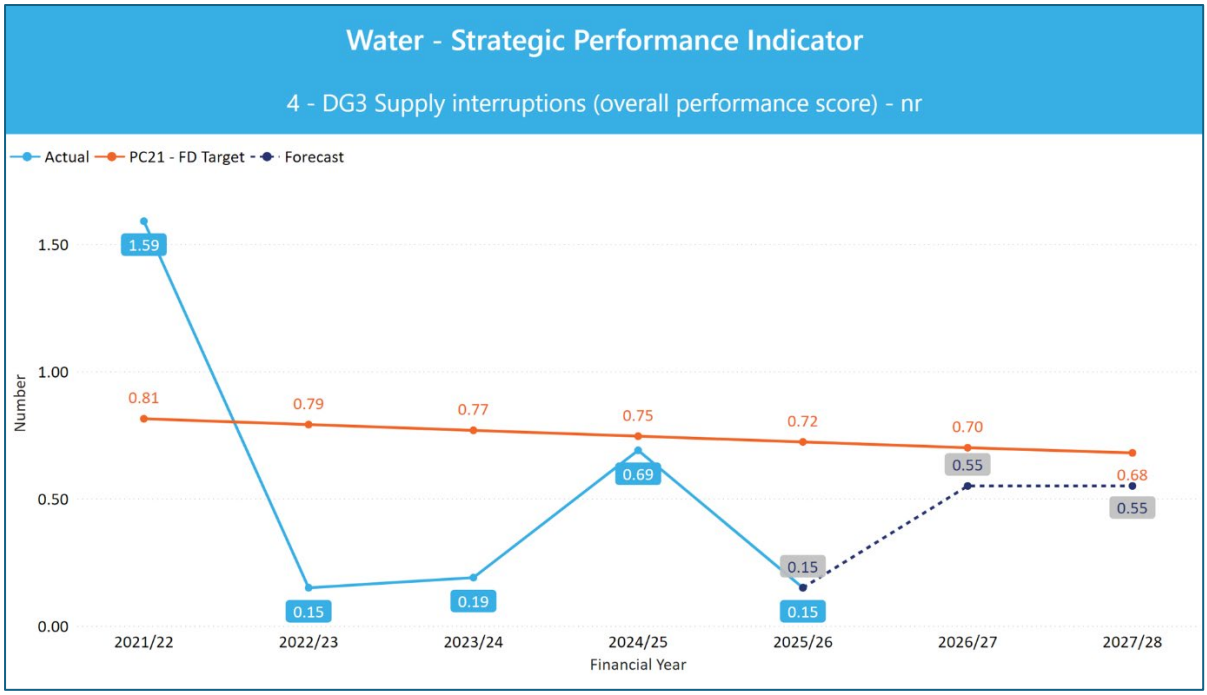


Figure 4.12 - DG3 Supply Interruptions (Overall Performance Score)

For PC28, NI Water proposes to adopt Lost Minutes per Property as the principal measure of water supply interruption performance. The measure captures both the duration and extent of interruptions and therefore provides a more representative assessment of customer impact than the historic DG3 framework.

NI Water proposes an opening target of 10.0 Lost Minutes per Property, reducing progressively to 7.5 by the end of PC28. The target has been informed by historical NI Water performance and wider industry experience and represents a stretching but achievable trajectory for improvement.

Delivery will be supported through continued investment in network resilience, water mains rehabilitation, strategic water infrastructure and improvements in operational response capability. Together, these activities will help reduce both the frequency and duration of supply interruptions experienced by customers.

The graph in Figure 4.13 sets out our proposed targets for PC28:

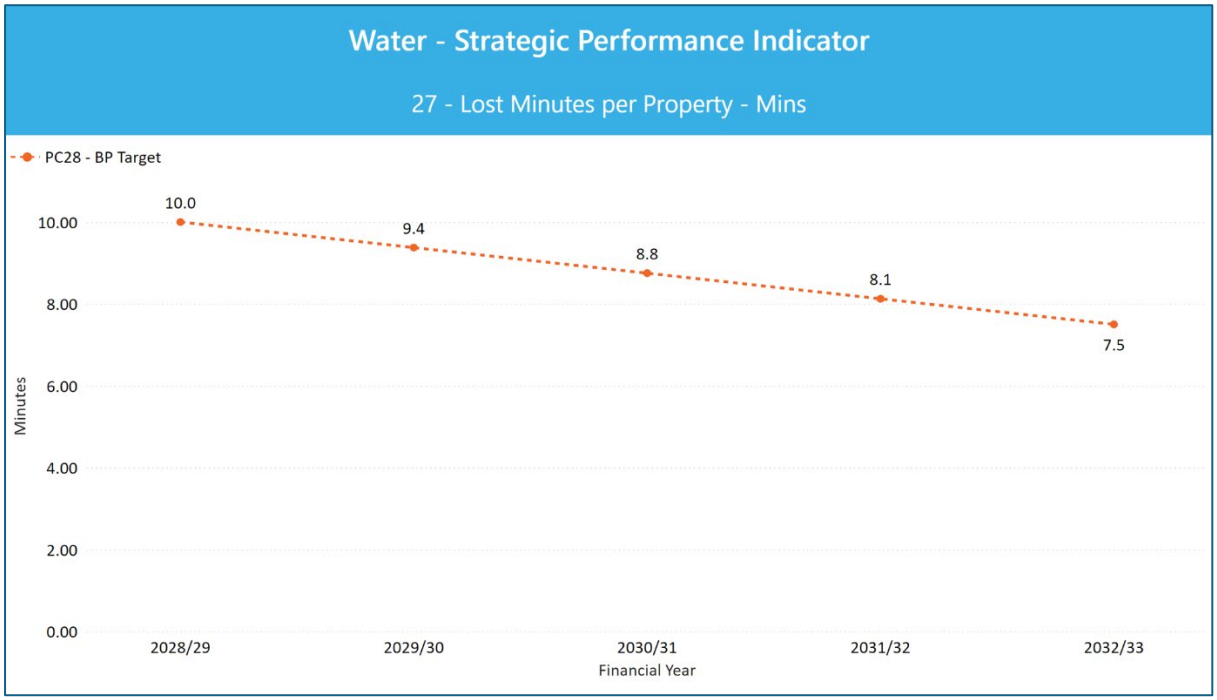


Figure 4.13 - Lost Minutes per Property

Security of Supply Index (PM)

The Security of Supply Index (SoSI) measures the ability of NI Water's water resource system to meet forecast customer demand under defined planning conditions. It provides an assessment of the resilience and long-term sustainability of water supplies across Northern Ireland and reflects the balance between available water resources and forecast demand within each Water Resource Zone. The measure therefore provides an important indicator of NI Water's ability to meet future water demand while responding to pressures such as population and economic growth, climate change and changing patterns of customer consumption.

The graph in Figure 4.14 sets out our performance in PC21 and proposed targets for PC28.

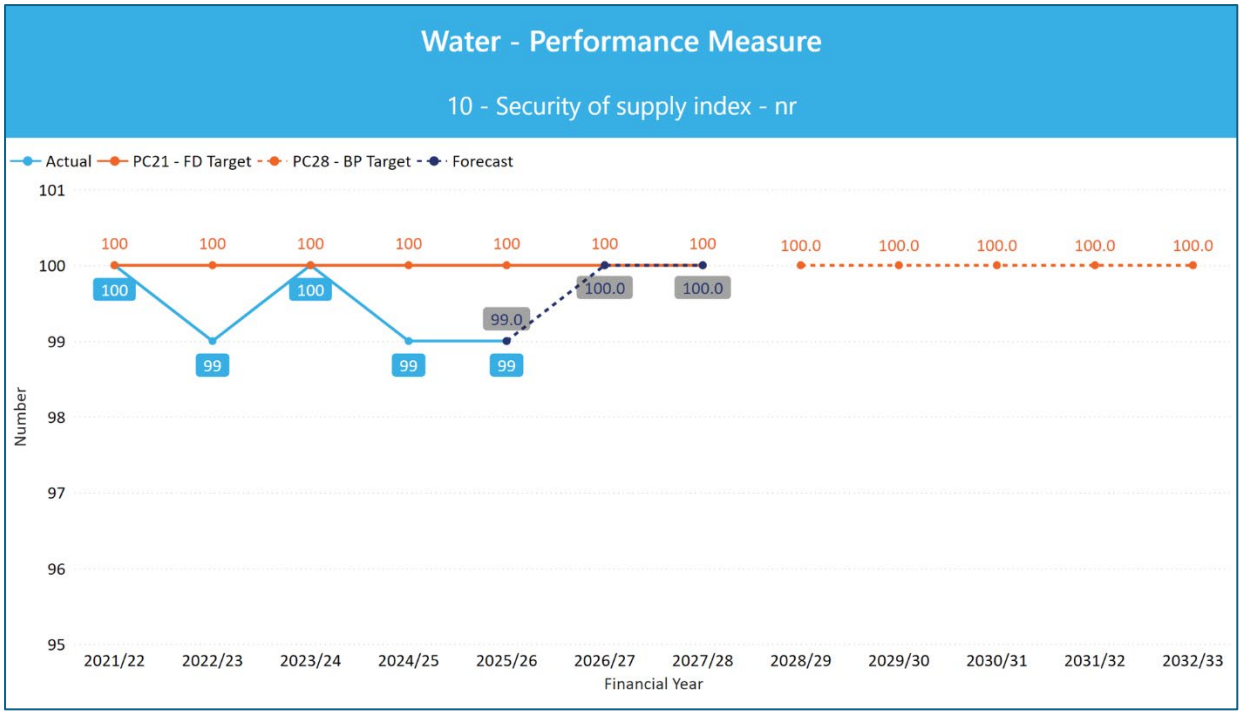


Figure 4.14 - Security of Supply Index

Throughout PC21, NI Water maintained a strong Security of Supply position, with SoSI performance ranging between 99% and 100%. Performance achieved 99% in 2025/26, consistent with the 2024/25 outturn.

The current overall SoSI score of 99% reflects a small supply deficit (1.54Ml/d) within the West Water Resource Zone. Despite this localised constraint, NI Water has continued to maintain a high level of water supply resilience across the wider network throughout PC21.

The latest Water Resource and Supply Resilience Plan confirmed that overall security of supply remains strong but identified the need for targeted investment to address the remaining deficits.

NI Water proposes to maintain a Security of Supply Index target of 100% throughout PC28. The target has been informed by the findings of the latest Water Resource and Supply Resilience Plan, which confirmed that overall security of supply remains strong while identifying the need for ongoing action to address localised constraints.

Delivery will be supported through continued investment in water resource resilience, strategic water infrastructure, wider network improvements and associated operational measures. Together, these activities will help maintain a secure and resilient water supply system whilst responding to future pressures associated with population growth, climate change and changing patterns of demand.

DG2 Properties at Risk of Low Pressure Removed from the Risk Register by Company Action (PM)

Maintaining adequate water pressure is essential to providing a reliable water supply service to customers. The DG2 measure records the number of properties removed from the Low Pressure Register through company action following the delivery of effective operational and capital interventions to restore an acceptable level of service. These interventions may include water mains upgrades, network reinforcement, pressure management measures, network rezoning and booster installations.

The graph in Figure 4.15 sets out our performance in PC21 and proposed targets for PC28:

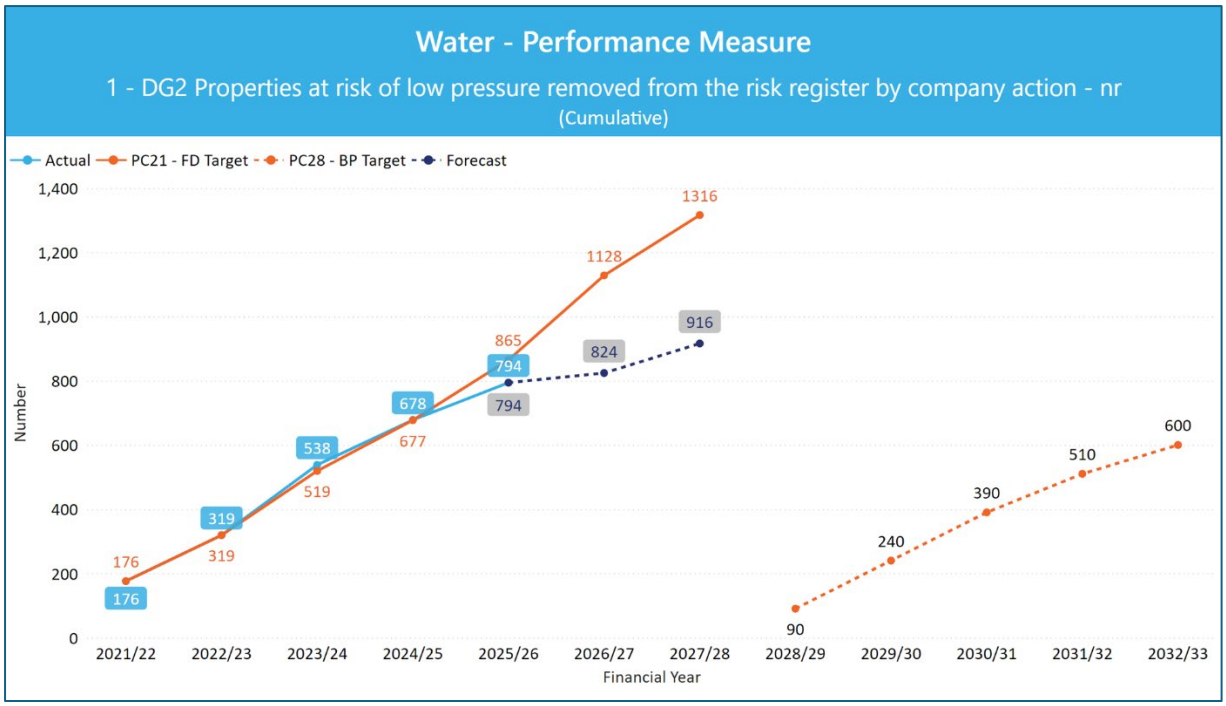


Figure 4.15 - DG2 Properties at risk of low pressure removed from the risk register by company action

Throughout PC21, NI Water continued to address low pressure issues through a combination of operational interventions and targeted capital network improvements. Following completion of the DG2 Register Refresh programme, NI Water focused on reducing the number of affected properties through company action.

The cumulative number of properties removed from the register increased from 176 in 2021/22 to 794 by 2025/26, with the latest forecast indicating that 916 properties will have been removed by the end of PC21. During 2025/26 alone, 135 properties were removed from the register, including 116 removals delivered through company action.

NI Water will continue to address low pressure issues during PC28 through a combination of operational measures, pressure management activities and targeted network capital investment.

The proposed target will deliver the removal of a further 600 properties from the Low Pressure Register by company action over the PC28 period. Delivery will be supported through network reinforcement, water mains improvements and pressure management initiatives aimed at addressing known constraints and improving service for affected customers.

The target takes account of historic performance and represents a challenging but achievable programme of improvement.

DG2 Properties Receiving Pressure below the Reference Level at End of Year (PM)

The DG2 measure records the number of properties receiving water pressure below the reference level at the end of the reporting year. Adequate water pressure is essential for customers to access water for everyday domestic and commercial use and is a key component of service quality.

The measure provides an indication of network performance and helps NI Water identify areas where intervention is required. It complements the related measure tracking properties removed from the

Low Pressure Register through company action, providing a balanced view of progress in addressing low pressure issues across the network.

The graph in Figure 4.16 sets out our performance in PC21, measured against the PC21 Mid Term review targets and proposed targets for PC28:

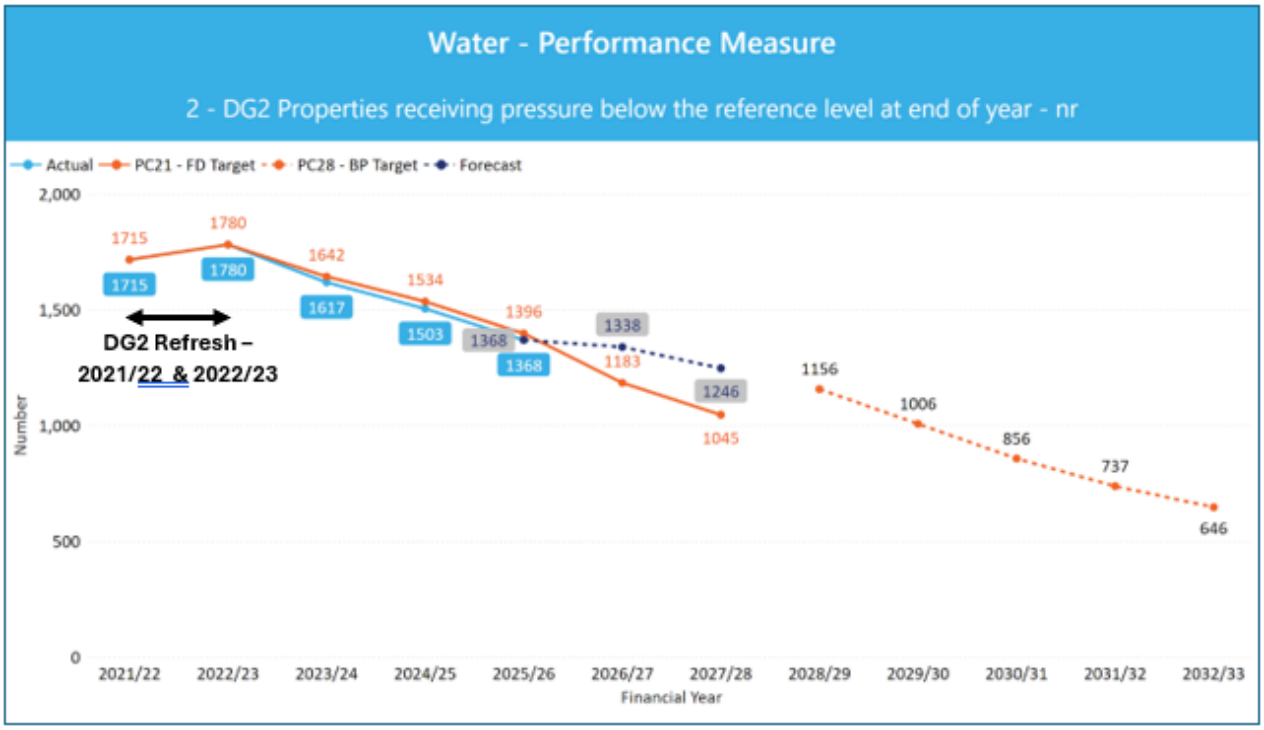


Figure 4.16 - DG2 Properties receiving pressure below the reference level at end of year

Throughout PC21, NI Water delivered targeted interventions to address low pressure issues across the water distribution network. The early years of PC21 were influenced by completion of the DG2 Register Refresh programme, which identified additional properties at risk of low pressure and resulted in a significant increase in the size of the register.

Following completion of the refresh, performance improved steadily. The number of properties on the register reduced from 1,715 in 2021/22 to 1,368 in 2025/26, demonstrating continued progress in addressing known low pressure issues and improving service levels for affected customers.

NI Water proposes to continue reducing the number of properties receiving pressure below the reference level throughout PC28. The target reduces the number of affected properties from 1,156 in 2028/29 to 646 by the end of the period.

Delivery will be supported through targeted network reinforcement, pressure management initiatives and wider investment in water infrastructure. The proposed trajectory reflects continued commitment to addressing known network constraints and improving service for customers affected by low pressure.

4.3.6 Future Developments

NI Water will continue to review and develop its water performance framework throughout PC28 to ensure measures remain aligned with customer expectations, regulatory requirements and industry best practice. The introduction of Lost Minutes per Property reflects a greater focus on customer

outcomes and provides a more representative assessment of the impact of supply interruptions experienced across the customer base.

NI Water will continue to work closely with the Drinking Water Inspectorate, Utility Regulator and other stakeholders to ensure that water quality and service performance measures remain appropriate, meaningful and reflective of customer priorities.

As pressures associated with climate change, population growth and changing patterns of demand continue to evolve, NI Water will seek to ensure that its performance framework supports the delivery of safe, reliable and sustainable water services throughout PC28.

4.3.7 Nominated Outputs

The following nominated outputs have been mapped to the 'Water' Strategic Priority

Table 4.5 - Nominated Outputs

Ref Table (Line)	Line Description	Unit	PC21 End	PC28 End
4.1 (16)	Water mains activity - Length of new, renewed or relined mains	Km	554	514
4.1 (17)	Completion of nominated trunk main schemes	nr	9	10
4.1 (18)	Completion of nominated water treatment works schemes	nr	18	7
4.1 (19)	Completion of nominated improvements to increase the capacity of service reservoirs and clear water tanks	nr	3	2

4.4 Economy

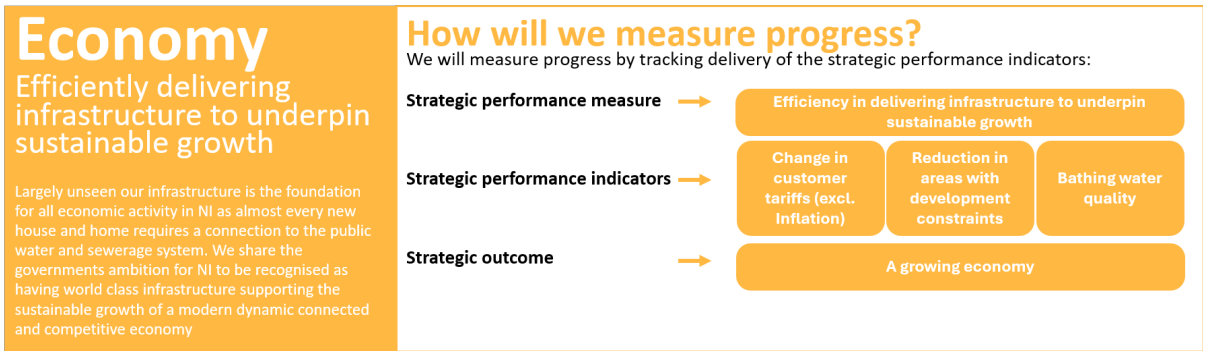


Figure 4.17 - Measuring Progress - Economy

4.4.1 Overview

Supporting economic growth and enabling sustainable development is a key outcome of the PC28 programme.

The availability of water and wastewater capacity has a direct influence on development opportunities and investment decisions. Where water and wastewater infrastructure constraints exist, they can limit the ability to accommodate new housing, commercial development and wider economic growth. Addressing these constraints is therefore important not only for customers but also for supporting regional economic development and delivering broader social benefits whilst maintaining high standards of service and environmental performance.

During PC28, NI Water's Economy Strategic Priority will focus on three key areas: maintaining affordable water and wastewater services, supporting sustainable development by addressing priority infrastructure constraints, and improving the information available to customers through enhanced environmental reporting at bathing waters.

NI Water will target investment towards increasing wastewater capacity and supporting strategic growth opportunities, while continuing to work with developers, local authorities, regulators and other stakeholders to maximise opportunities for sustainable development. Section 3.9.4 sets out the proposed investment response to development constraints, with the resulting development outcomes considered in Section 4.4.4.

Alongside this, NI Water will continue to balance the investment required to maintain and improve services with customer affordability, while the rollout of near real-time Event Duration Monitoring reporting at bathing waters will provide greater transparency for customers and support the wider economic and recreational value of Northern Ireland's water environment.

4.4.2 Economic Outcomes & Measures

Economic outcomes during PC28 will be delivered through a combination of investment programmes, performance measures and delivery activities. Together, these support NI Water's contribution to economic growth, sustainable development and customer affordability.

The Economy Strategic Priority is supported by three Strategic Performance Indicators within NI Water's Corporate Strategy:

- Change in Customer Tariffs (including inflation)

- Number of Areas with Development Constraints
- Bathing Water Quality

These indicators provide a strategic view of NI Water's contribution to economic outcomes, recognising the importance of maintaining affordable services, supporting development and investment, and protecting the environmental assets that contribute to Northern Ireland's economy.

Table 4.6 sets out the current PC21 and proposed PC28 regulatory outputs and measures that contribute directly to delivery of the Economy Strategic Priority. Two measures used during PC21, the number of Economic Constraint Areas eased and the number of Serious Development Restrictions removed, are being retired. Whilst these measures provided visibility of progress in specific locations, they did not fully reflect the complexity of development constraints or the wider contribution of water and wastewater infrastructure to enabling growth. In addition, a new measure relating to near real-time Event Duration Monitoring reporting at bathing waters has been introduced for PC28, reflecting increased expectations regarding environmental transparency and customer information.

Table 4.6 – Economy Outcomes

Ref Table (Line)	Principle Strategic Performance Indicator	Line Description	Output Type	Comment
4.2 (15)	Reduction in Number of Areas with Development Constraints	Impermeable surface water collection area removed from the combined sewerage network	PM	Existing
4.2 (18)	Number of Areas with Development Constraints	Number of economic constraint areas eased	SPI	Retired
4.2 (19)	Number of Areas with Development Constraints	Number of serious development restrictions eased	SPI	Retired
4.2 (25)	Bathing Water Quality	No. of Bathing Water Beaches with near realtime EDM reporting during bathing season	SPI	New

The Economy Strategic Priority will also be supported through a range of wider activities and initiatives which contribute to economic outcomes but are not reflected through dedicated PC28 outputs. These include actions to reduce development constraints, support strategic developments, improve Developer Services and deliver greater value through efficient investment and operational delivery.
The following sections describe both the formal outputs and measures, together with the wider activities that will support delivery of the Economy Strategic Priority throughout PC28.

4.4.3 Changes in Customer Tariffs SPI

Affordable water and wastewater services are an important component of NI Water's contribution to economic wellbeing and sustainable growth. The PC28 Business Plan has been developed with affordability as a key consideration, balancing the need for continued investment with the impact of customer charges on households, businesses and the wider economy.

In developing the Business Plan, NI Water has challenged costs, identified efficiency improvements and returned over-recovered revenue from PC21 to customers. This approach seeks to ensure customers receive the benefits of essential investment whilst minimising the impact on future tariffs.

Based on current proposals, NI Water expects customer tariff increases to compare favourably with those proposed elsewhere in the UK water sector. Further information on customer affordability, tariff setting and proposed price limits is provided in Chapter 6.

4.4.4 Reduction in Number of Areas with Development Constraints

As set out in Section 3.9.4, development constraints remain a significant challenge across Northern Ireland. This section focuses on the development outcomes expected from proposed PC28 investment, existing wastewater capacity and wider developer-led solutions.

Throughout PC21, progress in addressing development constraints was monitored through two measures:

- Number of Economic Constraint Areas eased; and
- Number of Serious Development Restrictions eased.

Whilst these measures provided visibility of progress in specific locations, they did not fully reflect the scale, severity and complexity of development constraints across Northern Ireland and are to be retired for PC28.

NI Water currently has approximately 57,000 properties associated with connection enquiries. Through a combination of existing wastewater capacity, developer-led solutions and proposed PC28 investment, NI Water will seek to provide a pathway for around 50,000 of these properties. This includes approximately 5,500 properties that can be accommodated using existing capacity, around 33,000 properties supported through developer-led solutions where a Zero Detriment pathway currently exists and around 11,500 properties associated with proposed PC28 investment.

The proposed PC28 investment programme includes around 8,500 properties associated with Betterment UID schemes and around 3,000 properties associated with Strategic Site Development investments. Together, these interventions are intended to increase wastewater capacity, unlock development opportunities and support sustainable economic growth across Northern Ireland.

In addition, a wider programme of wastewater capacity-enhancing investment, including wastewater optimisation, unwanted water removal and network improvement initiatives, is expected to create additional wastewater capacity and further reduce development constraints across Northern Ireland.

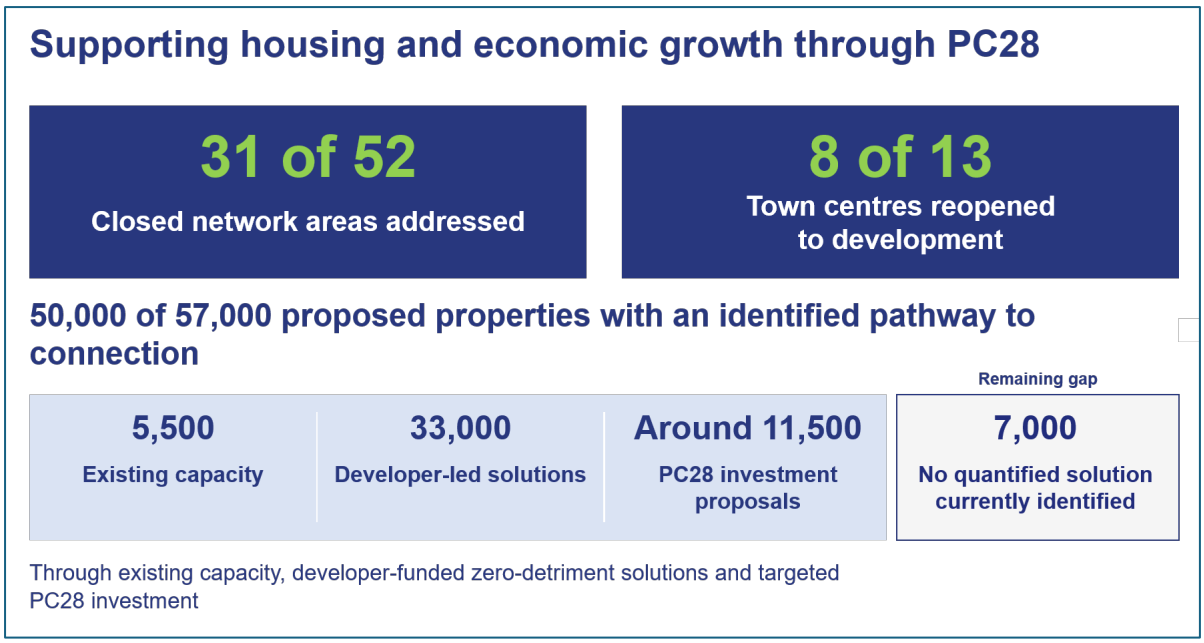


Figure 4.18 - PC28 Wastewater Capacity Outcomes for Housing and Economic Growth

As a result, NI Water will strive to reduce the number of Closed Network Areas from 52 to 21. Closed Network Areas represent locations where planning enquiries have been received but a closed UID currently exists and no solution has been identified. The proposed investment program is also expected to address constraints affecting 8 of the 13 town centres currently identified as closed to development. For the purposes of this assessment, town centres are settlements with a population greater than 4,500.

NI Water will continue to work with developers, local authorities, regulators and other stakeholders to maximise the development opportunities supported by existing capacity, targeted PC28 investment and appropriate developer-led solutions.

NI Water will also continue to enhance its approach to measuring economic outcomes. During PC28, Developer Services performance will continue to be measured and reported through NI Water's existing internal Developer Services metric whilst a dedicated Developer Services measure is further developed and refined with stakeholders. Consistent with the PC21 Mid-Term Review Final Determination, no regulatory target will apply at the commencement of PC28. The measure will initially operate in shadow form and is expected to be introduced for formal regulatory reporting during PC28.

Impermeable Surface Water Collection Area Removed from the Combined Sewerage Network

The aim of NI Water's Stormwater Separation Programme is to reduce the impact of stormwater on wastewater infrastructure. This is achieved through the removal of impermeable areas that discharge surface water runoff into the combined sewerage network.

Removing stormwater from the sewerage system can reduce hydraulic loading on wastewater networks and treatment works, improve system performance, reduce pumping and treatment costs and help create additional capacity within constrained areas. As a result, stormwater separation can contribute to wider objectives relating to development, resilience and environmental protection.

The graph in Figure 4.19 sets out our performance in PC21 and proposed targets for PC28.

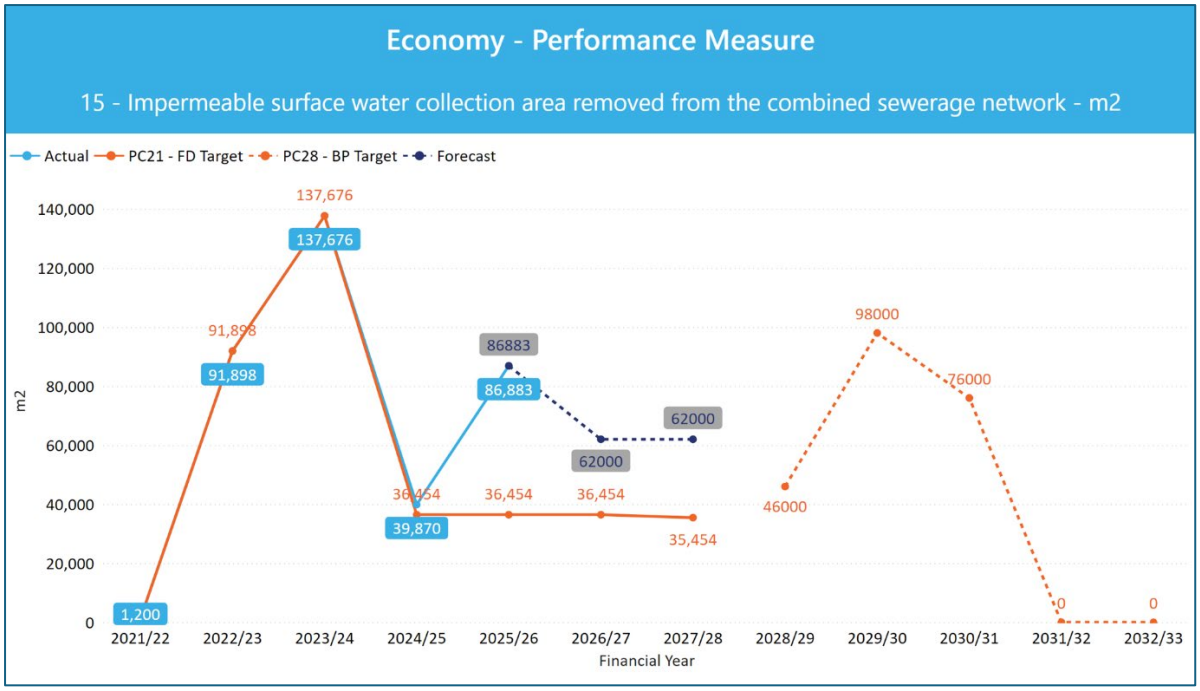


Figure 4.19 - Impermeable Surface Water Collection Area Removed from the Combined Sewerage Network

In PC21, NI Water set a target of removing 36,454m² of impermeable surface area from the combined sewerage network each year. With the exception of the first year of PC21, annual performance exceeded this target, demonstrating continued progress in reducing stormwater inputs to the wastewater system.

During PC28, NI Water proposes to remove approximately 220,000m² of impermeable surface area from the combined sewerage network through a five-year programme of stormwater separation activities. This will be delivered through a combination of traditional stormwater separation techniques and the deployment of innovative monitoring approaches to identify and target unwanted water entering the sewerage system.
As shown in Figure 4.19, activity is concentrated in the early years of PC28, reflecting the planned delivery profile of stormwater separation projects. These interventions will help reduce wastewater system loading, improve operational efficiency and support the creation of additional capacity within the wastewater network.

4.4.5 Bathing Water Quality SPI.

Northern Ireland is well positioned to benefit from continued growth in tourism, recreation and outdoor leisure activities. A key attraction is the quality of its natural environment, including its coastline, beaches, lakes and rivers. Bathing waters make an important contribution to local communities, tourism and the wider economy and customers increasingly expect timely information about bathing water quality and the factors that may affect it.

NI Water recognises the important role that wastewater services play in supporting bathing water quality. Through the operation and improvement of wastewater networks and treatment works, NI Water contributes to the protection of bathing waters and the wider water environment. Bathing waters are assessed against stringent microbiological standards; NI Water wastewater investments at existing bathing waters have supported 'excellent' and 'good' compliance levels at 29 of Northern Ireland's 33 sites (2025 bathing water compliance).

NI Water is proposing a new performance measure relating to the provision of near real-time Event Duration Monitoring (EDM) information at identified bathing waters during the bathing season. During PC21, NI Water delivered a programme of EDM installation at storm overflows serving Northern Ireland's bathing waters and introduced a pilot initiative with DAERA to assess options for the public reporting of near real-time EDM information.

Building on this work, PC28 will see the roll-out of near real-time EDM reporting to all identified bathing waters where NI Water assets are located within 2km of the designated bathing water. This will improve transparency, provide better information for bathing water users and support informed decision making by the public regarding bathing water use.

Further details of the proposed bathing water EDM measure are provided below.

No. of EDMs Reporting in Near Real-time at Bathing Waters During Bathing Season

Event Duration Monitors (EDMs) are installed at storm overflows to record when an overflow is operating. During PC21, NI Water has implemented a programme of EDM installation and reporting at Northern Ireland's identified bathing waters.
The provision of near real-time EDM information at bathing waters is a new PC28 output. It builds on the monitoring infrastructure and pilot activities completed during PC21 and reflects growing stakeholder and public interest in accessible information on bathing water conditions

The measure records the number bathing water areas with EDMs reporting in near real-time during the bathing season. The graph in Figure 4.20 sets out the proposed rollout during PC28

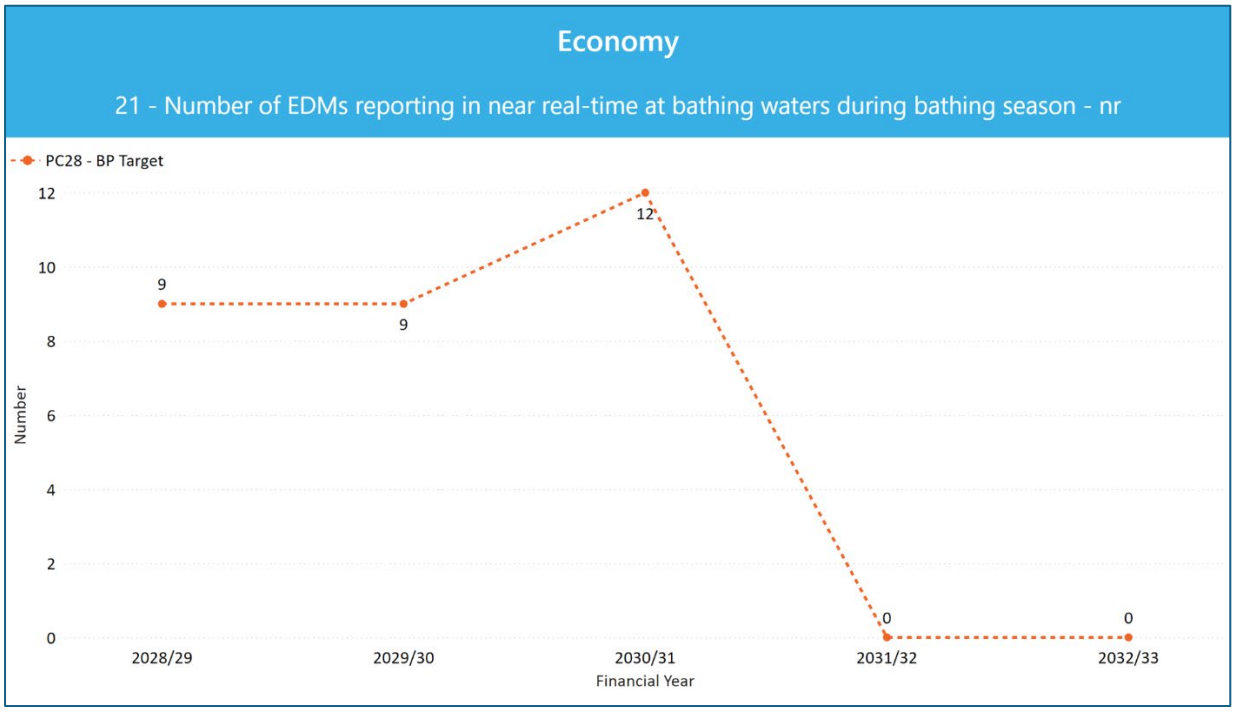


Figure 4.20 - No. of Bathing Waters with Near Real-Time EDM Reporting During the Bathing Season

During PC28, NI Water proposes to expand near real-time EDM reporting to all current (2026) identified bathing waters where NI Water assets are located within 2km of the bathing water. This equates to 30 locations and represents a significant enhancement in the availability of information provided to bathing water users.

As shown in Figure 4.20, delivery will be phased across the first three years of PC28, with nine bathing waters in each of the first two years and a further 12 in 2030/31. This will provide greater transparency regarding wastewater system performance during the bathing season.

The target reflects NI Water's commitment to improving the information available to bathing water users, supporting informed decision-making and contributing to the protection of public health.

4.4.6 Future Development

NI Water will continue to develop its approach to supporting economic growth throughout PC28, seeking to achieve an appropriate balance between economic growth, customer outcomes, environmental performance and the funding available within the period. As development pressures continue to increase and funding constraints remain significant, NI Water will further enhance the information available on development constraints, capacity availability and opportunities to support growth across Northern Ireland.

NI Water will continue to work with developers, local authorities, regulators and other stakeholders to improve the developer experience, support strategic development opportunities and refine the reporting of development constraint impacts. This includes ongoing development of a bespoke Developer Services measure, enhanced reporting of development constraints and continued improvements in the information available to support investment and development planning. NI Water will also continue to monitor and report on measures such as Closed Network Areas, town centres affected by development constraints and Developer Services performance to improve transparency and understanding of development outcomes.

Through PC28, NI Water will also continue to improve the transparency of environmental information available to customers and stakeholders, including the rollout of near real-time Event Duration Monitoring information at bathing waters and wider initiatives to support environmental performance and public awareness.

4.4.7 Nominated Outputs

We have no nominated outputs directly mapped to the Economy Strategic Priority. Economic outcomes will primarily be delivered through targeted investment, performance measures and wider initiatives aimed at supporting development, maintaining customer affordability, improving environmental transparency and enabling sustainable economic growth.

4.5 Nature

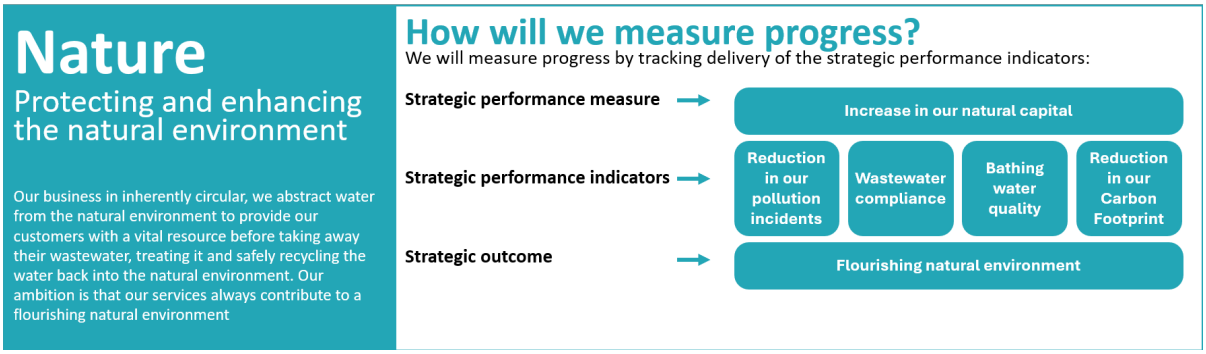


Figure 4.21 - Measuring Progress - Nature

4.5.1 Overview

Protecting and enhancing the natural environment remains a core responsibility of NI Water and an important outcome of the PC28 programme. The operation of wastewater networks and treatment works has a direct influence on the quality of Northern Ireland's rivers, lakes, coastal waters and wider ecosystems. Customers, regulators and stakeholders increasingly expect improvements in environmental performance, greater transparency and stronger protection of the natural environment.

During PC28, NI Water will focus on incrementally improving wastewater treatment performance, reducing pollution, supporting environmental compliance and increasing the availability of environmental performance information. This includes investment to improve wastewater treatment works, reduce the impact of wastewater discharges, strengthen monitoring capability and support the implementation of Wastewater Regulation Reform.

The Wastewater Regulation Reform Programme commenced in PC21 and goes beyond a change to sampling processes; it supports a more holistic assessment of the performance of NI Water's wastewater assets including monitoring, assessment and reporting. The Wastewater Regulation Reform Programme, as agreed with NIEA, extends into PC28, whereby NI Water will continue to enhance flow monitoring at wastewater treatment works, Event Duration Monitoring (EDM) at storm overflows, environmental reporting and compliance assessment processes for all quality parameters including priority substances. These measures will enhance performance and compliance visibility for our regulators and customers.

Climate change is increasing pressure on water resources, wastewater systems, environmental compliance and the resilience of NI Water's assets. Climate change adaptation and mitigation considerations have therefore been integrated throughout the PC28 programme, including investment planning, operational resilience, renewable energy, carbon reduction and the development of more sustainable solutions.

NI Water will also continue to reduce the environmental impact of its operations through increased use of renewable energy, improved energy efficiency, nature-based options where appropriate, biodiversity enhancements and delivery of its wider climate change and carbon reduction ambitions. Alongside investment in infrastructure, enhanced monitoring, instrumentation and reporting will provide a stronger evidence base for investment decisions and improve transparency regarding the performance of wastewater assets and the wider collection system.

Recognising the significant environmental challenges facing Northern Ireland, investment during PC28 will be prioritised towards those interventions that balance environmental needs, statutory obligations, deliverability and wider customer and economic requirements, whilst contributing to the long-term protection and enhancement of the natural environment. This approach aligns with the outcome themes focused on improving environmental performance, reducing pollution, enhancing wastewater compliance and strengthening the evidence base through improved monitoring and reporting.

4.5.2 Environmental Outcomes and Measures

Environmental outcomes during PC28 will be assessed through a combination of Strategic Performance Indicators (SPIs) and supporting Performance Measures (PMs) as detailed below.

Table 4.7 - Nature Outcomes

Ref Table (Line)	Principal Strategic Performance Indicator	Line Description	Output Type	Status
4.1 (11)	Reduction in our Carbon Footprint	Percentage of NI Water's power usage derived from renewable sources	SPI	Existing
4.2 (1)	Reductions in the Number of Properties at Risk of Out of Sewer Flooding	DG5 Properties at risk of flooding - number removed from the 2 in 10, 1 in 10 and 1 in 20 risk register by company action	SPI	Existing
4.2 (2)	Reductions in the Number of Properties at Risk of Out of Sewer Flooding	DG5 Properties on the 2 in 10, 1 in 10 and 1 in 20 risk register at the end of the year	SPI	Retired
4.2 (3)	Wastewater Compliance	% of WwTW discharges compliant with numeric quality consent parameters	SPI	Existing
4.2 (4)	Wastewater Compliance	% of p.e. discharges compliant with numeric quality consent parameters	SPI	Existing
4.2 (5)	Wastewater Compliance	Small WwTW compliance (works greater than or equal to 20p.e. but less than 250p.e.)	PM	Existing
4.2 (6)	Reduction in our Pollution Incidents	Number of high and medium pollution incidents attributable to NI Water	SPI	Existing
4.2 (11)	N/A	Sewerage infrastructure serviceability	PM	Existing
4.2 (12)	N/A	Sewerage non-infrastructure serviceability	PM	Existing
4.2 (13)	Reduction in our Pollution Incidents	Nr. CSOs and EOs with EDMs installed and operationally accepted	PM	Existing
4.2 (14)	Wastewater Compliance	Number of qualifying WwTWs assessed and/or upgraded if required to comply with PPC Regulations	PM	Existing
4.2 (16)	Wastewater Compliance	Number of sustainable WwTW solutions delivered (p.e. ≥ 250)	PM	Existing
4.2 (17)	Wastewater Compliance	Number of sustainable WwTW solutions delivered (p.e. < 250)	PM	Existing

Ref Table (Line)	Principal Strategic Performance Indicator	Line Description	Output Type	Status
4.2 (20)	Wastewater Compliance	No. of WwTWs (numeric) meeting Flow and Event Duration Monitoring instrumentation requirements	PM	New
4.2 (22)	Reduction in our Pollution Incidents	No. of EDMs operating with >90% availability and providing annual reports	PM	New

4.5.3 Reduction in Our Pollution Incidents

Reducing pollution incidents is a key priority for NI Water and an important indicator of environmental performance. The measures in this section assess the actions being taken to reduce environmental risk and improve the performance and resilience of wastewater assets

Number of High and Medium Pollution Incidents Attributable to NI Water (SPI)

Pollution incidents can have significant impacts on rivers, lakes, coastal waters and local communities. Reducing the number of pollution incidents attributable to NI Water is therefore a key indicator of environmental performance and reflects the effectiveness of wastewater assets, operational management and maintenance activities.

The measure records the number of high and medium pollution incidents attributable to NI Water each year and provides an indication of the company's success in protecting the environment and reducing environmental risk. Progress in reducing pollution incidents is supported through targeted investment, improved operational practices and ongoing enhancements to wastewater infrastructure across Northern Ireland.

The graph in Figure 4.22 sets out our performance in PC21 and proposed targets for PC28.

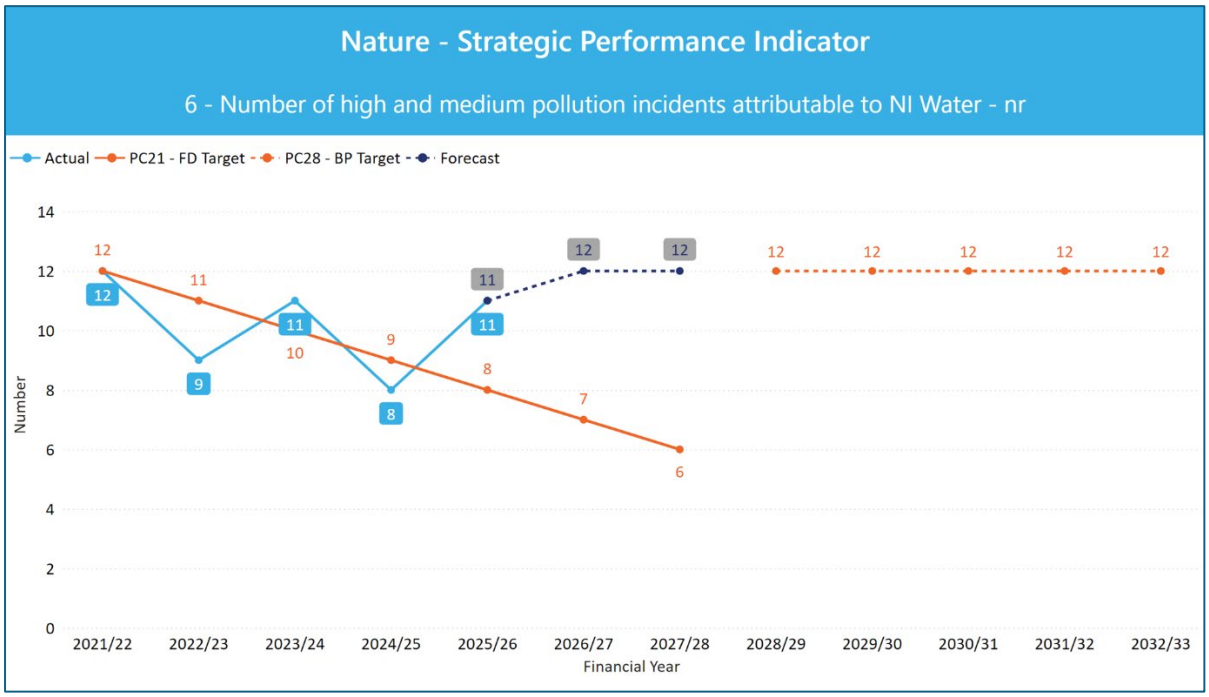


Figure 4.22 - Overview – Number of High and Medium Pollution Incidents Attributable to NI Water

During PC21, NI Water has generally maintained a low number of high and medium pollution incidents attributable to its assets and operations. Performance improved during the early part of the period, although annual performance has fluctuated in recent years, reflecting the challenges associated with operating a large and complex wastewater network. AIR26 reported a total of 11 high and medium pollution incidents across NI Water assets.
The AIR26 serviceability assessment concluded that the indicator relating to pollution incidents from the sewer network remains consistent with a stable wastewater infrastructure serviceability assessment, with performance generally remaining within established serviceability control limits throughout the period.

The PC28 target has been set at 12 high and medium pollution incidents per year throughout the period. This is consistent with NI Water's recent performance and forecast position at the end of PC21 and recognises the challenges associated with operating and maintaining a large and complex water and wastewater network.
Delivery will be supported through continued investment in wastewater treatment works, pumping stations and sewerage networks, together with measures to reduce sewer blockages, improve operational resilience and strengthen environmental performance. Enhanced monitoring, improved asset intelligence and the continued implementation of Wastewater Regulation Reform will support the identification and management of environmental risks across the wastewater system.

No. of CSOs and EOs with EDMs Installed and Operationally Accepted)

Event Duration Monitoring (EDM) provides important information on the performance of wastewater assets and supports a greater understanding of discharge activity across the wastewater network. The measure reflects the increasing importance of robust environmental monitoring and improved visibility of wastewater system performance.

During PC21, NI Water significantly expanded EDM capability with EDM coverage increasing at over 1000 Combined Sewer Overflows (CSOs) and Emergency Overflows (EOs), improving understanding of overflow performance and supporting environmental reporting and regulatory compliance. This programme has provided valuable information to support operational and investment decision-making across the wastewater network.

NI Water proposes that in PC28 the programme is extended to all remaining storm overflows, installing approximately 1069 EDMs to achieve 95% coverage of all storm overflows across the multi-year investment. This reflects the monitoring capability established through previous investment programmes and supports the continued implementation of Wastewater Regulation Reform. Enhanced monitoring and reporting will improve understanding of environmental performance and support the identification and management of environmental risks across the wastewater system

Number of EDMs Operating with >90% Data Availability and Providing Annual Reports

Event Duration Monitors (EDMs) are installed at storm overflows to record when an overflow is operating. During PC21, NI Water has implemented a programme of EDM installation and annual reporting of spill frequency, spill duration and spill start and stop times providing greater transparency regarding environmental performance.

This new performance measures reflects the monitoring capability established through PC21 and for PC28 seeks to align this with customer expectations for increased transparency on wastewater performance and specifically storm overflow performance. In 2026 NI Water published the annual data from approximately 500 EDMs, the proposed measure sets a target to increase this to 1650 EDMs by

the end of PC28. In addition to meeting customer expectations, the measure will improve understanding of environmental performance and support the identification and management of environmental risks across the wastewater system.

4.5.4 Wastewater Compliance

Maintaining wastewater compliance is fundamental to protecting the environment, meeting regulatory obligations and sustaining public confidence in wastewater services. The measures in this section assess the performance of wastewater assets and the actions being taken to improve compliance and environmental performance. The PC28 targets associated with Wastewater Regulation Reform represent NI Water's current proposed position, based on the developing regulatory framework and the evidence available at the time of submission. These targets will continue to be reviewed as the framework is finalised and through the PC28 determination process.

% of WwTW Discharges Compliant with Numeric Quality Consent Parameters (SPI)

Wastewater treatment works compliance is a key indicator of environmental performance and reflects the effectiveness of wastewater treatment processes in protecting the receiving environment. This Strategic Performance Indicator measures the percentage of wastewater treatment works discharges compliant with numeric quality consent parameters.

The measure builds on the compliance framework used during PC21 but has been updated to reflect the implementation of Wastewater Regulation Reform (WWRR). From January 2027, NI Water will move to a revised methodology for the testing and reporting of treated wastewater discharges. This reflects changes in the industry and provides a more comprehensive and holistic understanding of wastewater discharges. The revised measure incorporates sanitary, nutrient, bacteriological and priority substance parameters and supports a broader assessment of wastewater treatment works performance.

The target trajectory for this measure during PC28 is shown in Figure 4.23.

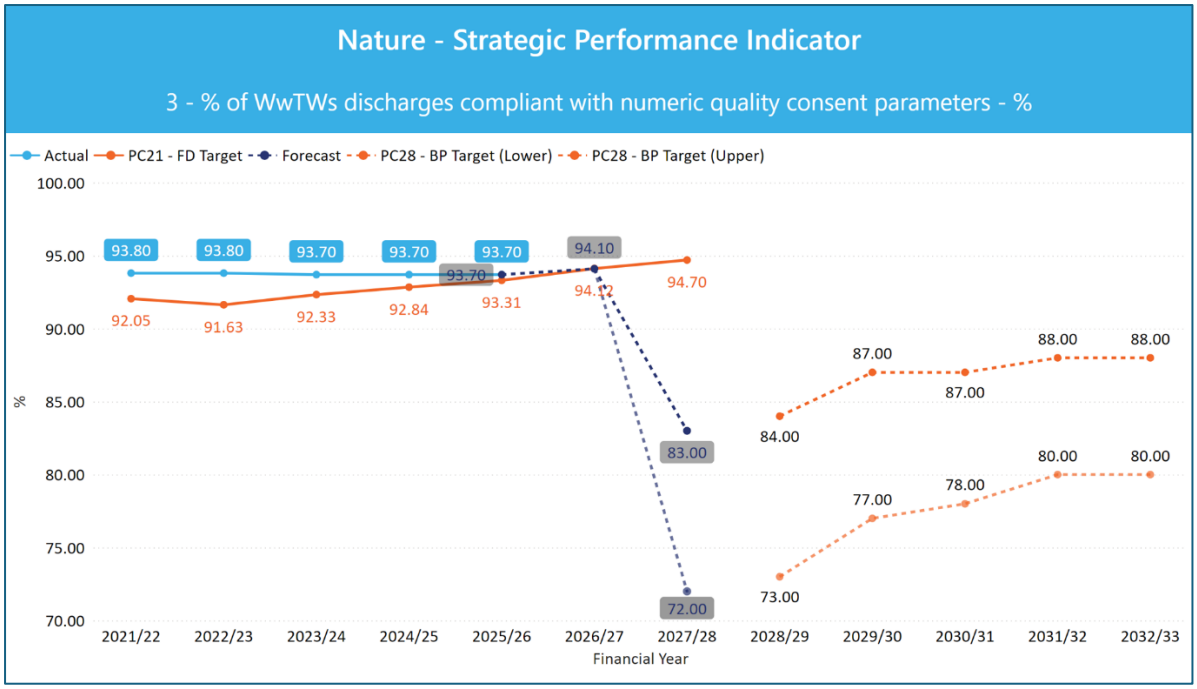


Figure 4.23 - % of WwTW Discharges Compliant with Numeric Quality Consent Parameters

Wastewater treatment works compliance remained strong throughout much of PC21. AIR26 reported that 219 of 234 qualifying wastewater treatment works achieved compliance, based on the existing performance measures established by regulators, with their numeric consent standards, resulting in an overall compliance level of 93.7%.

Performance was supported through continued investment in wastewater treatment infrastructure, operational improvements and proactive management of wastewater assets. However, compliance performance is expected to reduce as Wastewater Regulation Reform is implemented. Forecast end-PC21 compliance is therefore expected to be in the range of 72% to 83% under the revised methodology commencing in January 2027. This reflects the change in methodology rather than deterioration of a similar magnitude in the underlying performance of wastewater treatment assets.

As shown in Figure 4.23, the proposed PC28 targets are based on compliance performance under the revised Wastewater Regulation Reform methodology. The target range of 73%–84% in the early years of PC28 reflects the forecast end-PC21 position and establishes a new baseline under the revised compliance framework.

Based on the current proposed methodology and investment programme, compliance is expected to improve progressively throughout PC28, increasing to between 80% and 88% by 2033 as investment is delivered and wastewater treatment performance continues to improve. The trajectory will be kept under review as the Wastewater Regulation Reform framework and associated assessment arrangements are finalised.

% of p.e. Discharges Compliant with Numeric Quality Consent Parameters (SPI)

Whilst compliance at individual wastewater treatment works is important, the percentage of population equivalent (p.e.) served by compliant wastewater treatment works provides a broader indication of the proportion of the population whose wastewater is treated at works meeting overall environmental performance and regulatory requirements.
This Strategic Performance Indicator has been updated for PC28 to reflect Wastewater Regulation Reform and the evolving approach to wastewater compliance assessment.

The target trajectory for this measure during PC28 is shown in Figure 4.24.

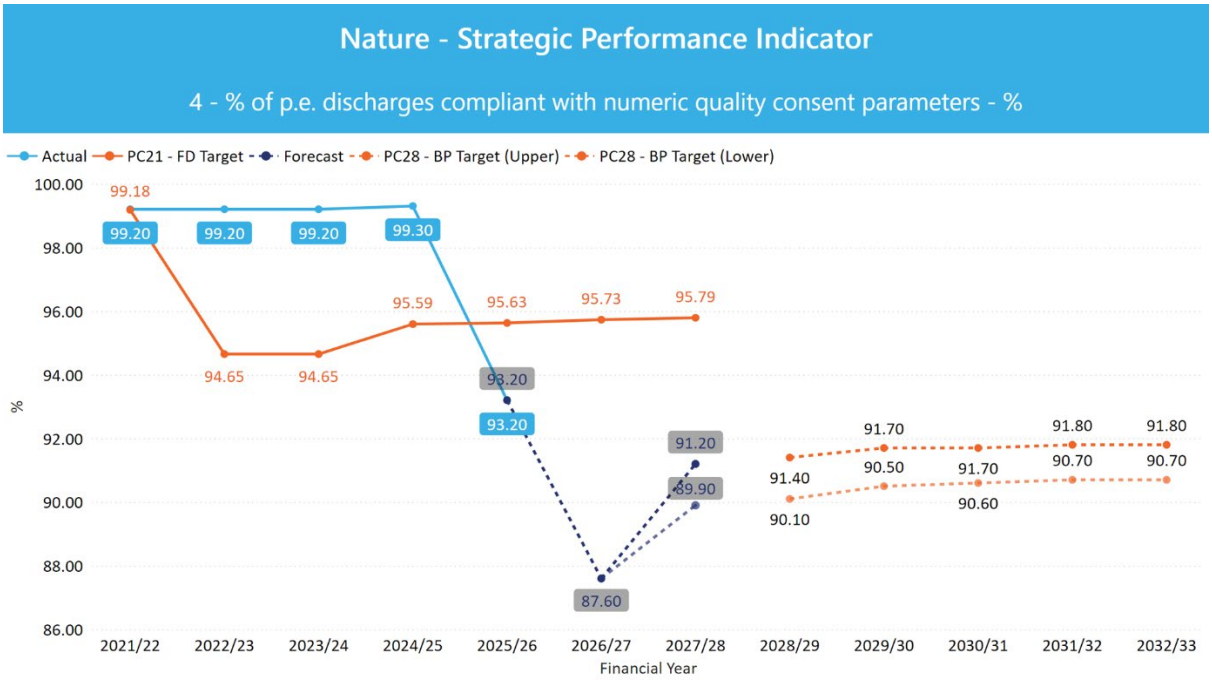


Figure 4.24 - % of p.e. discharges compliant with numeric quality consent parameters

Performance against this measure has historically remained high, reflecting the proportion of the population served by wastewater treatment works operating in compliance with numeric quality consent parameters. Performance is influenced by the compliance status of larger wastewater treatment works serving significant population centres and, as a result, a small number of sites can have a material impact on the overall result.

As Wastewater Regulation Reform is implemented, reported compliance performance is expected to reduce from historic levels under the revised methodology described above. Forecast end-PC21 performance is expected to be in the range of 89.9% to 91.2%, reflecting the establishment of a new baseline under the revised compliance framework.

As shown in Figure 4.24, the proposed PC28 targets are based on compliance performance under the revised Wastewater Regulation Reform methodology. The target range of 90.1% to 91.4% in the early years of PC28 reflects the forecast end-PC21 position and establishes a new baseline under the revised compliance framework.

Based on the current proposed methodology and investment programme compliance is expected to improve gradually throughout PC28, increasing to between 90.7% and 91.8% by 2033 as investment is delivered and wastewater treatment performance continues to improve. The trajectory will be kept under review as the Wastewater Regulation Reform framework and associated assessment arrangements are finalised.

Small WwTW Compliance (PM)

Small wastewater treatment works play an important role in protecting the environment and supporting rural communities across Northern Ireland. This measure assesses compliance at wastewater treatment works serving between 20 and 250 population equivalent (p.e.) and provides an indication of the effectiveness of investment and operational activities at smaller treatment

facilities. The measure supports delivery of the Rural Wastewater Improvement Programme and wider wastewater compliance objectives.

Small WwTW compliance remained above 92% throughout much of PC21. AIR26 reported compliance of 92.7%, compared with 94.3% in 2024. Whilst performance has been supported through targeted investment and operational improvements delivered under the Rural Wastewater Improvement Programme, forecast compliance at the end of PC21 remains below the PC21 Final Determination target. The reduction in performance was primarily due to a number of wastewater treatment works that had previously been assessed as compliant being subsequently assessed by NIEA as non-compliant following site inspections. Progress has also been affected by delivery constraints associated with land acquisition, planning and the complexity of delivering improvement solutions at smaller rural sites. These factors have constrained the scale and pace at which identified compliance needs could be addressed during PC21.

NI Water proposes a target trajectory that improves from 91.56% in 2028/29 to 94.06% by 2032/33. The proposed trajectory reflects the forecast end-PC21 position and the continuing compliance challenges associated with small rural wastewater treatment works. It has been developed taking account of the latest assessment of likely PC21 outturn and the programme of small WwTW upgrades proposed for PC28. Continued improvement will depend on the successful delivery of the Rural Wastewater Improvement Programme and targeted interventions at works with the greatest compliance risks.

Number of Sustainable WwTW Solutions Delivered (p.e. ≥250) (PM)

Sustainable wastewater treatment solutions have the potential to improve compliance outcomes whilst reducing operational, environmental, energy consumption and whole-life costs. This measure tracks the delivery of sustainable wastewater treatment solutions at wastewater treatment works serving populations greater than or equal to 250 population equivalent (p.e.) and supports NI Water's objective of adopting innovative and sustainable treatment approaches where they provide an effective and value-for-money solution.

During PC21, delivery of sustainable wastewater treatment solutions remained limited, reflecting the emerging nature of a number of treatment technologies and the need to establish confidence in their operational performance before wider deployment. One sustainable wastewater treatment solution serving a population equivalent greater than 250 is forecast to be delivered by the end of PC21.

NI Water proposes to deliver two sustainable wastewater treatment solutions serving populations greater than or equal to 250 p.e. during PC28. Sustainable solutions will continue to be considered where they provide an appropriate technical, environmental and value-for-money response to wastewater compliance challenges. Delivery of these schemes will support innovation and improve understanding of alternative treatment technologies within the wastewater service

Number of Sustainable WwTW Solutions Delivered (p.e. <250) (PM)

For smaller wastewater treatment works, innovative and nature-based treatment approaches can provide viable alternatives to more traditional treatment processes where they are technically and environmentally appropriate.

During PC21, NI Water assessed opportunities to utilise sustainable treatment solutions as part of its approach to improving wastewater compliance at smaller wastewater treatment works. Sustainable technologies were considered alongside more traditional treatment options to identify the most

appropriate solution for individual sites, although deployment remained limited as a number of emerging solutions continued to be evaluated and developed.

No sustainable wastewater treatment solutions serving populations less than 250 p.e. are currently proposed for delivery during PC28. Opportunities to implement sustainable treatment solutions will continue to be considered where they represent the most appropriate technical, environmental and value-for-money solution. NI Water will continue to monitor developments in sustainable wastewater treatment technologies and seek opportunities to deploy innovative approaches where these can support environmental performance, regulatory compliance and long-term operational sustainability

No. of WwTWs (numeric) meeting Flow and Event Duration Monitoring Instrumentation Requirements (PM)

This Performance Measure has been introduced as part of the implementation of Wastewater Regulation Reform. It tracks the number of wastewater treatment works with numeric consents that comply with Flow and Event Duration Monitoring (EDM) instrumentation requirements.
Enhanced instrumentation will improve understanding of wastewater treatment works performance, strengthen environmental monitoring and support a more comprehensive assessment of compliance with regulatory requirements.

The target trajectory for this measure during PC28 is shown in Figure 4.25.

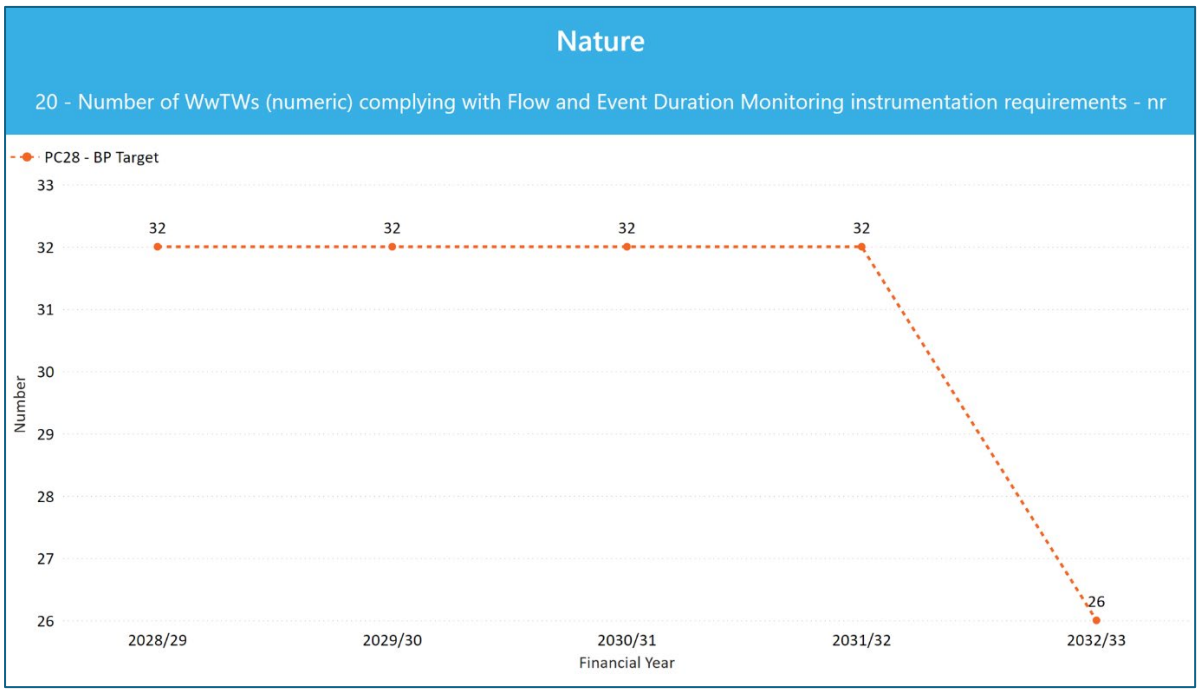


Figure 4.25 - No. of WwTWs (numeric) meeting Flow and Event Duration Monitoring instrumentation requirements

As shown in Figure 4.25, NI Water proposes to deliver installations at 32 qualifying wastewater treatment works per year for four years, followed by 26 works in the final year of PC28, representing a total of 154 works over the period. This phased programme will support the implementation of Wastewater Regulation Reform and enhanced wastewater monitoring and reporting.

Delivery of this measure will strengthen environmental monitoring, improve the quality of information available to NI Water and regulators, and support a more comprehensive assessment of wastewater treatment works performance and environmental compliance.

Number of Qualifying WwTWs Assessed and/or Upgraded if Required to Comply with PPC Regulations (PM)

The Pollution Prevention and Control (PPC) Regulations establish environmental permitting requirements for qualifying wastewater treatment works. This measure tracks the number of qualifying wastewater treatment works assessed and, where required, upgraded to achieve compliance with PPC Regulations. The assessment process helps identify sites requiring intervention and supports compliance with environmental permitting requirements.

During PC21, NI Water worked closely with NIEA to identify qualifying wastewater treatment works, determine permit requirements and undertake associated assessment and improvement works where required. Assessment activity improved understanding of PPC requirements across the wastewater treatment works portfolio and helped identify sites requiring further intervention. Progress against the original delivery profile was influenced by the need to complete detailed site assessments and agree permit requirements before confirming whether upgrade works were required. As a result, some qualifying sites remained under assessment while the regulatory requirements and scope of any necessary interventions were determined.

NI Water currently proposes to assess and/or upgrade one qualifying wastewater treatment works during PC28. This reflects the significant assessment work already undertaken during PC21 and the increasing maturity of PPC compliance assessments across the wastewater treatment works portfolio. NI Water will continue to work with NIEA to review qualifying sites, determine permit requirements and complete any further interventions necessary to achieve compliance. Should further qualifying sites or upgrade requirements be identified through this process, these will be considered as part of ongoing regulatory compliance planning.

4.5.5 Reductions in the Number of Properties at Risk of Out of Sewer Flooding

Reducing the number of properties at risk of out of sewer flooding is a key priority for NI Water and an important indicator of wastewater network performance and resilience. The measures in this section assess the actions being taken to reduce flood risk, improve network capacity and protect customers from the impacts of internal sewer flooding.

DG5 Properties Removed from the Register by Company Action (SPI)

We understand that internal sewer flooding is one of the worst things that can happen to our customers' properties. NI Water maintains an internal At-Risk Register (DG5 Register) which defines properties considered to be at risk of internal flooding as a result of hydraulic incapacity of the sewerage system. We aim to continually remove properties from this register.

Performance in relation to out of sewer flooding was previously assessed through both the number of properties removed from the DG5 Register by company action and the number of properties remaining on the DG5 Register at year end. The latter measure has been retired for PC28, with the focus now placed on the number of properties removed from the register by company action as a direct measure of the benefits delivered through investment and operational interventions.

The target trajectory for this measure during PC28 is shown in Figure 4.26.

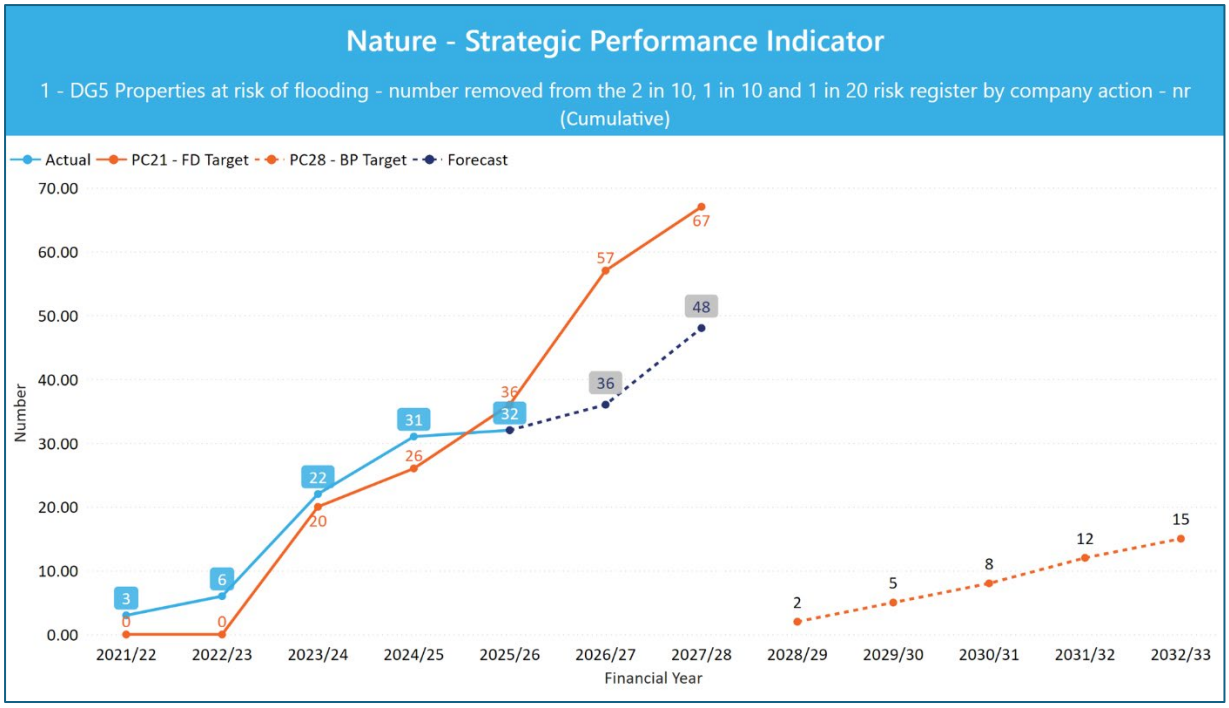


Figure 4.26 - DG5 Properties Removed from the Register by Company Action

At the beginning of PC21, 107 properties were recorded on the DG5 Register. During the period, NI Water forecast that 48 properties will be removed from the register through company action, compared with a PC21 target of 67 properties.

Whilst delivery was lower than originally anticipated, continued investment in wastewater networks and drainage infrastructure reduced the number of properties at risk of internal sewer flooding. As a result, NI Water forecasts that 63 properties will remain on the DG5 Register at the start of PC28, excluding any new properties added during the period.

As shown in Figure 4.26, NI Water proposes to remove 15 properties from the DG5 Register through company action during PC28, comprising annual removals of 2, 3, 3, 4 and 3 properties respectively. This forecast includes the removal of four properties expected to be added to the register during the period.

Following high-level appraisal work undertaken during PC21, a number of remaining DG5 solutions were identified as uneconomical when assessed against affordability benchmarks. NI Water will therefore continue to investigate alternative and more cost-effective solutions whilst prioritising investment towards schemes that provide the greatest value for customers and the environment.

4.5.6 Reduction in Our Carbon Footprint

Reducing carbon emissions and increasing the use of renewable energy are important components of NI Water's sustainability ambitions. NI Water's Climate Change Strategy includes an ambition to reduce territorial-based emissions by at least 16.6k tCO_2e by 2032, based on 2023/24 reported emissions. The measure in this section assesses NI Water's use of renewable energy and its contribution to supporting wider climate change and carbon reduction objectives.

Percentage of NI Water's Power Usage Derived from Renewable Sources (SPI)

Reducing carbon emissions and increasing the use of renewable energy are important components of NI Water's sustainability ambitions. This Strategic Performance Indicator measures the percentage of

NI Water's power usage derived from renewable sources and provides an indication of progress towards reducing reliance on fossil fuels and increasing the use of low-carbon energy.
Renewable energy is derived from a combination of NI Water's own renewable generation assets and the purchase of renewable electricity. NI Water continues to procure renewable electricity where financially viable and consistent with delivering value for customers. Increasing the proportion of renewable energy used across the business supports the reduction of operational carbon emissions and contributes to the delivery of wider environmental and climate change objectives.

The target trajectory for this measure during PC28 is shown in Figure 4.27.

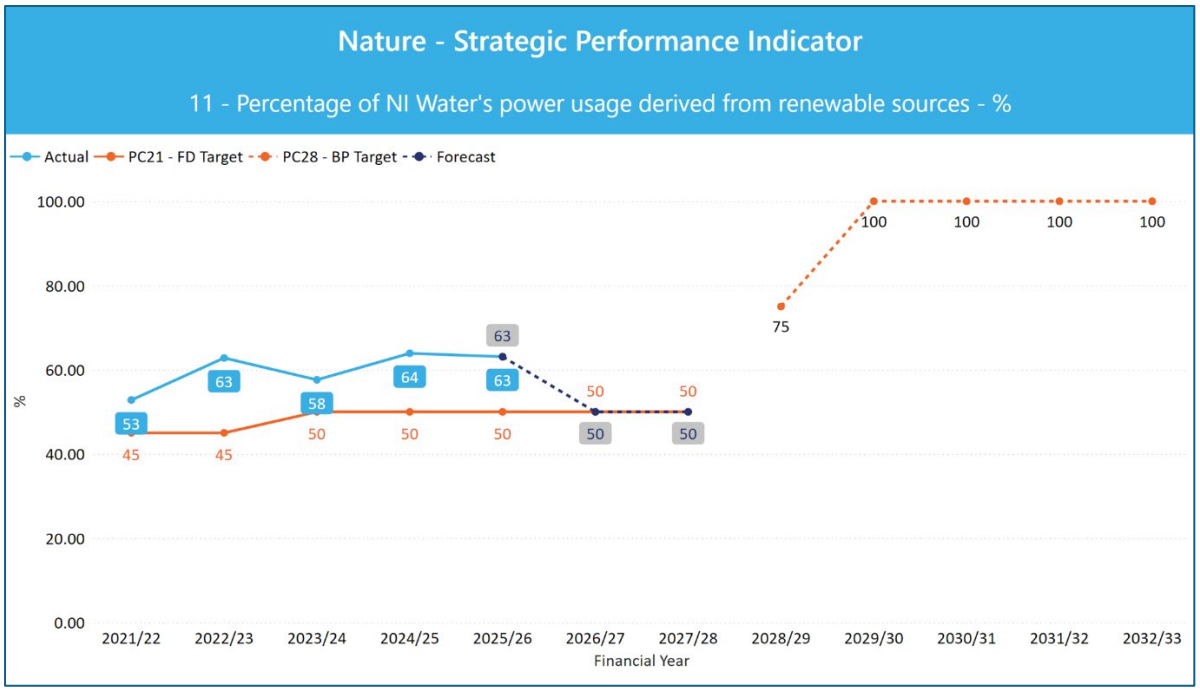


Figure 4.27 - Percentage of NI Water's Power Usage Derived from Renewable Sources

Performance improved significantly during PC21, increasing from 43.1% in 2020/21 to 63.1% in 2025/26 and exceeding the PC21 Final Determination position. Following the PC21 Mid-Term Review, the target position for renewable power usage was revised and NI Water is no longer expected to achieve 100% green power usage by the end of PC21. The revised position is to achieve around 50% renewable power usage by the end of PC21, reflecting affordability and deliverability considerations associated with renewable electricity procurement and the development of renewable generation assets.
Despite this revised position, significant progress has been made through optimisation of existing renewable generation assets and the development of additional renewable generation capacity, providing a strong foundation for further increases during PC28.

As shown in Figure 4.27, NI Water proposes to increase renewable power usage from 75% in 2028/29 to 100% from 2029/30 onwards, supporting delivery of NI Water's wider Climate Change Strategy and carbon reduction ambitions. Delivering this target will contribute to NI Water's ambition to reduce territorial-based emissions by at least 16.6k tCO_2e by 2032, based on 2023/24 reported emissions. This will help NI Water meet its obligations under the Climate Change Act, support delivery of the second carbon budget and strengthen its longer-term transition to net zero.
Delivery will be supported through the continued development of renewable generation assets, optimisation of existing renewable energy schemes and the procurement of renewable electricity

where this remains financially viable and represents value for money. NI Water will continue to maximise the use of self-generated renewable electricity while securing renewable electricity through supply contracts where appropriate. Increasing renewable power usage will reduce reliance on non-renewable energy sources, support environmental objectives and contribute to the reduction of operational carbon emissions across the business.

4.5.7 Future Developments

NI Water will continue to develop its environmental performance framework throughout PC28 to ensure measures remain aligned with evolving regulatory requirements, environmental priorities and stakeholder expectations. The implementation of Wastewater Regulation Reform will introduce enhanced approaches to compliance assessment, environmental monitoring and performance reporting, supported by increased instrumentation, monitoring and data availability.

NI Water will continue to strengthen its understanding of wastewater system performance through improved monitoring, environmental reporting and asset intelligence. This will support improved operational decision-making, increased transparency and a more comprehensive assessment of environmental performance across wastewater assets.

The company will also continue to seek opportunities to improve compliance, reduce pollution incidents, reduce flood risk and support carbon reduction through targeted investment, innovation and the adoption of sustainable wastewater solutions.

4.5.8 Nominated Outputs

The following nominated outputs support delivery of the Wastewater Strategic Priority and represent the principal physical outputs associated with the PC28 wastewater investment programme.

Table 4.8 - Nominated Outputs

Ref Table (Line)	Line Description	Unit	PC21 End	PC28 End
4.2 (7)	Sewerage activity - Length of sewers replaced or renovated	km	165	75
4.2 (7a)	Sewerage activity - Length of new sewers	km	788	560
4.2 (7b)	Sewerage activity - Length of sewers renovated	km	76.43	29.5
4.2 (7c)	Sewerage activity - Length of sewers replaced	km	88	46
4.2 (8)	Delivery of improvements to nominated UIDs as part of a defined programme of work	nr	55	53
4.2 (9)	Delivery of improvements to nominated WwTWs as part of a defined programme of work	nr	26	26
4.2 (10)	Small wastewater treatment works delivered as part of the rural wastewater investment programme	nr	24	13

4.6 People

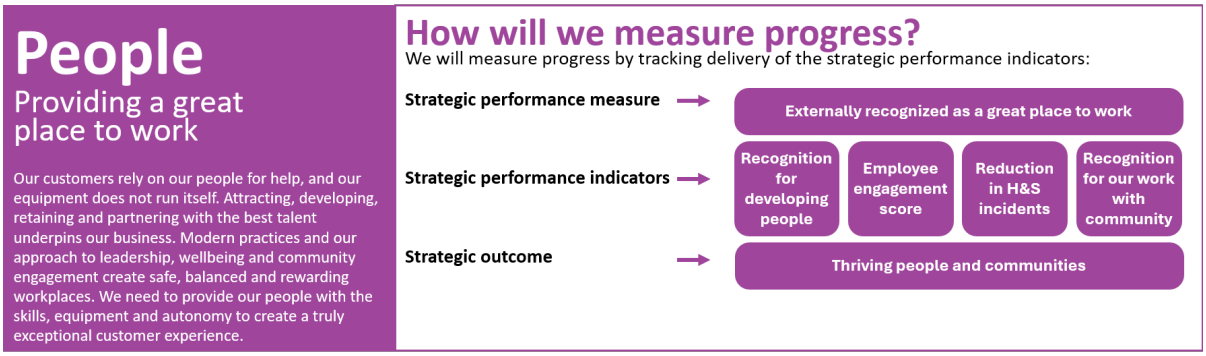


Figure 4.28 - Measuring Progress - People

4.6.1 Overview

Providing a great place to work is a key Strategic Priority for NI Water and fundamental to the successful delivery of water and wastewater services. Our people are central to achieving our ambitions for customers, the environment and the economy, and ensuring that NI Water has the skills, capability and capacity required to deliver the PC28 programme.

NI Water enters PC28 from a strong employee experience and workforce position. Voluntary turnover in 2025/26 was 5.4%, comprising 3.3% resignations and 2.1% retirements. This comparatively low level of voluntary turnover indicates a stable and experienced workforce and provides an important foundation for workforce resilience as NI Water prepares to deliver the PC28 programme.

Alongside this stability, NI Water continues to provide meaningful opportunities for career development and progression. During 2025/26, 75% of promotions were filled by internal candidates. This demonstrates the value of the organisation's investment in learning, leadership development, professional pathways and succession planning, while helping NI Water to retain organisational knowledge and build capability from within. Nevertheless, the water sector is becoming increasingly complex, with growing expectations in relation to customer service, environmental performance, digital innovation and resilience. Attracting, developing and retaining talented people will therefore remain essential to NI Water's long-term success. Equally, maintaining a safe and healthy workplace and supporting employee wellbeing are critical to sustaining high performance across the organisation.

During PC28, NI Water will focus on securing and developing the skills and capabilities required for the future, maintaining high standards of health and safety, improving employee engagement, fostering an inclusive culture that supports equality of opportunity for our people and the communities we serve, and continuing to strengthen its contribution to local communities through education, volunteering and community engagement initiatives.

A key element of this will be proactive workforce and succession planning to respond to changing workforce demographics, including the anticipated retirement of approximately 17% of the existing workforce during PC28. Alongside effective knowledge transfer, NI Water will continue to invest in entry-level pathways, professional development, internal career opportunities and inclusive recruitment, while developing capability in areas of growing importance such as green skills, digital technology, data analytics and artificial intelligence.

Together, these activities will help develop and retain talent, strengthen workforce resilience and ensure NI Water has the skills, capability and capacity needed to deliver its PC28 commitments and meet future challenges. This approach will support organisational capability, workforce resilience and

community engagement, helping ensure NI Water remains a great place to work and is equipped to deliver long-term value for customers, communities and the environment.

4.6.2 People Outcomes and Measures

People-related outcomes during PC28 will be assessed through a combination of Strategic Performance Indicators and supporting Performance Measures. Together, these measures provide an indication of NI Water's ability to develop its people, maintain a safe and engaged workforce and support the communities it serves.

The People Strategic Priority is supported by four Strategic Performance Indicators within NI Water's Corporate Strategy:

- External Recognition for Developing our People
- Employee Engagement Score
- Reduction in Health and Safety Incidents
- External Recognition for our Work with our Communities

These indicators provide a strategic view of NI Water's performance as an organisation, recognising the importance of developing and retaining talented people, maintaining a safe and healthy workplace, supporting employee wellbeing and strengthening the company's contribution to local communities.

Table 4.9 sets out the PC28 outputs and measures that contribute directly to delivery of the People Strategic Priority.

Table 4.9 - People Outcomes

Ref Table (Line)	Line Description	Output Type	Comment
4.1 (23)	Number of school visits	PM	Existing
4.1 (24)	Number of other education events	PM	Existing

In addition to the Performance Measures included within Table 4.9, the People Strategic Priority will be supported through a broader range of activities focused on workforce capability, employee engagement, succession planning, health and safety, leadership development and community engagement. These activities contribute directly to NI Water's ability to deliver its wider strategic priorities and support the successful delivery of the PC28 programme.

The following sections describe the formal Performance Measures and wider activities that will support delivery of the People Strategic Priority throughout PC28.

4.6.3 External Recognition for Developing Our People

Developing and retaining talented people is essential to the successful delivery of NI Water's services and long-term ambitions. As the organisation continues to respond to increasing customer expectations, environmental challenges and changing regulatory requirements, maintaining the skills, capability and resilience of the workforce remains a key priority.

NI Water is committed to creating an environment in which people can develop, grow and achieve their full potential. This includes investment in learning and development, leadership capability, professional development pathways and initiatives designed to attract and retain talented people. Through these activities, NI Water aims to ensure it has the capability and capacity required to deliver for customers, the environment and the wider economy.

External recognition provides an important indication that NI Water's people development practices continue to reflect best practice and support the organisation's ambition to remain a great place to work. During PC21, the organisation has received recognition from Diversity Mark and the Chartered Institute of Personnel and Development, as well as through leading Northern Ireland business awards. This independent recognition has been sustained across several years and across the different parts of the employee lifecycle, including employee experience, health and wellbeing, equality, diversity and inclusion, apprenticeships, skills and workforce development, leadership development, and talent management.

During PC28, NI Water will continue to strengthen workforce capability and invest in the development of current and future talent. This continued focus on workforce development, employee experience and organisational capability will support NI Water's ambition to maintain externally recognised best practice throughout PC28.

4.6.4 Employee Engagement Score

A skilled, motivated and engaged workforce is essential to the successful delivery of NI Water's services and strategic objectives. Employee engagement provides an important indication of how connected employees feel to the organisation, their work and the contribution they make to delivering outcomes for customers, the environment and the wider economy.

NI Water places significant importance on employee engagement and continues to monitor employee feedback through annual engagement surveys and targeted pulse surveys. These surveys provide valuable insight into employee experience and help identify opportunities to improve organisational culture, wellbeing, communication and leadership capability.

In the most recent full employee engagement survey 67% of employees responded, providing a substantial evidence base on employees' experiences of working within the organisation. Of those responding, 32% reported that they were actively engaged at work, a level three times higher than the UK average used for comparison. Since the survey, organisational and functional action planning has continued in response to the findings, with activity focused on the issues identified by employees. NI Water looks forward to undertaking its next all-workforce survey at the beginning of PC28, providing an opportunity to assess progress, identify emerging priorities and shape the next phase of employee experience activity.

These insights will help inform initiatives relating to workforce development, employee wellbeing, leadership and organisational culture. It remains NI Water's aspiration that future employee engagement survey results will demonstrate continual improvement and provide further evidence that NI Water is a great place to work.

4.6.5 Reduction in Health & Safety Incidents

Health and Safety remains a core priority for NI Water and is fundamental to providing a safe working environment for employees, contractors and the public. Strong health and safety performance supports the delivery of water and wastewater services whilst helping to reduce risk, improve resilience and maintain compliance with legal obligations.

Since 2019, NI Water has delivered significant improvements in health and safety governance, assurance, compliance management and risk control. The organisation has moved from a largely reactive and procedure-led approach towards a more structured, risk-based and assurance-led model, supported by strengthened governance arrangements, improved reporting, enhanced compliance management and delivery of a Health and Safety Improvement Programme.

The 2020–2025 Health and Safety Strategy established a formal programme comprising 238 compliance and improvement actions focused on legal compliance, workforce competence, contractor management, incident learning and risk reduction. By 2025, the programme had been successfully completed with only two compliance actions carried forward into the subsequent 2025–2028 Health and Safety Work Programme. Independent internal audit concluded that governance, risk management and control arrangements were adequate and effective, whilst NI Water also progressed towards and achieved ISO 45001 accreditation.

Throughout this period, NI Water strengthened the management of a range of high-risk activities through improved governance, compliance arrangements, assurance processes and organisational learning, helping support delivery of the organisation's Zero Harm ambition. Greater emphasis was placed on leading indicators, near-miss reporting, investigations, active monitoring and organisational learning to support the Zero Harm ambition and help prevent incidents before serious harm occurred.

The work undertaken during PC21 has also significantly improved understanding of the scale and complexity of health and safety compliance requirements across NI Water's asset base. Surveys, inspections, risk assessments and compliance reviews have identified additional requirements in areas such as PUWER, DSEAR, electrical safety, facilities management and emergency access arrangements. As a result, the Health and Safety investment requirements proposed for PC28 are greater than originally anticipated and will focus on continuing to reduce risk to employees, contractors and the public whilst maintaining legal compliance and supporting the organisation's Zero Harm ambition.

During PC28, NI Water will continue to deliver the 2025–2028 Corporate Health and Safety Strategy, maintain a strong focus on compliance and assurance, support workforce wellbeing and competence, and further strengthen the safety culture across the organisation. These activities will help ensure that NI Water remains a safe place to work while continuing to deliver essential services for customers and communities.

4.6.6 External Recognition for Our Work with Our Communities

NI Water has a long-standing commitment to supporting the communities it serves. Through education, engagement and volunteering activities, we help improve public understanding of water and wastewater services, promote positive environmental behaviours and contribute to wider community outcomes.

Community engagement also plays an important role in encouraging greater awareness of the value of water, the protection of the environment and the importance of sustainable water use. Through our education programme and wider outreach activity, NI Water seeks to create a positive legacy within local communities whilst supporting the development of future skills and knowledge.

Performance in this area will continue to be supported through NI Water's education programme, community engagement initiatives and wider outreach activities. The formal outputs associated with this Strategic Performance Indicator are the Number of School Visits and the Number of Other Education Events, which provide an indication of NI Water's direct engagement with schools, community groups and wider stakeholders.

In addition to this NI Water's award-winning 'Cares Challenge' programme has been operating successfully for almost 15 years and is one of the largest corporate volunteering schemes in NI. We commit to 12 challenges every year, with approx. 200 colleagues offering a helping hand to a wide variety of local charities including Foyle Hospice, Footprints Women's Centre and the Share Discovery Centre. Since the programme began, more than 1,850 colleagues have taken part in over 130 challenges, contributing more than 13,000 volunteering hours to support communities across Northern Ireland.

Number of School Visits (PM)

NI Water's Education Programme delivers key water, environmental and health messages to schools throughout Northern Ireland. The programme is designed to help young people understand the vital role water plays in everyday life and to promote responsible water use and environmental stewardship. Delivered through interactive workshops, presentations and the NI Water Bus, the programme has engaged over 175,000 school children and the Water Bus has visited over 100,000 pupils during the last decade. The programme has been developed to complement the Northern Ireland School Curriculum and remains a key component of NI Water's community engagement activities.

The graph in Figure 4.29 sets out our performance in PC21 and proposed targets for PC28.

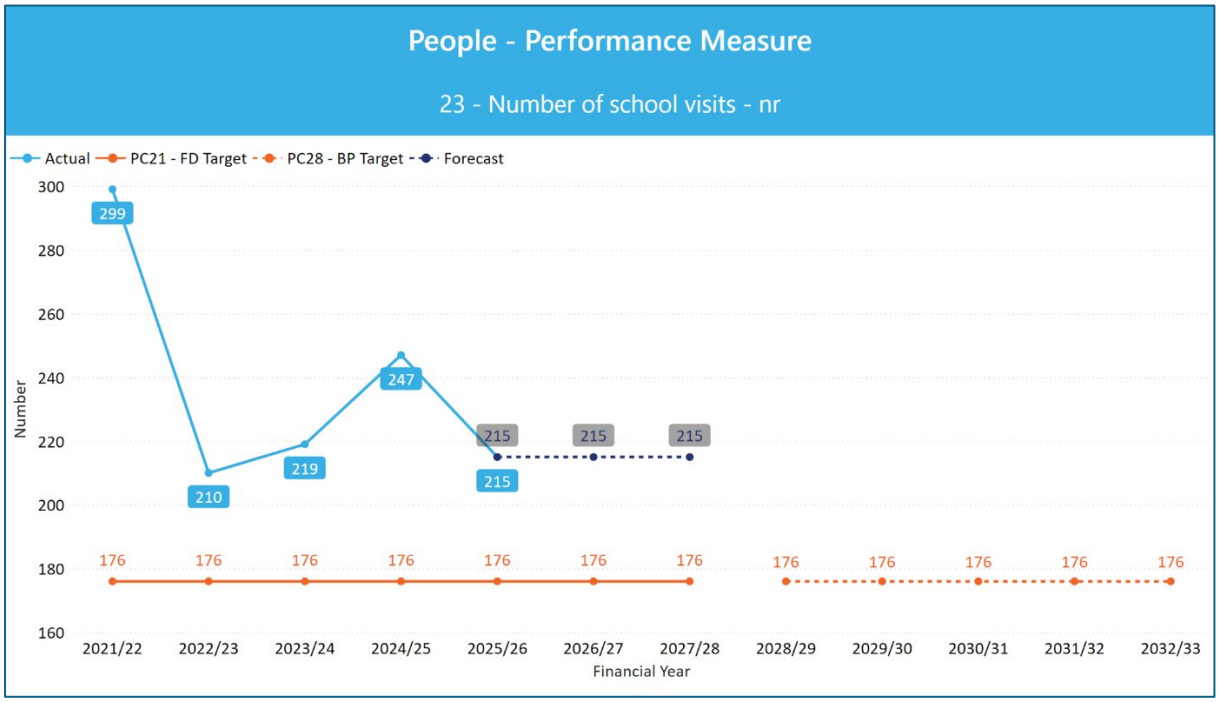


Figure 4.29 - Number of School Visits

School visits consistently exceeded the annual PC21 target of 176 visits per year throughout the period. Delivery peaked at 299 school visits in 2021/22 and remained strong thereafter, with annual performance ranging between 210 and 247 visits. Current forecasts indicate that approximately 215 school visits will be delivered in both 2025/26 and 2026/27.

The sustained level of activity throughout PC21 demonstrates the continued success of NI Water's education programme and its importance in supporting greater understanding of water, wastewater and environmental issues amongst future generations. The programme has engaged more than 175,000 school children, while the Water Bus has visited over 100,000 pupils during the last decade.

Through these visits, NI Water has continued to promote responsible environmental behaviours, healthy lifestyles and greater awareness of the value of water and wastewater services.

As shown in Figure 4.29, NI Water proposes to maintain a target of 176 school visits per year throughout PC28.
The proposed target reflects a sustainable and achievable level of engagement while recognising the need to balance available resources with wider community and education activities. Continued delivery of the programme will support public understanding of water and wastewater services, encourage responsible environmental behaviours and contribute to NI Water's wider community engagement objectives.

Number of Other Education Events (PM)

NI Water's education and community engagement programme plays an important role in increasing awareness of water, wastewater services and environmental issues. Community events provide opportunities to engage directly with customers, local organisations and stakeholders, helping to promote key messages relating to water efficiency, environmental protection and the responsible use of the sewerage network.
The measure records the number of education and community events delivered by NI Water each year and provides an indication of our engagement with communities across Northern Ireland. The graph in Figure 4.30 sets out our performance in PC21 and proposed targets for PC28.

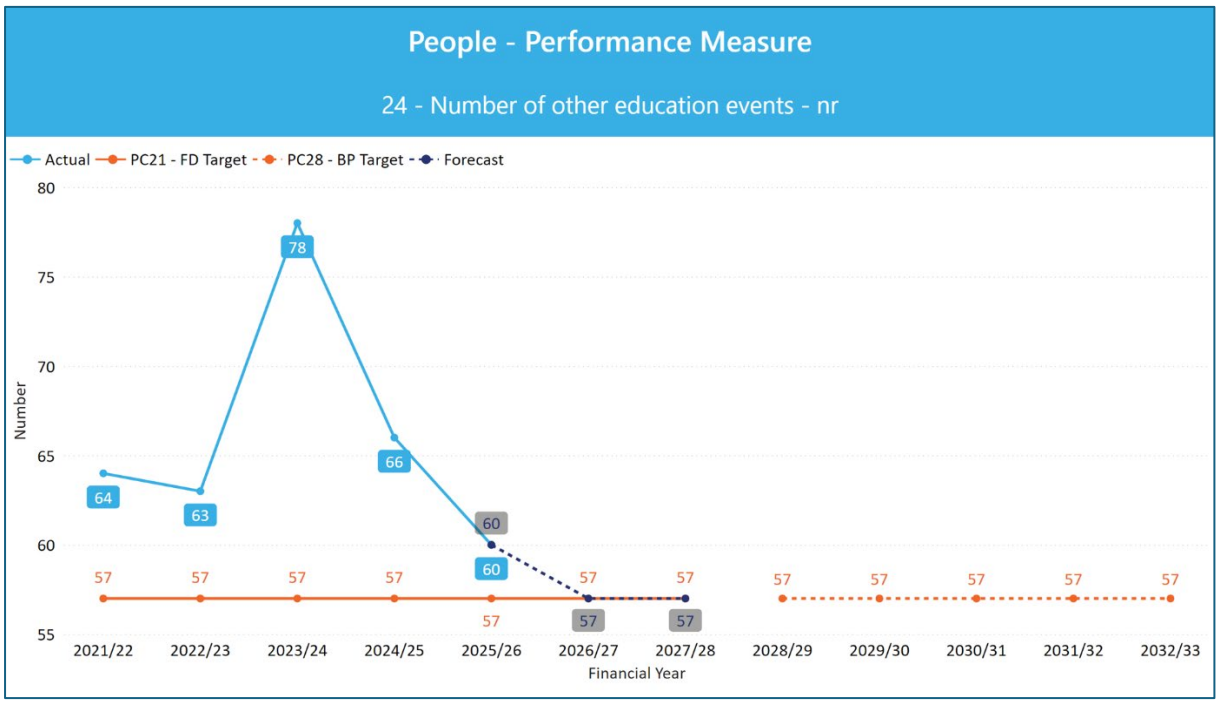


Figure 4.30 - Number of other education events

Performance during PC21 consistently exceeded the annual target of 57 education events per year. Delivery ranged from 63 events in 2022/23 to a peak of 78 events in 2023/24, before reducing to 66 events in 2024/25. Current forecasts indicate that 60 education events will be delivered in both 2025/26 and 2026/27.
The sustained level of activity throughout PC21 demonstrates NI Water's ongoing commitment to community engagement and public education. Through these events, NI Water has engaged with more

than 40,000 individuals within communities, helping to promote awareness of water and wastewater services, environmental stewardship and the importance of sustainable water use

As shown in Figure 4.30, NI Water proposes to maintain a target of 57 education events per year throughout PC28.
The proposed target reflects a sustainable and deliverable level of community engagement that can be maintained consistently throughout the period. Whilst lower than the level achieved during parts of PC21, it provides a realistic baseline while allowing resources to be targeted across a broader range of community, education and engagement activities.

Continued delivery of education events will support NI Water's objective of strengthening relationships with local communities, improving public understanding of water and environmental services and promoting the behavioural changes required to support more sustainable water use throughout Northern Ireland

4.6.7 Future Development

NI Water will continue to develop its People framework throughout PC28 to ensure that it remains aligned with evolving organisational needs, workforce expectations and best practice.

NI Water will continue to invest in workforce capability, employee engagement, succession planning, leadership development and community engagement throughout PC28. These activities will help ensure the organisation has the skills, resilience and capacity required to deliver its ambitions for customers, the environment and the economy.

4.6.8 Nominated Outputs

We have no nominated outputs directly mapped to the People Strategic Priority. People outcomes will primarily be delivered through workforce development, employee engagement, succession planning, health and safety initiatives, community engagement activities and wider organisational capability programmes that support the successful delivery of the PC28 programme.

4.7 Serviceability

Serviceability provides an assessment of whether NI Water's assets are continuing to deliver the required levels of service to customers and the environment. It is a key measure of long-term asset stewardship and provides an indication of whether asset performance is improving, stable or deteriorating over time.

Serviceability assessments are undertaken across four regulatory asset groups - Water Infrastructure; Water Non-Infrastructure; Wastewater Infrastructure; and Wastewater Non-Infrastructure

NI Water monitors a range of customer, operational, environmental and asset performance indicators to assess serviceability and identify emerging risks. Collectively, these indicators provide a high-level view of asset performance and service outcomes and help inform investment planning decisions.

This section summarises serviceability performance during PC21 and sets out NI Water's projected serviceability assessment for PC28. Further information on serviceability indicators and supporting analysis is provided in Appendix 4.4.

4.7.1 Overall PC21 Serviceability Assessment

Overall, serviceability across all four regulatory asset groups was assessed as Stable throughout PC21. This assessment reflects the application of the current regulatory serviceability framework and

associated indicator set. However, the headline assessment should be considered alongside the performance of the underlying indicators, which identify a number of emerging pressures and areas requiring continued focus. In addition, the current serviceability framework provides a high-level assessment of service performance and asset health but does not directly measure all asset classes across NI Water's asset base.

Table 4.10 - PC21 Serviceability Assessment

Asset Group	PC21 Assessment
Water Infrastructure	Stable
Water Non-Infrastructure	Stable
Wastewater Infrastructure	Stable
Wastewater Non-Infrastructure	Stable

Overall Serviceability Assessment for Water Infrastructure

Overall serviceability for Water Infrastructure has been assessed as Stable throughout PC21. Assessment of the serviceability indicator basket, including bursts, interruptions to supply, water quality and customer contact measures, indicates that the water distribution network has continued to provide a stable level of service to customers throughout the period.

Overall Serviceability Assessment for Water Non-Infrastructure

Overall serviceability for Water Non-Infrastructure has been assessed as Stable throughout PC21. Whilst trihalomethane (THM) compliance has shown signs of deterioration and remains an area of ongoing focus, the broader indicator set demonstrates that water treatment, storage and operational assets have continued to provide a stable level of service throughout the period.

Overall Serviceability Assessment for Wastewater Infrastructure

Overall serviceability for Wastewater Infrastructure has been assessed as Stable throughout PC21. The assessment reflects stable performance across the serviceability indicator basket, including collapses, pollution incidents, equipment failures and flooding measures, together with improving performance in sewer blockages.

Overall Serviceability Assessment for Wastewater Non-Infrastructure

Overall serviceability for Wastewater Non-Infrastructure has been assessed as Stable throughout PC21. Although some wastewater compliance indicators have shown signs of deterioration, the overall assessment remains Stable and reflects the continued ability of wastewater treatment assets to maintain compliance and provide the required level of service. The deterioration observed in some compliance indicators towards the end of PC21 is associated with the transition towards the Wastewater Regulation Reform framework, which introduces more demanding compliance assessment arrangements. Whilst these changes have influenced reported compliance performance, they have not been considered sufficient to alter the overall Wastewater Non-Infrastructure Serviceability assessment.

4.7.2 Projection of PC28 Overall Serviceability

NI Water's Capital Maintenance programme for PC28 has been developed with the primary objective of maintaining asset health and preventing deterioration across the water and wastewater asset base. The proposed level of investment is intended to sustain current levels of serviceability, maintain

compliance with statutory and regulatory obligations, and ensure that assets continue to provide safe, reliable and resilient services throughout the PC28 period.

Based on current asset condition, PC21 performance, serviceability trends and the proposed PC28 investment programme, the overall serviceability assessment for Water Infrastructure, Water Non-Infrastructure, Wastewater Infrastructure and Wastewater Non-Infrastructure is projected to remain Stable throughout PC28. This assessment has been undertaken using the current regulatory serviceability framework and associated indicator set. The Stable assessment reflects NI Water's objective of maintaining current levels of service and asset health across all four regulatory asset groups throughout PC28.

Table 4.11 - PC28 Projected Serviceability Assessment

Asset Group	PC28 Projected Serviceability Assessment
Water Infrastructure	Stable
Water Non-Infrastructure	Stable
Wastewater Infrastructure	Stable
Wastewater Non-Infrastructure	Stable

The projected Stable assessment should not be interpreted as an absence of risk or pressure within the asset base. Rather, it reflects NI Water's expectation that the proposed PC28 investment programme will be sufficient to maintain current levels of serviceability despite increasing challenges associated with asset ageing, water quality pressures and evolving wastewater compliance requirements.

During PC28, the implementation of Wastewater Regulation Reform (WWRR) will introduce significant changes to the way wastewater performance is monitored, assessed and reported. As a result, some wastewater performance indicators may show deterioration compared with historic reporting frameworks. In many cases, this will reflect enhanced monitoring, revised compliance methodologies and increased regulatory expectations rather than deterioration in the underlying condition of wastewater assets.

Further information on serviceability indicators and supporting analysis is provided in Appendix 4.4.

4.7.3 Assessment of Serviceability Indicators for PC28

A review of the current serviceability framework has been undertaken to assess whether the existing serviceability indicators remain appropriate for PC28 and to determine whether any additional indicators should be introduced. The review considered historical performance trends, emerging asset risks, future regulatory requirements and a detailed assessment of the relationship between the existing serviceability indicators and NI Water's asset base.

The review identified a number of limitations within the current serviceability framework. Whilst the existing measures provide continuity with previous Price Controls and support comparison of performance trends over time, many indicators act as indirect proxies for asset condition, performance or service outcomes. In addition, a number of asset classes are not directly represented within the current framework.

As a result, the current framework does not fully reflect the breadth of NI Water's asset base or provide direct measures of asset health and resilience for a number of significant asset classes. NI Water therefore considers that the serviceability framework should be reviewed and enhanced to ensure

future serviceability assessments provide a more comprehensive representation of asset performance, asset health and resilience across the asset base.

Notwithstanding these limitations, the current framework has been applied within this Business Plan to maintain consistency with previous regulatory assessments and to support comparison of serviceability performance over time. Using this framework, NI Water has assessed serviceability as Stable across all four regulatory asset groups.

In advance of the commencement of PC28, NI Water will undertake a comprehensive review of the serviceability framework as part of its wider Asset Management Capability Improvement Programme. This review will assess the suitability of existing measures and identify opportunities to introduce enhanced indicators that more directly reflect asset health, resilience, operational capability and long-term asset performance across a broader range of asset classes. Where appropriate, revised or supplementary measures will be developed in consultation with stakeholders to support future regulatory reporting, asset management decision making and investment planning.

The serviceability assessment presented within this Business Plan has been undertaken using the current regulatory framework and remains the basis of the assessment reported for PC28. The proposed review will help ensure that future serviceability assessments provide a more robust and comprehensive representation of asset health, resilience and performance across NI Water's asset base.

Further information on the serviceability review and supporting indicator analysis is provided in Appendix 4.4.

4.7.4 Conclusion

Serviceability assessments indicate that Water Infrastructure, Water Non-Infrastructure, Wastewater Infrastructure and Wastewater Non-Infrastructure have been assessed as Stable throughout PC21. Whilst a number of individual indicators highlight emerging pressures, particularly in areas such as trihalomethane (THM) performance and future wastewater compliance requirements, the overall serviceability assessment indicates that NI Water's assets have continued to deliver the required level of service.

The serviceability assessments presented within this Business Plan have been undertaken using the current regulatory serviceability framework to maintain consistency with previous Price Controls and support comparison of performance trends over time. However, the review identified limitations in the existing measures, including reliance on proxy indicators and incomplete representation of some asset classes. These findings highlight opportunities to enhance the way asset health, resilience, and operational capability are assessed in future.

In advance of the commencement of PC28, NI Water will undertake a comprehensive review of the serviceability framework as part of its wider Asset Management Capability Improvement Programme. This review will assess the suitability of existing indicators and identify opportunities to develop enhanced measures that provide a more complete representation of asset health, resilience, operational capability and long-term asset performance across the asset base.

The projected Stable serviceability position throughout PC28 reflects the investment proposed within the PC28 programme and NI Water's objective of maintaining asset health and service performance. Delivery of the proposed programme is expected to support the continued provision of stable and resilient services to customers and the environment throughout the PC28 period. Further detail is provided in Appendix 4.4.

4.8 Development Outputs

Development Outputs develop the planning capability, methodologies, systems, tools and evidence needed to inform future investment and service delivery. Unlike nominated outputs and performance measures, they generally focus on strengthening NI Water's knowledge and capability rather than the direct delivery of customer, environmental or operational outcomes.

PC21 Development Outputs covered areas including customer service, asset management, innovation, environmental improvement, resilience and strategic planning. Building on this work, NI Water proposes 13 Development Outputs for PC28, comprising five new outputs and eight that continue or build upon activities established during PC21. These focus on areas including asset optimisation, digital information management, innovation, climate change, asset management capability, customer service, drinking water quality, regulatory readiness, raw water resilience and health and safety compliance.

4.8.1 PC21 Development Outputs

A total of 25 Development Outputs were identified as part of PC21. Of these, 10 are complete, 13 remain on track for delivery within PC21 and two Living With Water Programme outputs are not anticipated to deliver the outputs agreed in the PC21 Final Determination following the mothballing of the programme due to capital funding constraints. Several completed outputs have transitioned into Business as Usual activities, while others have informed future investment planning and the development of the PC28 Business Plan.

Progress against the PC21 Development Outputs has been reported through the Annual Information Return process and has provided valuable evidence, methodologies, tools and asset information to support future investment decisions and service improvements.

Table 4.12 summarises the PC21 Development Outputs and their current status, with further detail provided in Appendix 4.2 Development Outputs – Performance in PC21.

Table 4.12 - Summary of PC21 Development Outputs

Reference	Development Output	Detail	Status
01	Consumer Engagement	Actions to improve customer engagement. To include horizon scanning of industry best practice, customer perception surveys and analysis of customer contact data.	On Track Continuing in PC28
02	Consumer Protection / Customer Care Register	Objective to promote protection of vulnerable and at-risk customers. To include development of NI. Water's Customer Care Register, UR Customer Protection Programmes and actions to support vulnerable customers.	On Track Continuing in PC28
03	NI Water Alpha Ltd - WTWs Treatability Improvements	Studies to identify programme of work to be completed in PC28, to improve compliance with regulation and internal asset standards at NI. Water Alpha sites.	On Track Continuing in PC28
04	DWD Recast & Emerging Issues Study	Activities required to align NI. Water with anticipated changes in drinking water legislation. To include stakeholder engagement, impact	On Track Continuing in PC28

Reference	Development Output	Detail	Status
		assessment and implementation of a planned programme to ensure compliance.	
05	Refresh of DG2 Register	Activities by a dedicated DG2 Team to refresh the register of properties at risk of low pressure using GIS data, pressure loggers and network models.	Complete
06	Targeted Mains Renewals in High Leakage Areas	Development of a best practice methodology and programme of work for the renewal of specific mains in targeted DMAs.	On Track
07	Leakage Innovation	Trialling new technologies to support leakage interventions.	On Track
08	Smart Networks - ITS Strategy	Improved water network operation using innovative real time monitoring and control systems.	On Track
09	WwPS / CSO Quality (UID) and WwPS (Capacity increase)	Identification of solutions for wastewater pumping stations and CSOs identified as underperforming in 2015 NIEA Report.	On Track
10	Event Duration Monitors WwPS/CSOs	Identification and installation of EDMs at a series of designated sensitive waters.	Complete
11	Cranfield Catchment, Kilkeel Storm Separation	Optioneering / scope development for proposed Kilkeel Storm Separation Projects.	Complete
12	Storm Water Separation	Mitigating the impact of stormwater on wastewater networks by removing impermeable areas of catchment - reducing storm water runoff into the combined sewerage network.	Complete
13	Real Time Network Modelling	Trial and evaluation of new systems to control, monitor & automate WW network, and creation of digital twin via live modelling.	Complete
14	Urban Drainage Modelling - Live Models for IOC	Trial and evaluate methods of real time network modelling, for potential to implement as new BAU network management processes.	Complete
15	Innovation Initiatives	Dedicated programme focused on piloting and evaluating new and emerging technologies for application within water and wastewater operations.	On Track Continuing in PC28

Reference	Development Output	Detail	Status
16	Urban Drainage Modelling - Studies to Inform PC28	Refresh of NI. Water Hydraulic Models - a critical asset used to inform strategic studies, capital works programme development and infrastructure planning.	Complete
17	Raw Water Trunk Main Rehabilitation	Pro-active rehabilitation of raw water trunk mains, and H&S actions for out of service raw water infrastructure.	On Track Continuing in PC28
18	Culmore DA KL554 - Skeoge Link Road	Provision of sewerage infrastructure to convey flows from Skeoge Link Road new property development area (8,000 properties) to the WWTWs at Culmore.	Complete
19	LWWP Networks	Development of Strategic Drainage Infrastructure Plan for six WWTWs and associated drainage catchment, which input to Inner Belfast Lough. To involve a combination of investigation and solution implementation at wastewater network and treatment works.	Not Progressing
20	LWWP Wastewater Treatment Works		Not Progressing
21	AD - Asset Strategy Wastewater Asset Performance Modelling	Development of risk-based wastewater asset performance modelling tools and assessments, to enable effective investment prioritisation during PC21.	On Track
22	AD - Asset Strategy - Water Asset Performance Modelling	Development of risk-based water asset performance modelling tools and assessments, to enable effective investment prioritisation during PC21.	On Track
23	Facilitate H&S Compliance	Tracking completion of key H&S activities, to improve compliance with Health & Safety legislation and minimise risk to NI. Water staff & contractors	On Track Continuing in PC28
24	Smart Meters	Undertake pilot trial assessing the effectiveness and benefits associated with smart meters.	Complete
25	Addressing Scope Uncertainty for the Mid-Term Review	Provision of project certainty update to UR, including delivery risk review and overview of scope changes.	Complete

4.8.2 PC28 Development Outputs

The proposed PC28 Development Outputs build upon the capability, knowledge and evidence developed through previous price controls. They identify activities where further work is required to improve understanding of an issue, develop evidence, test potential solutions, strengthen organisational capability or inform future investment decisions.

NI Water proposes 13 Development Outputs for PC28, comprising five new outputs and eight measures continuing activities from PC21. These span operational, environmental, customer and organisational priorities, supporting the evidence, systems and capabilities required for future investment and service delivery. Collectively, they will help NI Water develop the systems, data, methodologies and evidence required to support future service improvements and investment planning.

Annual progress reports will be produced for each Development Output throughout PC28. The proposed PC28 Development Outputs are summarised in Table 4.13. Further detail on the scope, milestones, deliverables and expected outcomes associated with each Development Output is provided in Appendix 4.3 Proposed PC28 Development Outputs

Table 4.13 - Proposed PC28 Development Outputs

Ref.	Development Output	PC28 Status	Purpose
01	Optimising Wastewater Assets	New for PC28	Provide a regulatory reporting mechanism for wastewater asset optimisation, supporting improved environmental outcomes, operational efficiency and capacity.
02	EOI Process – Continuous Improvement	New for PC28	Deliver targeted operational and optimisation interventions to improve WwTW compliance and performance and avoid capital upgrades where possible.
03	DCIM: Digital Construction Information Management	New for PC28	Improve management of asset and project information across capital projects through standardised systems and processes aligned with BS EN ISO 19650.
04	Climate Change Strategy Programme	New for PC28	Deliver climate mitigation and adaptation actions, including carbon, process emissions, nature-based solutions, supply-chain decarbonisation and climate resilience.
05	Innovation – Wastewater	Split from single PC21 Innovation measure	Trial and evaluate emerging wastewater technologies to support capital and operational efficiencies and future technology development.
06	Innovation – Water	Split from single PC21 Innovation measure	Trial and evaluate emerging water technologies addressing treatment, network efficiency and resilience challenges.
07	Asset Management Capability	New for PC28	Deliver and embed NI Water's Asset Management Improvement Roadmap, strengthening governance, assurance, risk-based decision-making and asset management capability.
08	Consumer Engagement	Continued from PC21	Continue customer engagement, research and insight activities to inform improvements in customer experience.

Ref.	Development Output	PC28 Status	Purpose
09	Consumer Protection & Customer Care Register	Continued from PC21	Strengthen protection and support for vulnerable and at-risk customers, including continued development of the Customer Care Register.
10	NI Water Alpha – Treatability Improvements	Delivery of actions identified in PC21	Progress the programme of improvements identified during PC21 to improve compliance and asset standards at NI Water Alpha sites.
11	DWD Recast & Emerging Issues Study	Continued from PC21	Monitor anticipated drinking water legislative changes and maintain the programme required to support future compliance.
12	Raw Water Trunk Main Rehabilitation	Continued from PC21	Continue condition assessment, rehabilitation planning and health and safety actions for raw water trunk-main infrastructure.
13	Facilitate Health & Safety Compliance	Continued from PC21	Progress priority health and safety activities to strengthen legal compliance, management systems and risk control.

4.9 Appendices and Annexes

The following appendices and annexes provide supporting information for this chapter.

Reference	Supporting Document
Appendix 4.1	Output targets and supporting information
Appendix 4.2	Development Outputs - Performance in PC21
Appendix 4.3	Proposed PC28 Development Outputs
Appendix 4.4	Serviceability Assessment and Indicator Analysis
Annex 4.4.1	FY25/26 Serviceability Report