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## FOREWORD

2008 has been another excellent year for Guernsey Water, and this Annual Report highlights the many successes that were achieved during the year. These successes have been achieved thanks to the hard work of the Director of Water Services and his team. On behalf of the Board of the Public Services Department and the whole community, I express our appreciation for a job well done.



The Board always encourages its business units to operate in a businesslike and commercially minded fashion. The financial performance and positive reputation with the public suggest that Guernsey Water has achieved this. The subject of commercialisation is often mentioned with regard to units such as Guernsey Water, and as a Board we would always promote whatever course of action would prove beneficial both to the community and water customers.

The Board is pleased with the progress of the development of part of the St Andrew's quarry site as a light industrial unit park. This is a good opportunity to make full use of a valuable asset and provide Guernsey Water with an income stream while addressing the significant demand for light industrial units. The creation of a new operational depot at the same site will also bring about many benefits to Guernsey Water in terms of communications and financial savings, which hopefully the customer will benefit from.



This report clearly identifies the many successes of Guernsey Water during 2008, which include the following:

- The level of water in the reservoirs was maintained at a very high level, ensuring that there was no need for hosepipe restrictions
- The policy of extending the number of customers on meters has been successful, with the number of metered customers now comfortably outnumbering those unmetered
- The quality of tap water continues to be very good indeed, either matching or exceeding the standards of UK water companies
- Guernsey Water continues to generate sufficient income for its ongoing capital needs, demonstrated by significant works at Frie Plaidy service reservoir and the development of a new Water Treatment Works at Longue Hougue. This new plant is modern and highly compact, and would be a welcome asset to any water company in the UK.

The Board and I are pleased to be associated with such a successful undertaking as Guernsey Water, and look forward to continued success over the next few years.

**BERNARD FLOUQUET**  
**MINISTER, PUBLIC SERVICES DEPARTMENT**

## INTRODUCTION

2008 has been a fascinating year for Guernsey Water, bringing a combination of interesting challenges and significant successes. The major project of sliplining the Northern Ring Main was completed significantly under budget in April, and once again water quality results were excellent, justifying the extensive treatment and sampling processes that Guernsey Water utilises in order to maintain high quality drinking water.



Significant strides have been made in the service that Guernsey Water provides to its customers with the introduction of a number of new customer-focused initiatives such as a brand new website ([www.water.gg](http://www.water.gg)), customer feedback questionnaires and the development of a customer consultative committee, the Guernsey Water User Group (GWUG).

All of these initiatives allow us to enjoy greater communication with our customers, and provide an opportunity for us to learn more about the service we provide as an organisation. GWUG will act as a 'sounding board' for new ideas and will help our understanding of customer opinion.

I am delighted to report that the initial response from the customer questionnaires has been very positive. The majority of respondents feel that as an organisation we are providing a very good value for money service, and that the consistency of supply and quality of water is at a high standard. I am grateful to all customers who took the time to fill in these questionnaires - it really is an excellent way for us to find out what you think about us, and can only help us improve. If you would like to fill in a questionnaire, they are available online at [www.water.gg](http://www.water.gg), or you can give us a call on 724552.

Another achievement in 2008 was the progress in gaining Permission in Principle for the St Andrews centralisation project. This project will allow us to build a new operational depot at our St Andrews reservoir site (also known as the Brickfield site or Best's Quarry), and centralise all of our operations and staff in one area. This will undoubtedly lead to greater efficiencies in work practices and will save money. Perhaps more importantly, communications within the organisation will improve significantly, leading to a happier, more motivated workforce. This in turn will lead to a better, more efficient service for our customers. *As we were going to press (February 2009), the Environment Department granted Permission in Principle for the development of the operational depot.*



Rainfall in 2008 showed unpredictable patterns, with a relatively dry winter (February particularly so), but a very wet summer (August being the biggest culprit here!).

The impact of climate change is difficult to predict. Experts tell us to expect fewer rainy days, but when the rain falls it will do so in larger quantities. As always Guernsey Water must ensure that it collects as much of this rainfall as possible to put into storage for the summer months, where (in theory at least!) the weather will be much drier, and customer demand for water higher.

Further achievements which you can read about in more detail over the course of this report include very low leakage figures in the distribution system and enhancement works carried out on Vale Pond pumping station and Frie Plaidy service reservoir. The new Water Treatment Works (WTW) at Longue Hougue is substantially complete, and will be commissioned in the spring of 2009. This WTW was due to be completed in 2008, but delays caused by the project contractor have pushed this date back. This is not a concern however, as Juas WTW (which Longue Hougue will take over from) is still operational and producing very good quality water.

I hope you enjoy reading this report and that you find it interesting and informative. If you have any queries or comments on the report, or on anything related to water, please contact us at our South Esplanade office (Tel: 724552), and we will be happy to assist you.

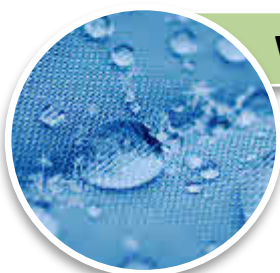
**ANDREW REDHEAD**  
DIRECTOR OF WATER SERVICES

## VISION & KEY POLICIES

Guernsey Water's vision continues to be fundamental to its operations:

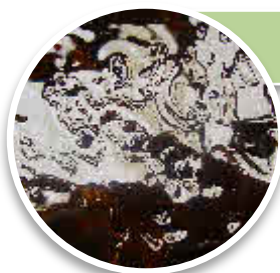
***"To deliver to its customers a reliable supply of high quality drinking water in sufficient quantities that satisfy normal daily demand at the lowest cost, consistent with meeting a high level of customer service and confidence."***

In order to support this vision, a number of Key Policies have been formulated, and are shown below. The Policies reflect the order of the water treatment process.



### WATER RESOURCES

In order to meet reasonable demand, precipitation must be collected when available and operational plant equipment must be effective and reliable. Storage reservoirs must be kept as full as possible.



### CATCHMENT PROTECTION

Ensure that by rigorous enforcement, all streams are capable of being used for the public water supply. Guernsey Water has a responsibility to ensure that it conserves and enhances the Catchment Area's natural environment.



### WATER PRODUCTION/TREATMENT

Water Treatment Works must be capable of producing consistently high quality water in sufficient quantities that satisfy demand. Once treated, water must be kept at the same high quality in the service reservoirs which smooth out the peaks and troughs in customer demand.



### WATER DISTRIBUTION

Ensure that 409km of potable water main is in a suitable condition to transfer water to customers while retaining it at the highest standards possible. Reduce leakage and minimise bursts through proactive monitoring.



### CUSTOMERS

Guernsey Water believes it is crucial to ensure that our customers consider that they receive a good value-for-money service. Guernsey Water is always eager to receive feedback on the service that it provides.



These Key Policies are supported by another Policy - **Management and General**, which oversees staff, information technology, property, legislation, finance, monitoring and reporting and health and safety.






## MANAGEMENT & GENERAL

People are our most important asset. Staff at all levels are encouraged to participate in business improvement initiatives and are appreciated for their contribution. Guernsey Water is run as a commercial entity, with the emphasis on efficiency, strong financial performance and good people management.

A number of objectives that cascade from these six Key Policies were carried out during 2008 and are reviewed in this report. The review allows Guernsey Water to assess each individual objective set out in the previous Business Plan to measure progress against the allotted timeframe and financial resources. This gives a simple 'at a glance' view of exactly how Guernsey Water is progressing against its objectives.

The following icons are used to demonstrate the progress of each objective:

-  *Action has been completed or is on course for completion in time and on budget*
-  *Action will not be completed within original timeframe and/or budget, but will be completed in due course*
-  *Action will not be completed at all, and needs to be reconsidered*

Guernsey Water considers all of its objectives to be SMART-compliant (**S**pecific **M**easurable **A**chievable **R**ealistic **T**ime-based). There is a large amount of hard data available to Guernsey Water that can be gathered, monitored and reported through mediums such as this document. The philosophy of Guernsey Water is to 'measure what can be measured' rather than using soft, anecdotal data which can be entirely subjective.

## 2008 REVIEW

A review of the objectives from 2008 can be found over the next few pages, split into the six Key Policies. Each policy has an introduction of the type of work carried out by that section, a general review of 2008 including a key achievement from that year, and a detailed list of the objectives that were carried out and whether they were achieved or not.

## WATER RESOURCES

**IN ORDER TO MEET REASONABLE DEMAND, PRECIPITATION MUST BE COLLECTED WHEN AVAILABLE AND OPERATIONAL PLANT EQUIPMENT MUST BE EFFECTIVE AND RELIABLE. STORAGE RESERVOIRS MUST BE KEPT AS FULL AS POSSIBLE.**

Water resources represent the first step in collecting, treating and distributing potable (drinkable) water to Guernsey Water customers. Given the uncertainty regarding climate change and its potential effects on precipitation levels, it is vital that Guernsey Water captures as much water as possible. The latest expert advice suggests that there will be fewer wet days, but rainfall will be heavier and more intense, putting additional pressure on pumping stations and streams.

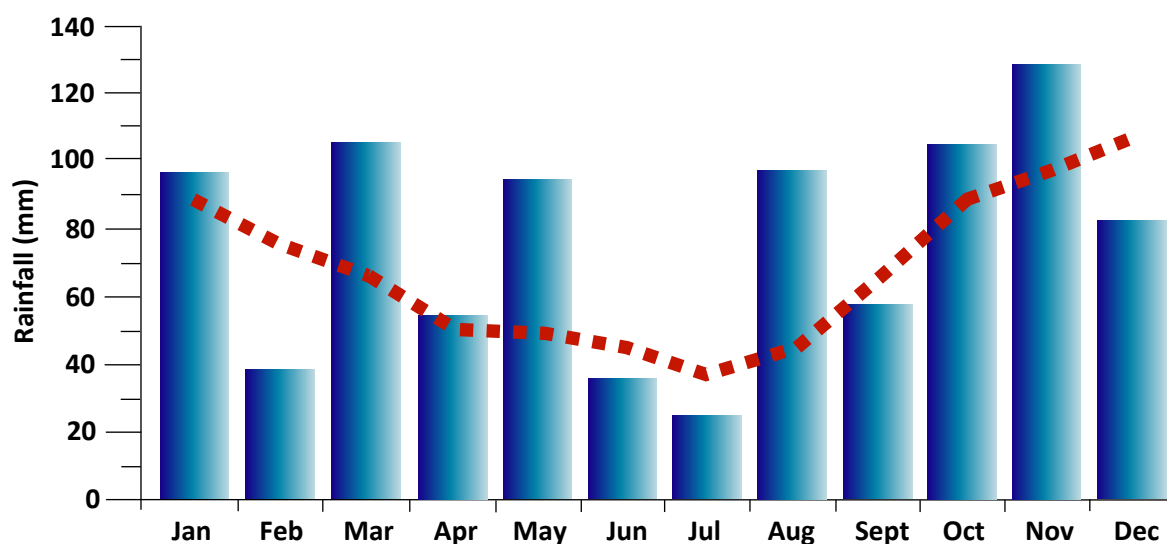
Guernsey Water oversees 16 raw water storage reservoirs holding a combined capacity of 4,425 Megalitres (ML), which represents approximately 11 months of storage. With virtually no underground sources, Guernsey is almost entirely reliant on the water stored in its reservoirs. However, this capacity does compare favourably with similar jurisdictions such as Jersey.

The rainfall pattern in 2008 was very unpredictable - the expected winter peak and summer trough were notable by their absence. As an example of this, typically dry June and July months gave way to a very wet and miserable August. To continue the theme of unpredictability, May was significantly wetter than February, whilst August was wetter than January and December!

Peak rainfall fell in November, with 128.2mm recorded. The driest month was July, with only 24.8mm falling. However, this is still substantially wetter than the driest month in 2007 (only 6.9mm were recorded in April 2007).

*Guernsey Water aim for 95% water storage on 1 April each year. In 2008, this was easily achieved, with 100% storage being recorded on this date.*

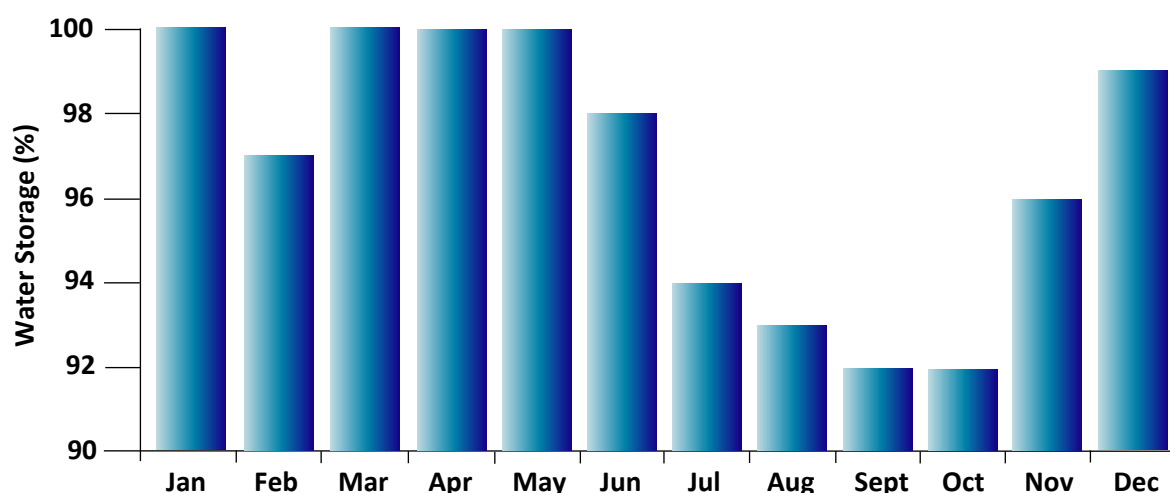
### Key Event 2008



The graph above shows the recorded rainfall in 2008. The red dotted line represents the climatic mean of rainfall taken over a 30-year period between 1970 and 2001. The unusual rainfall patterns throughout the year are clearly demonstrated, particularly the peaks of March, May and August. Total rainfall was 917.2mm, which is 11.3% higher than the climatic mean and 5.3% higher than 2007.

Despite the unusual rainfall patterns, the water storage levels in 2008 showed a familiar trend, with high levels early in the year as shown on the graph opposite. Reserves then diminished as customers used more water during the summer months to irrigate gardens etc. The significant rainfall in autumn and winter then replenished supplies, topping them up again before the next year begins.





Reserves of water fell to their lowest in October, dropping to 4,061ML. This is still substantially higher than the lowest point in 2007 (October - 3,749ML). Water storage levels remained healthy due to the the efforts of Guernsey Water staff capturing as much precipitation as possible before it ran out into the sea.

Despite our excellent treatment technology, we cannot turn seawater into drinking water - this requires a different and far more expensive treatment process known as desalination. The level of Guernsey's storage makes this unnecessary at present.

## REVIEW OF OBJECTIVES

Objectives	Timescale	Comments	Progress
Keep raw water storage reservoirs as full as possible (may require wintertime use of boreholes as stream-flow augmentation in St Saviour's catchment area)	Annual	TARGET - 95% storage level on 1 April <b>ACHIEVED - 100% storage</b>	
Introduce a programme of streamflow monitoring that will assist water resource planning	Mid 2008	COMPLETED - Annual programme to start 2009	
Progress the design of a new pumping station at Les Arquets, St Peters	2008	COMPLETED - Station to be built in 2009	
Produce a prioritised list of remedial works to ensure the satisfactory performance of quarry reservoirs through a rolling programme of stabilisation	Mid 2008	COMPLETED - Rolling programme commenced	
Produce a feasibility study into replacing the raw water transfer main from Kings Mills to St Saviours WTW	2008	COMPLETED - Replacement to take place 2009	
Investigate better methods of catchment protection at St Saviour's reservoir	2008	COMPLETED	
Enhance the Vale Pond pumping station	2008	COMPLETED	
Carry out a feasibility study into enhancing Marais Stream pumping station (land procurement required)	2008	COMPLETED - Enhancement to begin 2011	
Carry out preliminary works to enhance La Mare de Carteret pumping station	2008	COMPLETED - Works to be finished in 2009	
Review the Treated Water Strategy	2008	COMPLETED	

## CATCHMENT PROTECTION

**ENSURE THAT BY RIGOROUS ENFORCEMENT, ALL STREAMS ARE CAPABLE OF BEING USED FOR THE PUBLIC WATER SUPPLY. GUERNSEY WATER HAS A RESPONSIBILITY TO ENSURE THAT IT CONSERVES AND ENHANCES THE CATCHMENT AREA'S NATURAL ENVIRONMENT.**

Catchment protection is a key issue for any water company, and Guernsey Water is no exception. The Water Catchment Area (which covers the majority of the Island at 43km<sup>2</sup>) is defined as the area where precipitation is collected and flows through streams or pipelines into storage reservoirs. Therefore, it is vital that Guernsey Water makes every effort to prevent this area from being contaminated in any way.

Catchment protection is the first step in the water treatment cycle, and given its size, it is a significant task to ensure that every square metre remains pollution free. Guernsey Water staff work in liaison with farmers, industrial companies, environmental agencies and the Guernsey Fire & Rescue Service to minimise contamination of the area.

Efforts to protect the Catchment Area are supported by legislation, but staff prefer to liaise with potentially contaminating businesses to avoid any incidents happening in the first place.

Guernsey Water's attitude to catchment protection is seen by many in the UK water business to be a model of 'best practice' and one which regulators are seeking to encourage.

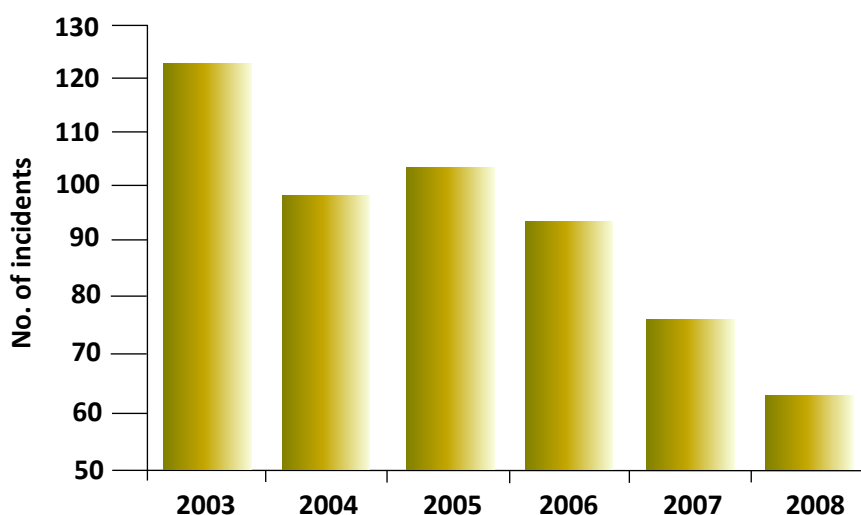
Much of the work carried out by the catchment protection team in 2008 was the continuation of previous work, and involved field studies and analyses to review drainage systems, cesspools, oil installations, private sewers and pumping stations. High-risk sites were identified and regularly checked for problems, while pollution guidance was updated and redesigned.

Staff also carefully monitored the streams within the Catchment Area by checking nutrient loadings and carrying out biannual 'Benthic Surveys'. The latter involves checking the condition of freshwater invertebrates, which gives an indicator as to the quality of the streams in which they reside.

*The number of pollution incidents in 2008 was the lowest on record, thanks to Guernsey Water's proactive approach to potential polluters.*

### Key Event 2008

The graph below shows how reported pollution incidents within the Catchment Area have generally reduced over the last few years. This is mainly due to the work of Guernsey Water staff and their continuous liaison with potential polluters, and the education and guidance that they provide.



Further study of the type of pollution incident reveals that the most prevalent contaminants are fuel spillages and sewage pollution, following the pattern of previous years. It is pleasing to note that instances of pesticide, chemical and slurry contaminations were very low, suggesting that the work with farmers and vineries is reaping rewards.

## REVIEW OF OBJECTIVES

Objectives	Timescale	Comments	Progress
Determine the nutrient loadings of Island streams by using streamflow monitoring data	Ongoing	-	
Carry out biannual surveys to monitor freshwater invertebrates in a range of streams within the Water Catchment Area (Benthic Surveys)	Biannual	COMPLETED - Carried out in Spring and Autumn	
Develop a plan for revising the Water Catchment Area on Digimap, and put findings before the Board	Mid 2008	COMPLETED - Extension to area will become legal once Les Arquets pumping station is built in 2009	
Carry out market garden and poultry farm inspections	Ongoing	-	
Visit all derelict vinery sites using rockwool, and inform growers of any problems	Annual	COMPLETED - Visits will continue to take place on an annual basis	
Continue to have old, redundant or defective oil installations upgraded or emptied	Ongoing	-	
Produce oil installation guidance and 'police' unsatisfactory installations in liaison with oil companies and the Environment Department	Ongoing	-	
Review drainage systems and cesspools in the Water Catchment Area	Ongoing	-	
Identify inadequate private sewers and pumping stations	Ongoing	-	
Continue to promote the safe use of pesticides	Ongoing	-	
Visit 100% sites as scheduled according to risk assessments (Water Catchment Assessment Audits)	Ongoing	COMPLETED - For 2008 - visits will continue in 2009	
Draw up a structure for Water Safety Plans, including name-checking staff responsible for actions	2008	COMPLETED - Work will continue in 2009	
Liaise with the Airport regarding forthcoming modifications to the area	2008	COMPLETED - Further work needed in 2009	
Review and revise the existing pollution legislation appropriately	2008	COMPLETED - Amendments need to be made to compliance laws in accordance with the Control of Pollution Act	

## WATER PRODUCTION/TREATMENT

**WATER TREATMENT WORKS MUST BE CAPABLE OF PRODUCING CONSISTENTLY HIGH QUALITY WATER IN SUFFICIENT QUANTITIES THAT SATISFY DEMAND. ONCE TREATED, WATER MUST BE KEPT AT THE SAME HIGH QUALITY IN THE SERVICE RESERVOIRS WHICH SMOOTH OUT THE PEAKS AND TROUGHS IN CUSTOMER DEMAND.**

Guernsey Water oversees the treatment of water at three different sites in the Island - St Saviours, Kings Mills and Juas. A new WTW is in the process of being built at the Longue Hougue reservoir site, which will take over treatment duties in the north of the Island from Juas in 2009.

The St Saviours and Longue Hougue WTW's both utilise state-of-the-art membrane technology for water treatment, whilst Juas and Kings Mills use the more traditional filtration method. Given that Juas will shortly be phased out and Kings Mills is only used to meet excessive summertime demand (and has not been utilised for the last couple of years), the majority of potable water enjoyed by customers is treated through membranes.

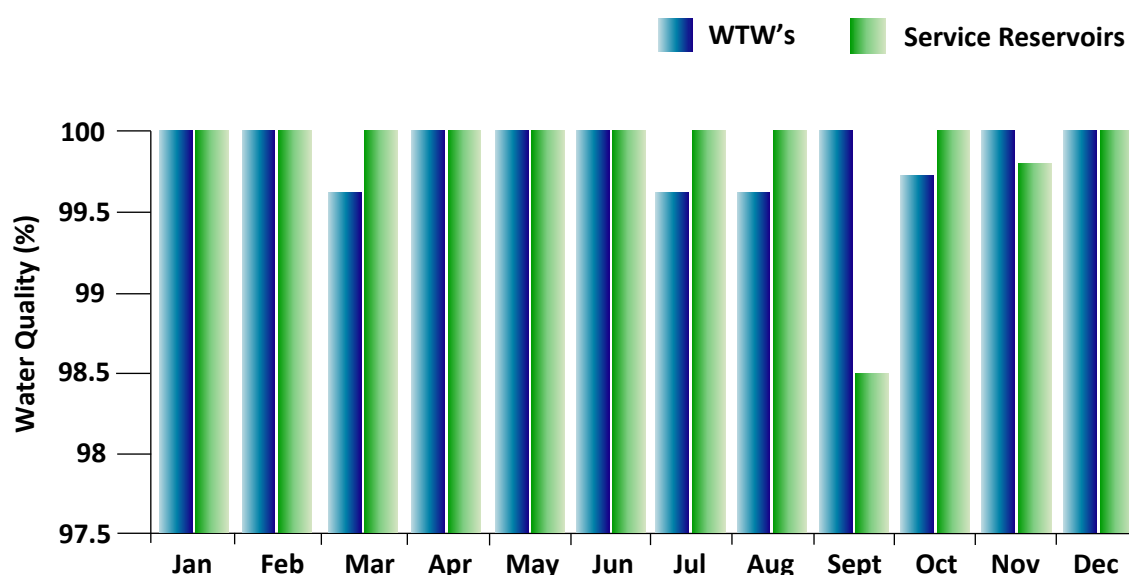
Once water has been treated, it is either pumped directly into the distribution system and on to customers, or it is held at one of two service reservoirs where it remains until customers require it. These two reservoirs at Frie Plaidy and Forest Road have to be capable of maintaining the quality of the treated water while it is being stored.

Water quality figures for 2008 have once again been very impressive. WTW's achieved an overall compliance figure of 99.9%, while service reservoirs managed 99.6%. These results are identical to 2007's results, and surpass both of the targets set in the Business Plan. This is a credit to everyone who worked to ensure that our water is of the highest possible standard.

*Longue Hougue WTW is substantially complete. It is one of the most modern and compact WTW's in the UK, and will improve water quality and resilience.*

### Key Event 2008

The graph below shows a monthly breakdown of the water quality results for both WTW's and service reservoirs.



The graph shows an expected pattern, with water quality dropping slightly when air temperatures increase during the warmer summer months. This increases the chance of bacterial growth within the water, although mixing and chlorine boosting at service reservoirs goes some way towards alleviating this problem.











The number of samples taken did not quite match the target set in the Business Plan, and this will be revised to a more realistic target for future years.



2008 has seen two major water production projects carried out at Longue Hougue and Frie Plaidy. The creation of a new WTW at Longue Hougue utilising membrane technology is a significant undertaking, and regrettably the timeframe for the work has not been met. This is mainly due to delays caused by the contractor, a situation which is very much out of Guernsey Water's hands. However, the delays are not a major issue as Juas WTW is still fully operational and treating water to a high standard.

Improvements were carried out at Frie Plaidy service reservoir during the latter part of 2008, which involved the installation of a mixing and on-site chlorine generation plant (and associated equipment). This plant improves our ability to maintain water quality in the service reservoir. Similar on-site chlorine generation plants will be installed at the No.2 (West) tank at Forest Road and at St Saviours WTW in 2009 and 2010 respectively.

## REVIEW OF OBJECTIVES

Objectives	Timescale	Comments	Progress
Taking a minimum of 4,500 water quality samples achieve 99.5% compliance for Maximum Admissible Concentrations (MAC) at WTW's	Annual	TARGET - 99.5% <b>ACHIEVED - 99.9%</b> NO. OF SAMPLES - 4,459	
Taking a minimum of 1,000 water quality samples achieve 98% compliance for MAC at service reservoirs	Annual	TARGET - 98% <b>ACHIEVED - 99.6%</b> NO. OF SAMPLES - 838	
Produce various water quality reports on a monthly, quarterly and annual basis	Ongoing	COMPLETED	
Repair 75% of mains bursts within 24 hours (both raw water and distribution mains)	Ongoing	<b>ACHIEVED - 90% of all bursts repaired within 24 hours</b>	
Commission a new 15ML per day WTW at the Longue Hougue storage reservoir site	Mid 2008	DELAYED - Works expected to be completed in Spring 2009	
Carry out an energy efficiency audit of water production	2008	CARRIED OVER - Will be completed in 2009 - not deemed time critical	
Develop a 'sludge' disposal strategy (WTW waste)	Mid 2008	COMPLETED	
Improve the quality of water stored in the Frie Plaidy service reservoir	2008	COMPLETED - On-site chlorine generation plant installed	
Carry out general enhancements at the St Saviours WTW	2008-09	Further work to take place in 2009	
Investigate and review the condition of the Forest Road water tower	2008-09	Further work to take place in 2009	

## WATER DISTRIBUTION

**ENSURE THAT 409KM OF POTABLE WATER MAIN IS IN A SUITABLE CONDITION TO TRANSFER WATER TO CUSTOMERS WHILE RETAINING IT AT THE HIGHEST STANDARDS POSSIBLE. REDUCE LEAKAGE AND MINIMISE BURSTS THROUGH PROACTIVE MONITORING.**

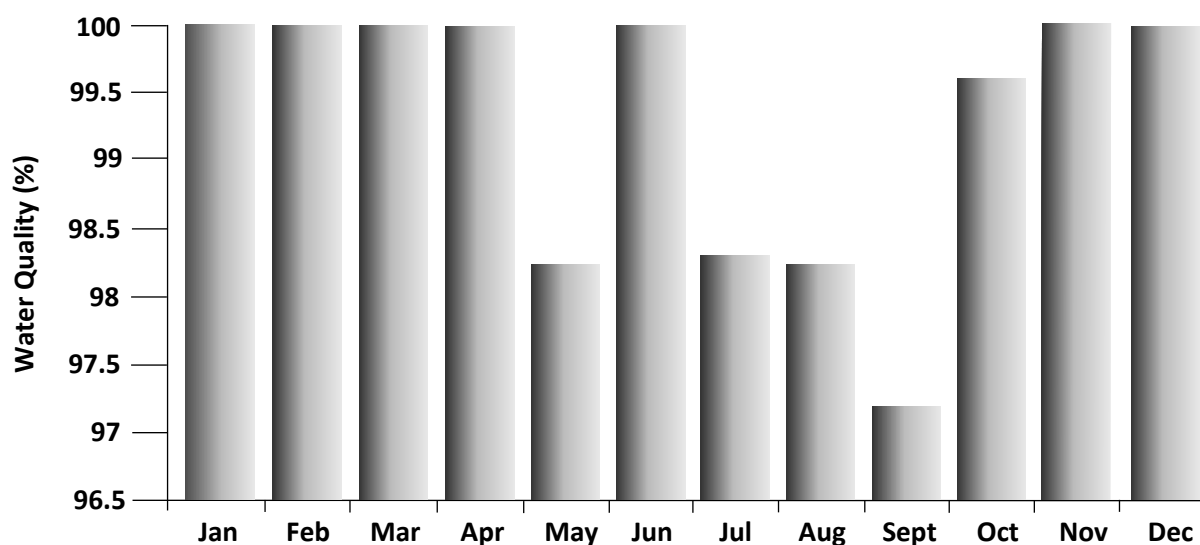
Guernsey Water operates and maintains over 400km of potable water distribution main and it is the function of these pipes to transfer treated water from service reservoirs and WTW's to customer homes. Due to the size of the network a constant maintenance programme is needed as the pipes vary in material, age and reliability.

As part of Guernsey Water's responsibilities, water quality staff carry out random checks at customer houses to take samples of water from the kitchen tap. The results of these samples are a good indicator of the condition of the distribution system. The water will have been treated at one of the WTW's and possibly stored at a service reservoir (where it may have been mixed and boosted with chlorine), so any deterioration in quality could indicate a problem with the distribution system.

The graph below shows the monthly breakdown of water quality compliance at customer taps. Samples are taken from customers in each of the distribution zones, so if there is a failure in a particular zone, the source can be easily identified. As with the results for WTW's and service reservoirs, water quality levels tend to decrease as the raised temperatures encourage microbiological growth.

*9km of Northern Ring Main was sliplined (smaller pipes slipped inside existing pipes). The work was completed significantly under budget.*

### Key Event 2008



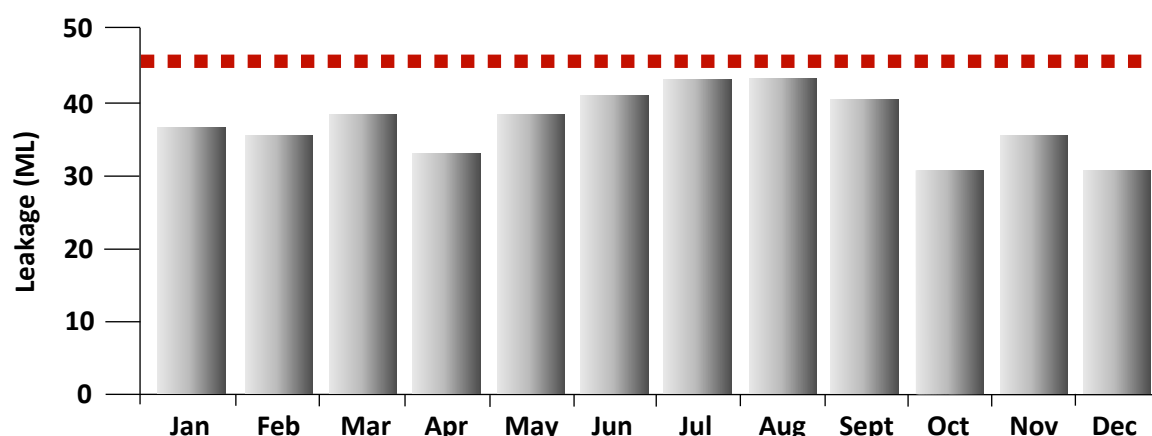
The overall distribution zone compliance for 2008 was 99.3%, surpassing the target set in the Business Plan.

The lower figures for May, July, August and September were caused by sample contamination rather than by lower quality water (e.g. a dirty tap). If compliance failures are noted by staff, further sampling and investigation takes place to find the source of the contamination. In the vast majority of cases the quality of water is of a very high standard, and it is contamination in the customer's plumbing pipework that causes the failures.

Guernsey Water invests a lot of time and effort into reducing leakage and burst pipes thus ensuring that customers have a reliable and consistent supply of water. The number of mains bursts in 2008 was the lowest for a decade - 35 in total.

Regarding leakage, Guernsey Water has set itself a target of keeping 'unaccounted for' water to below 550ML per annum.

The graph below shows the monthly leakage figures for 2008, and the red line represents the Business Plan target averaged out over 12 months.



As the graph shows, monthly leakage figures were always below the Business Plan target, and in some cases substantially below. The final figure for the whole year was 375ML of leakage, which is the lowest on record for Guernsey Water.

## REVIEW OF OBJECTIVES

Objectives	Timescale	Comments	Progress
Monitor and reduce the number of discolouration complaints	Ongoing	<b>ACHIEVED - 45 incidents recorded; a 33% improvement on 2007</b>	
Continue to expand the water distribution network in line with customer demand	Ongoing	-	
Develop a strategy on the best methods of cleansing the distribution system	2008	ON HOLD - Not considered a priority, work progressing if needed	
Taking a minimum of 2,000 water quality samples achieve 99% compliance for MAC at customer taps	Annual	TARGET - 99% <b>ACHIEVED - 99.3%</b> NO. OF SAMPLES - 2,409	
Proactively monitor leakage to ensure that 'unaccounted for' water remains below 550ML per annum	Annual	TARGET - Less than 550ML <b>ACHIEVED - 375ML</b>	
Replace the existing 300mm diameter uPVC Northern Ring Main, which is now life-expired	Mid 2008	COMPLETED - Included replacing Rue du Friquet main	
Identify failing raw water transfer mains and draw up a priority list for remedial works	2008	COMPLETED - Remedial works to start in 2009	
Replace 2km of failing asbestos cement main as part of a rolling programme	2008	TARGET - 2km <b>ACHIEVED - 2.6km</b>	
Consider Network Expansion/Reinforcement Strategy	2008	ON HOLD - Awaiting Airport modifications	

## CUSTOMERS

**GUERNSEY WATER BELIEVES IT IS CRUCIAL TO ENSURE OUR CUSTOMERS CONSIDER THAT THEY RECEIVE A GOOD VALUE-FOR-MONEY SERVICE. GUERNSEY WATER IS ALWAYS EAGER TO RECEIVE FEEDBACK ON THE SERVICE THAT IT PROVIDES.**

Guernsey Water has a customer base of over 24,000, with just over half on a measured supply (water meters) and the rest on an unmeasured supply (bills measured by Tax on Real Property or TRP). Guernsey Water believes that customer service is at the centre of all of its operations and processes, and is always looking for new and improved ways of communicating with and serving customers.

2008 has seen a number of customer service initiatives come on-stream, including the development of a new Guernsey Water website at [www.water.gg](http://www.water.gg). This site contains all the information and advice that customers may need about billing, water meters, water quality and treatment methods. Customers can also fill out feedback questionnaires online - this is another initiative that has come about in 2008.

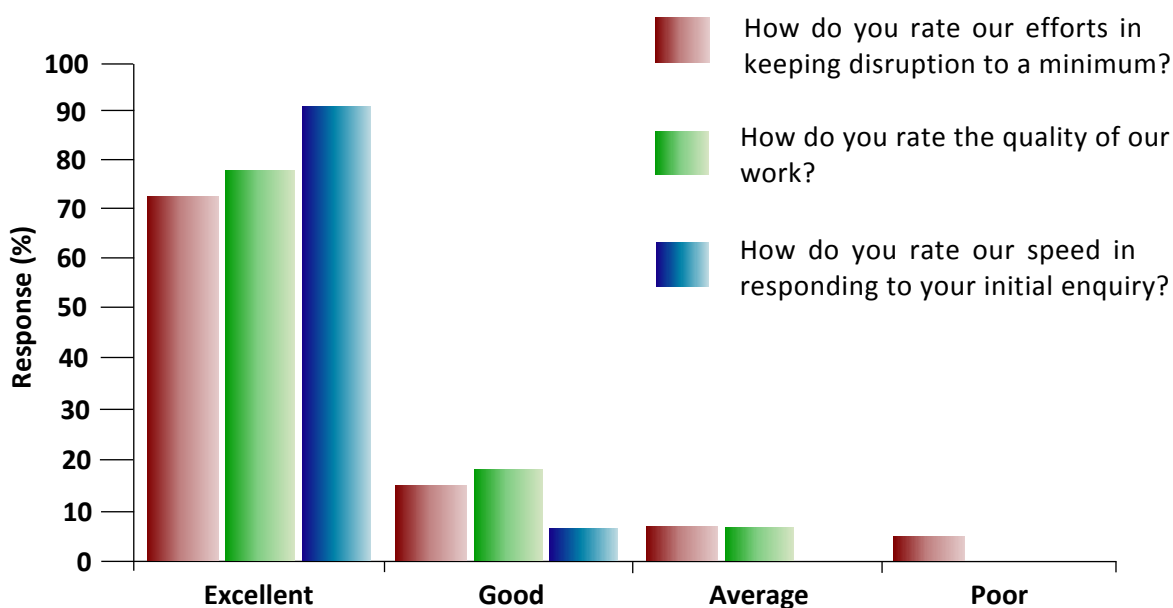
Early in the year, customer service consultants ODL assisted with the development of a suitable questionnaire for customers. This could be given in person or answered over the telephone, filled in at the counter or on the website. Workshops were held with Guernsey Water staff from all levels and sites, and two different questionnaires were formed; one for general use, and one specifically for customers who either had work carried out for them by Guernsey Water staff recently (e.g. a meter installation) or who had been affected by nearby works (e.g. a pipe replacement outside their house or their business).

Staff began issuing the questionnaires in the autumn of 2008, and already a number of responses have been received. The results up to the end of the year have been included here, some in graph form, others tabulated.

*Guernsey Water User Group (GWUG) set up. This is a consultative committee that will act as another method of communication with our customers, and a sounding board for new ideas.*

### Key Event 2008

## 'WORK DONE' QUESTIONNAIRE



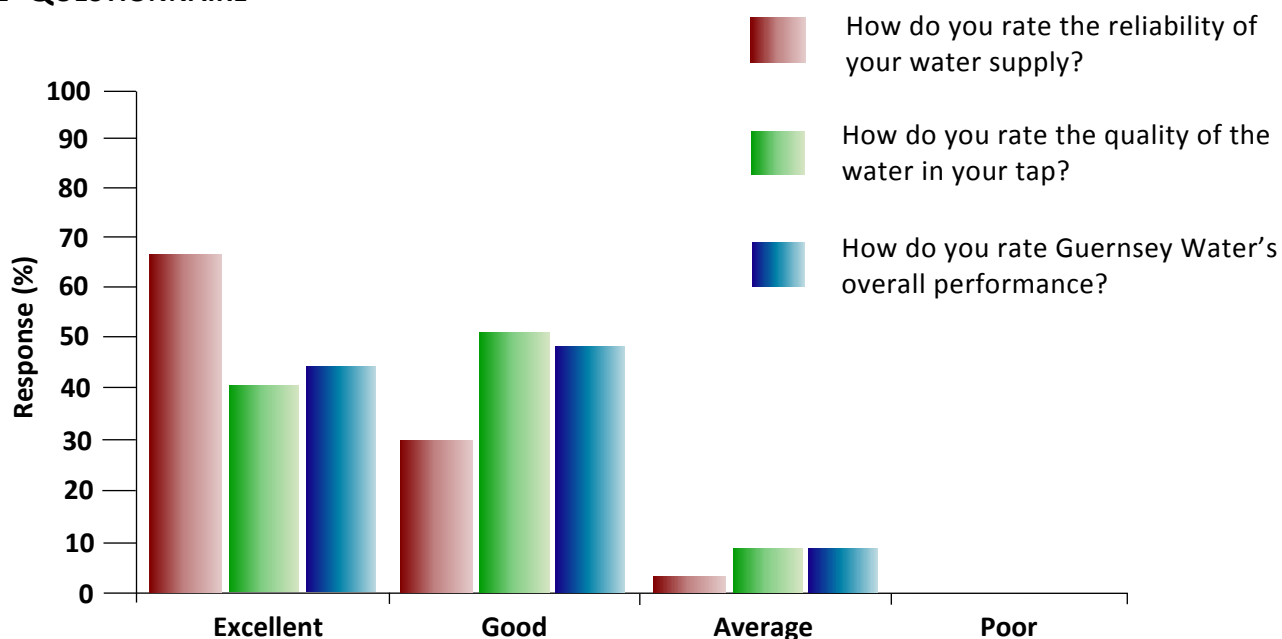


The remaining questions and responses for the 'Work Done' questionnaires are tabulated below. Respondents were asked to note how we performed against each of the questions listed.

QUESTIONS	Excellent	Good	Average	Poor
■ Giving appropriate information and technical advice when agreeing the work to be done?	66%	31%	-	3%
■ Sending a quotation promptly?	88%	-	12%	-
■ Explaining costs and what you will pay for?	72%	28%	-	-
■ Handling of any accounts queries?	50%	33%	-	17%
■ Being flexible and fitting in with your schedule?	68%	21%	5%	5%
■ Giving you regular information about progress?	63%	16%	5%	16%
■ Sorting out variations or changes?	63%	12%	12%	12%
■ Attitude and behaviour of our people on site?	79%	17%	3%	-
■ Making it clear when work was complete?	75%	14%	6%	6%
■ Out of hours service response? (5 responses)	100%	-	-	-
■ Dealing with snags or problems effectively?	50%	13%	13%	25%

*N.B. Some response sets may not add up to 100% due to the rounding up process.*

## 'GENERAL' QUESTIONNAIRE



The remaining questions and responses for the 'General' questionnaires are tabulated overleaf. Respondents were asked to note how we performed against each of the questions listed.

QUESTIONS	Excellent	Good	Average	Poor
■ The value for money of water in Guernsey?	13%	53%	34%	-
■ The way we manage roadworks for customers?	10%	47%	30%	13%
■ The way we deal with requests or problems?	34%	58%	8%	-
■ The friendliness and helpfulness of our staff?	66%	33%	1%	-
■ The information we provide to customers?	33%	58%	7%	2%

All of the results collected so far are very positive, particularly for the 'Work Done' questionnaire. By taking an average score from both questionnaires, it is possible to come up with an overall customer satisfaction rating. The rating shows that 100% of customers felt that service was either 'Average' or better, and 94% felt that service was either 'Good' or 'Excellent'. The Business Plan target set for this is 80% 'customer satisfaction'. Taking 'customer satisfaction' as a 'Good' or 'Excellent' response, this target has been comfortably exceeded.

## REVIEW OF OBJECTIVES

Objectives	Timescale	Comments	Progress
Carry out customer service training for all staff. Selected staff will be trained to NVQ Level 2, and remaining staff will be trained internally	2008-09	DELAYED - Training to start in 2009	
Implement and roll out Customer Relationship Management system	Mid 2008	COMPLETED - Slightly after schedule in the 3rd Quarter 2008	
Monitor compliance to the Guernsey Water customer charter	Ongoing	-	
Review customer perception of Guernsey Water's service through revisiting ODL's 2003 public questionnaire - aim for 80% customer satisfaction	3rd Quarter 2008	TARGET - 80% satisfaction <b>ACHIEVED - 94% satisfaction (measured at end of 2008)</b>	
Ensure that wastewater billing capacity is in place	2008	DELAYED - Work will commence in 2009	
Implement structural changes within Navision to facilitate scheduled Water Byelaw inspections. Aim - 90% of remaining inspections by the end of 2008	2008	COMPLETED - Navision changes done. 2008 inspections completed. Further inspections in 2009	
Incorporate TRP into the billing system	2008	COMPLETED	
Review document management system and make recommendations	2008	DELAYED - Will be completed by March 2009	
Put in place a complaints policy and ensure that complaints are monitored and trends identified	2008/ Ongoing	COMPLETED - Policy in place	
Consider the setting up of a Guernsey Water User Group and put report before Board	3rd Quarter 2008	COMPLETED - Group to be set up in 1st Quarter 2009	

## MANAGEMENT & GENERAL



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### People

Guernsey Water currently employs 77 staff, split between 40 Full Time Established staff (FTE) and 37 Public Service Employees (PSE). Staff are located in three different sites on the Island; at South Esplanade, St Andrews and St Saviours. Some staff are office-based, some are 'out in the field' for most of their time, and the rest operate in a combination of both areas. All staff play a vital part in the operation of the organisation, and Guernsey Water is keen to ensure that all staff have job satisfaction and are challenged and stimulated in their jobs.

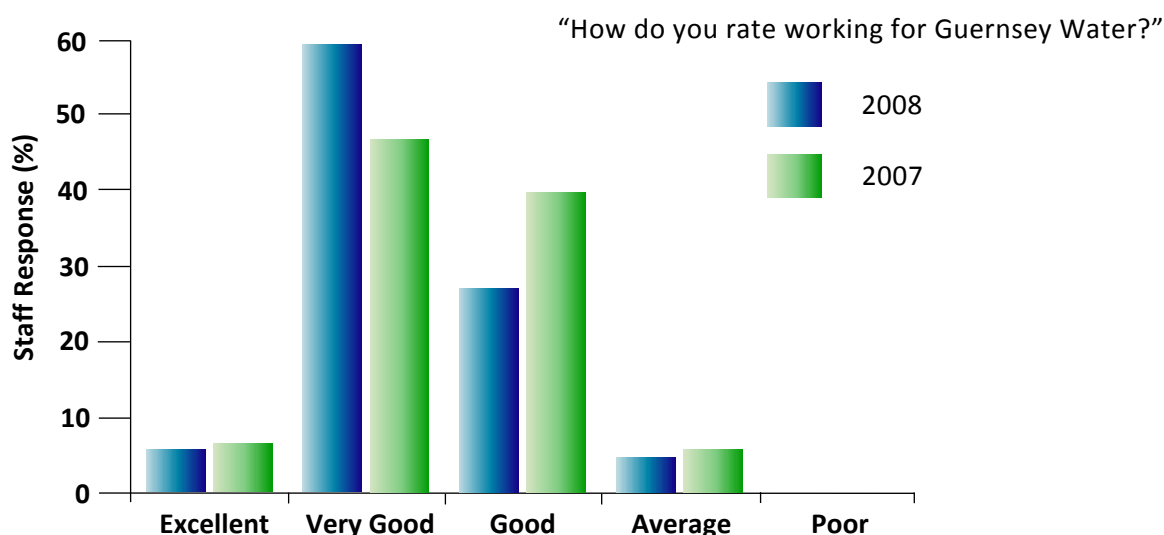
A number of staff have been engaged in 'multiskilling' in 2008. This involves empowering staff by helping them to learn tasks carried out by other staff members, adding value for staff and increasing business resilience in the event of sickness absence and leave. Management have also extended the appraisal system to all staff, and this has allowed the creation of detailed training and development plans for everyone.

Other achievements in 2008 include updating and enhancing the induction process for new staff and improved sickness absence monitoring using a technique called the Bradford Factor, which identifies trends and patterns in absence that may point to morale problems, which can then be rectified. Good progress has been made with the proposed centralisation of all staff at the St Andrews site - more information on this can be found under the **Property** section starting on page 22.

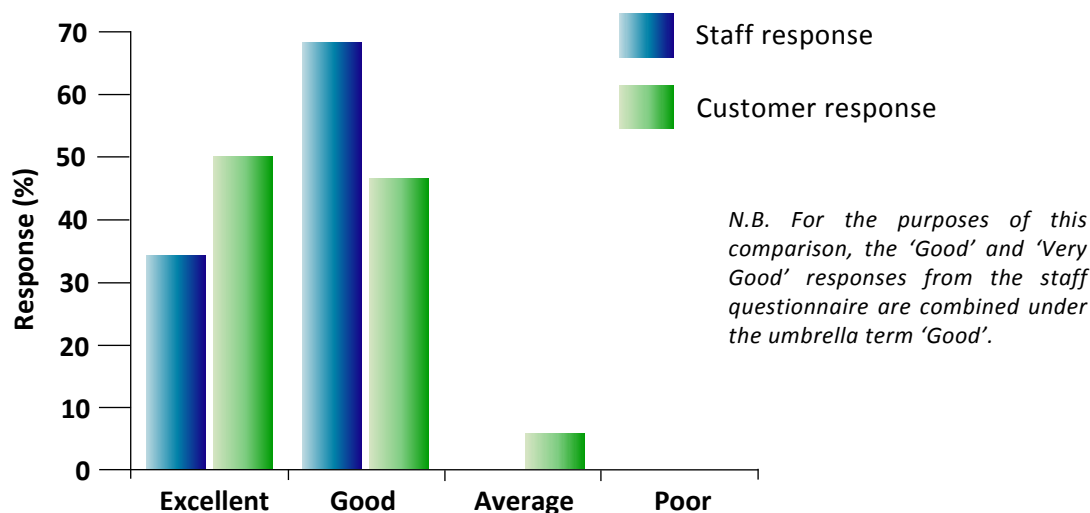
Towards the end of 2008 an employee satisfaction survey was carried out, allowing a direct comparison to 2007's findings. The response rate was virtually identical to the previous year and most of the major issues that arose were similar. The positive for Guernsey Water is that the majority of staff enjoy working for the organisation as shown in the graph below:

*Long term sickness absence has reduced in 2008 compared to 2007. The 'Red' indicator used by the Bradford Factor which marks significant absence has reduced by a third.*

### Key Event 2008



One of the questions in the survey asked how staff rated Guernsey Water's customer service. This presents an interesting comparison between employees' perceived level of customer service versus the customer's perception of service. The graph below shows this comparison for 2008:



The results demonstrate that the perceptions of staff and customers about the service are broadly similar - in fact, customers are slightly more positive about the service than staff. This suggests that Guernsey Water is in touch with customers and has a tangible sense of the service on offer and how it is received.

## REVIEW OF OBJECTIVES

Objectives	Timescale	Comments	Progress
Centralise all of Guernsey Water's activities at St Andrews to improve communications and staff relationships	2010	PROGRESSING - Permission in Principle was received from Environment in February 2009	
Revise the current staff structure to incorporate multiskilling to improve business resilience and aid succession planning	Ongoing	-	
Ensure that all staff receive appraisals and have a training plan individually tailored to them and the requirements of the business	February 2008	COMPLETED	
Update the formal induction programme for new staff, putting particular emphasis on Guernsey Water's customer service ethos	Early 2008	COMPLETED	
Continue to show commitment to Continuous Professional Development (CPD) and encourage young people into the business through apprenticeships	Ongoing	-	
Manage sickness levels and use as an indicator of morale. Reduce instances of 'Red', 'Amber' and 'Yellow' by 50% using the Bradford Factor	2008	NOT ACHIEVED - 'Reds' are down, but 'Ambers' and 'Yellows' are up	
Improve communications through the use of data gathered from repeated employee satisfaction surveys	Biennial (2008, 2010)	COMPLETED	





## MANAGEMENT & GENERAL

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### Information Technology

Guernsey Water oversees a number of specialist information technology systems, such as the SCADA system (Supervisory Control and Data Acquisition) which allows control room staff to access information and status reports from all important sites on the Island; and Navision, the organisation's billing and customer service module. Guernsey Water also uses more general systems such as Digimap (for maintaining and plotting assets) and the recently rolled-out Microsoft Office 2007 package. Given the role that information technology plays in the everyday operations at Guernsey Water, it is vital that the hardware and software provide a reliable and user-friendly platform.

Achievements in 2008 include a review of the SCADA system in light of Longue Hougue WTW coming online and Juas WTW being switched off. A Planned Preventative Maintenance scheduling system was created during the year, which will allow the organisation to be proactive rather than reactive in performing upgrade work to assets. In a similar vein a Property Maintenance Management system was implemented to focus solely on property assets.

The new Guernsey Water website has been up and running for a few months, and statistics suggest that customers are starting to use the site to find out information and download application forms. All future PR campaigns and literature will refer to the website, which will increase its exposure and hopefully increase its usage.

*A modern and easy-to-use website was created at [www.water.gg](http://www.water.gg). The site contains all the information that customers may need, plus feedback forms, a gallery and much more.*

#### Key Event 2008

### REVIEW OF OBJECTIVES

Objectives	Timescale	Comments	Progress
Budget and plan for the migration to SQL server and Sharepoint version of Microsoft Dynamics	September 2008	AMENDED - Will now use version 5 of Navision instead of Dynamics	
Review SCADA system in light of Longue Hougue taking over WTW duties in the north of Island from Juas	2008	COMPLETED	
Build on the use of Digimap for asset management and plan for the migration of service records to either Digimap or Navision	2008	DELAYED - Will take place by March 2009	
Develop a new Guernsey Water website and appoint a web author to update	June 2008	COMPLETED - In August 2008	
Develop a Property Maintenance system	2008	COMPLETED	
Carry out a Server review with a view to replacement/streamlining	2009	Work to be completed in 2009	



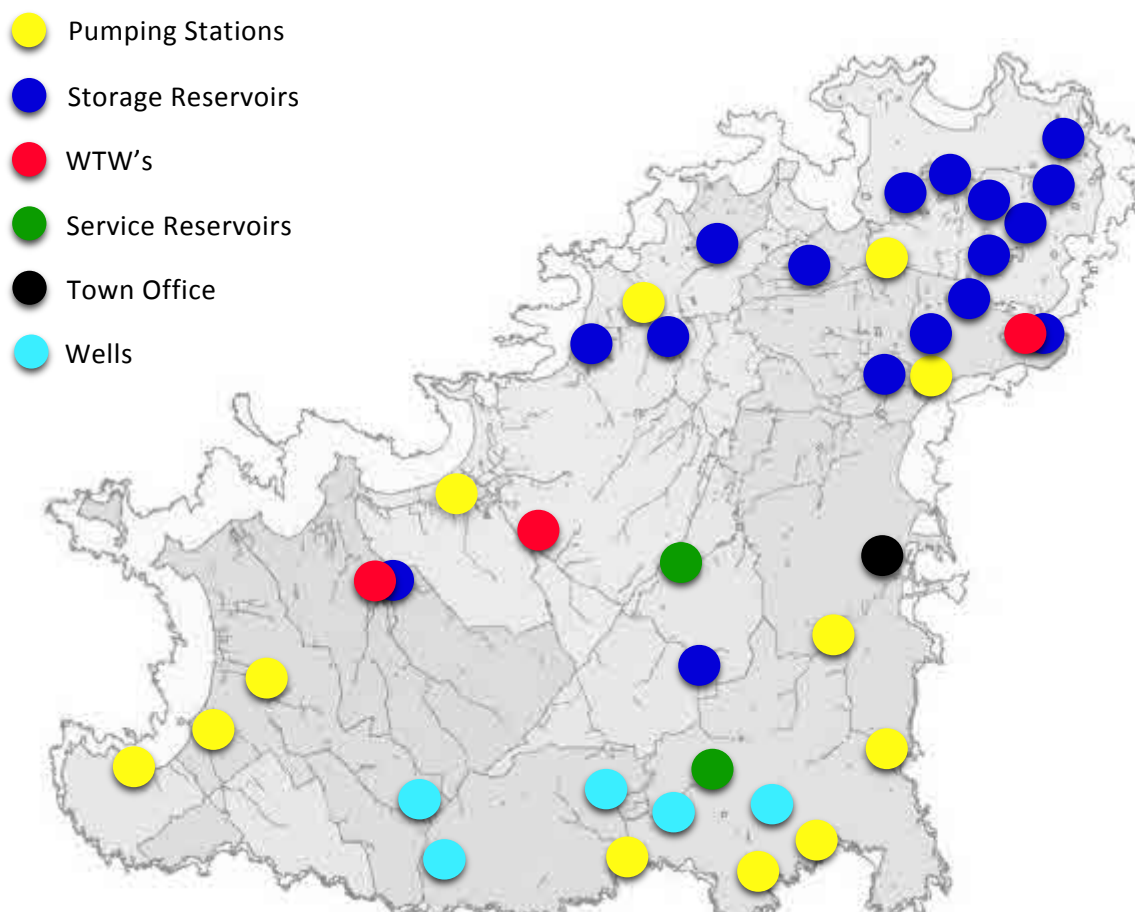
## MANAGEMENT & GENERAL

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### Property

Guernsey Water owns or oversees more than 40 properties and areas of land, ranging from WTW's and service reservoirs to wells, pumping stations and operational buildings. In all, Guernsey Water's assets are worth more than £300 million at today's prices and provide the basic infrastructure for collecting, treating and distributing potable water to the people of Guernsey.

A map of Guernsey Water's assets is shown below:



The main property issue for Guernsey Water is the development of a new operational depot at the St Andrew's reservoir site. The current depot at St Andrews is in a poor state of repair and has major health and safety issues, as is the building at South Esplanade. The intention is to centralise staff from both of these sites into the new depot at St Andrews, along with staff from the St Saviours site. This will allow complete centralisation of staff, bringing significant benefits in terms of communication, efficiency and staff morale.

Progress on the development over previous years has been slow, but 2008 saw a number of positive meetings with the Environment Department, and Permission in Principle has finally been granted at the time of going to press (February 2009).

In addition to the development of the operational depot, it is also planned to create a light industrial area at St Andrews, with a number of units available for lease from interested local businesses. Permission in Principle was achieved for this project during 2008.






Guernsey Water contract La Societe Guernesiaise to take care of the Millennium Walk at St Saviour's reservoir, which is an attractive area containing a wide variety of animal and plant life. Two wardens care for and report on the Walk and this allows Guernsey Water to measure the impact of water storage levels and rainfall on the indigenous wildlife. The Walk has proved to be popular with the public, and is very well-used.

Guernsey Water continues to carefully review its assets, and will always consider disposing of assets that are no longer operational or functional. As an example of this, Juas WTW will no longer be required once Longue Hougue WTW is commissioned, although Juas will remain as a storage reservoir. A decision will need to be taken as to what to do with the treatment section of the site which will become defunct.

*Tree management plans have been carried out at key sites. This makes areas safer from falling trees, and allows the careful management of planting for environmental purposes.*

### Key Event 2008

## REVIEW OF OBJECTIVES

Objectives	Timescale	Comments	Progress
Implement tree management plans on all key operational sites	2008	COMPLETED	
Commence development of St Andrew's reservoir site for new operational depot	2010	PROGRESSING - Permission in Principle was received from Environment in February 2009	
Prepare asset maintenance plans for operational sites	2009	Further work needed in 2009	
Review use of out-of-commission operational sites (e.g. Juas WTW)	Ongoing	Use of Juas WTW to be considered in 2009	
Review use of disaster recovery/training/meeting room at St Saviours	2008	ON HOLD - Not a priority until centralisation has taken place	



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### Legislation

There are a number of legislative articles that support and control Guernsey Water's activities. However some of these are significantly out of date and need revising and updating (the main water law dates back to 1927). Although Guernsey Water has legislation with which to regulate polluters, it prefers to liaise closely with potential polluters and build up a relationship with them. This would hopefully allow measures to be taken to prevent contamination of the water supply without the need to resort to law.

Legislative work in 2008 has included the incorporation of TRP into the Water Supply Law in place of Rateable Value (RV) and a general revision of the pollution guidelines in the States Water Supply (Prevention of Pollution) Ordinance.

Revising legislation usually involves either updating the law as a result of an external factor or new development, or refining the law to iron out any ambiguities or potential 'grey areas'. There were a number of issues with the pollution ordinance regarding contamination which left room for interpretation, and these have now been carefully changed.

*The Catchment Area has been extended on the west coast. This will become a point of law once Les Arquets pumping station has been installed in 2009.*

### Key Event 2008

### REVIEW OF OBJECTIVES

Objectives	Timescale	Comments	Progress
Review the <i>Water Supply Law (1927)</i> to ensure that the changes brought about by TRP can function within the law	2008	COMPLETED	
Revise the <i>States Water Supply (Prevention of Pollution) Ordinance</i> and accompanying guidelines	2008	COMPLETED - Drafting complete. Will go before the Law Officers in 2009	
Revise the <i>Water Supply Law (1927)</i> in terms of water catchment boundaries	2008	COMPLETED	



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### Finance










Guernsey Water is funded entirely from water charges, which are kept separate from the States' general revenue. The aim is to keep water charges as low as possible while meeting international water quality standards and generating enough revenue to maintain the Island's water infrastructure. An important part of Guernsey Water's work is the implementation of the Capital Development Programme (CDP) which is responsible for ensuring that the infrastructure is of the highest standard and very resilient. Further information on the CDP is on page 29.

Guernsey Water staff worked hard to ensure that the new TRP system for calculating unmeasured customer bills (replacing RV) could be implemented in 2009 while maintaining the same level of revenue for Guernsey Water. A series of predicted income models were drawn up and the standing charges were equalised to better reflect the costs required to maintain the systems. The changes will mean that some unmeasured customer bills will decrease, while others will increase. Those that do increase can of course change to a meter, where the majority of average-user customers will save money.

*2008 was a good year financially for Guernsey Water. Cash flow forecasts were achieved, and overheads and operational costs stayed within budget.*

### Key Event 2008

### REVIEW OF OBJECTIVES

Objectives	Timescale	Comments	Progress
Achieve cashflow targets, with operational surplus to either equal or surpass £4.2million	Annual	TARGET - £4.2million <b>ACHIEVED - £4.66million</b>	
Minimise total bad debts to below £5,000	2008	AMENDED - Level of bad debt under GW's control	
Review structure of water charges and tariffs in anticipation of the new TRP system	2008	COMPLETED	
Maintain operational and overhead costs within RPI level and budget	2008	ACHIEVED	
Ensure the inclusion of waste water billing capability onto water bills	2008	DELAYED - Work will commence in 2009	
Develop a Universal Metering Strategy	2008	DELAYED - To be completed in 2009	
Streamline the billing process in order to equalise the workload across the billing period	2008	DELAYED - To be completed in 2009	
Introduce job costing	March 2008	COMPLETED - In 4th Quarter	
Review and simplify accounting system	2008	COMPLETED	

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### Monitoring & Reporting

Guernsey Water places a strong emphasis on monitoring and measuring its performance, and reporting it to appropriate parties. This allows the improvement of working practices and provides the best possible service to customers. Guernsey Water monitors and reports its performance through the Annual Report, monthly Business Plan updates, Key Performance Indicators (KPI's), results from customer questionnaires and other methods.

The Monitoring and Reporting section also oversees Guernsey Water's PR and has been working closely with PSD's consultants Orchard PR during 2008 to maintain a steady stream of positive stories to the media.








A PR Strategy was drawn up early in 2008 and this laid out a list of initiatives to be carried out to maintain and improve Guernsey Water's public image, and to inform and guide customers. This strategy will be updated on an annual basis. Also completed during the year was the development of a simple set of KPI's with which to measure the performance and achievements of Guernsey Water and compare with other jurisdictions. The UK indicators themselves are taken from OFWAT's Director-General, so they are considered international standard tools of performance monitoring.

A lot of work has been put in by staff to create a new Business Plan for the organisation, running from 2009 - 2019. As the first Plan began in 2003, this is the first instalment of a 5/6-year cycle for carrying out significant reviews of where Guernsey Water is heading over the next few years.

*In liaison with Insurance Corporation, 8,000 reusable water bottles were given to all the Island's 4 - 16 year olds as part of a drive to promote tap water quality and the health benefits of water.*

### Key Event 2008

### REVIEW OF OBJECTIVES

Objectives	Timescale	Comments	Progress
Review and update the Business Plan and create a new 10-year Plan running from 2009 - 2019	Annual/ 2008	DELAYED - New Plan to be completed 1st Quarter 2009	
Produce an Annual Report	Annual	COMPLETED	
Develop a PR Strategy and review annually	2008/Annual	COMPLETED	
Review the Capital Development Programme	Annual	COMPLETED	
Develop a non-operational risk register for business continuity purposes	Annual	COMPLETED	
Develop a simple set of Key Performance Indicators which can be benchmarked with similar jurisdictions	2008	COMPLETED	
Review and update a set of internal procedures	Annual	COMPLETED	

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### Health & Safety

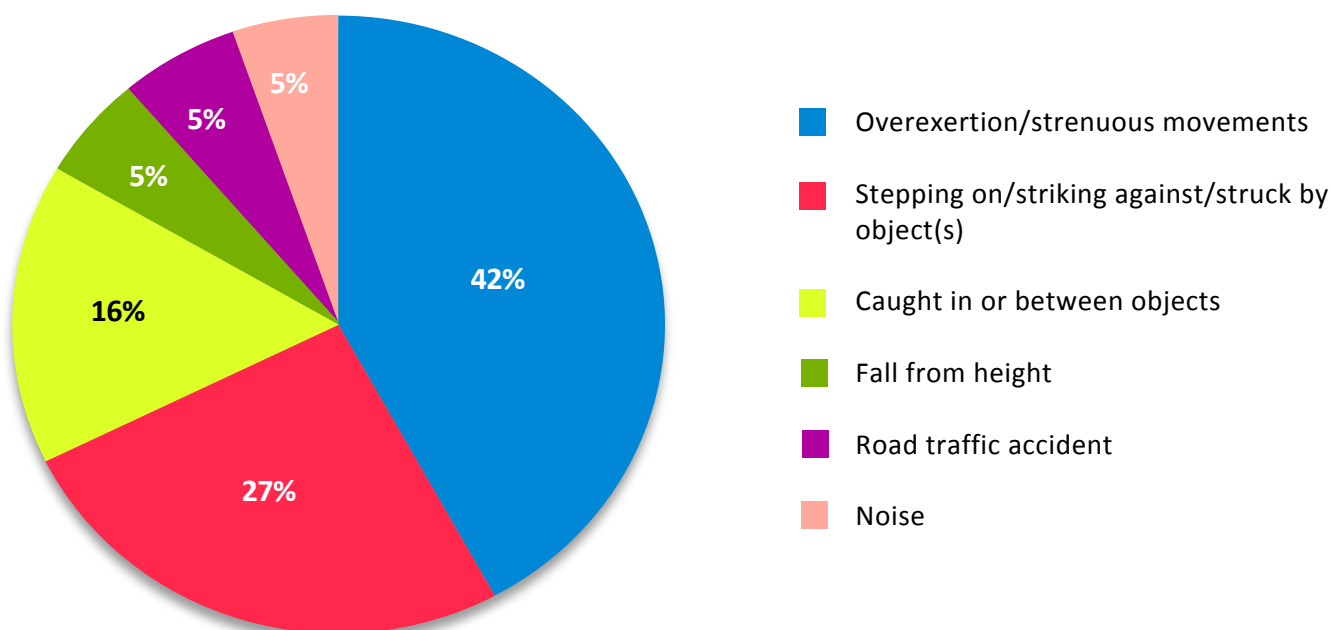
The implementation of strict but sensible health and safety procedures is particularly relevant for an organisation like Guernsey Water, where staff are dealing with dangerous chemicals, automated machinery and outside working in all weather conditions on a daily basis. Guernsey Water has a responsibility to protect and care for its staff and this is a responsibility that is taken very seriously.

2008 saw the Health and Safety Handbook undergo its annual review, and staff have continued to implement hygiene standards to match the best practice in the UK. As in previous years, Guernsey Water has recorded and monitored the number and type of accidents that have occurred within the workplace. 2008 saw 19 accidents reported, which was significantly more than 2007.

However, this is more of a reflection of staff vigilance in reporting incidents than the workplace becoming more dangerous. The graphs below and overleaf show the health and safety results from 2008 in more detail:

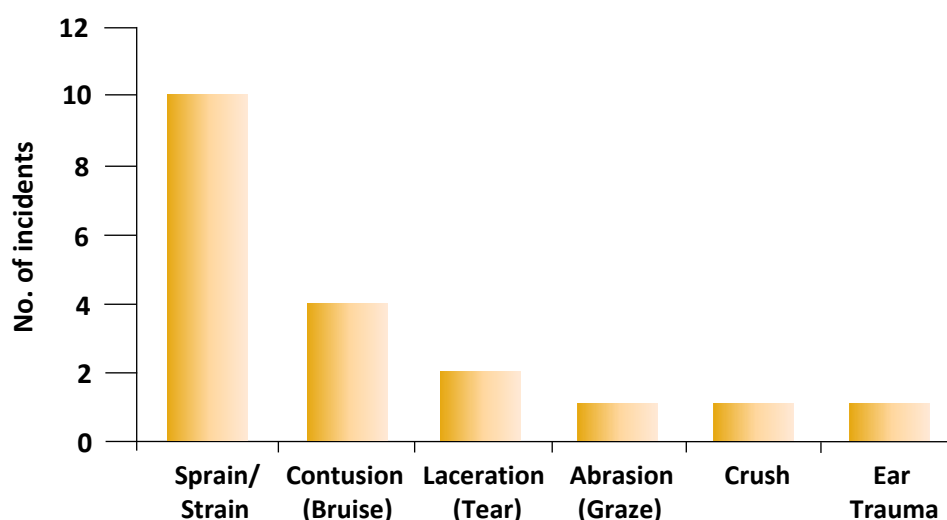
*The total number of dangerous occurrences investigated by health and safety staff dropped from 3 in 2007 to 1 in 2008.*

#### Key Event 2008



As the graph clearly demonstrates, overexertion/strenuous movements make up the largest proportion of accidents at Guernsey Water. In order to combat this, the organisation runs a number of manual handling courses which teach staff the correct way to lift heavy objects.

The graph below shows the type of injury sustained by members of staff in these reported incidents:



As highlighted by the graph, the injuries were mostly minor sprains and strains, with no serious or fatal incidents.

## REVIEW OF OBJECTIVES

Objectives	Timescale	Comments	Progress
Carry out an annual review of the Health & Safety Handbook	Annual	COMPLETED	
Have four Health and Safety meetings per annum	Annual	COMPLETED	
Continue to implement hygiene procedures to match best practice in the UK	2008	COMPLETED	
Improve accident statistics in order to provide a safe working environment for all staff with appropriate facilities in place. Keep incident rate below 25 per 100 employees; frequency below 15 per 100,000 working hours; and maintain mean duration of days lost through injury to below 2 days	2008	TARGET - Incident rate below 25/100 employees <b>ACHIEVED - 24.7/100</b> TARGET - Accident frequency below 15/100,000 working hours <b>ACHIEVED - 13.2/100,000</b> TARGET - Mean duration of days lost through injury below 2 days <b>NOT ACHIEVED - 3 days</b>	
Carry out a review of property assets in liaison with Normandie Health and Safety	Annual	COMPLETED	

## CAPITAL DEVELOPMENT PROGRAMME (CDP)

The CDP controls how Guernsey Water spends its money in terms of large-scale projects and equipment/systems that will add value to the business. Much of the work carried out on the CDP is to improve the efficiency and reliability of the Island's water infrastructure through the creation or enhancement of existing assets e.g. pumping stations, treatment works and mains networks.

Expenditure on the CDP is carried out either under budget headings approved by the Public Services Department (PSD), or through projects that have been approved through Guernsey Water's Business Plan. Every CDP project requires a justifiable business case before it can be progressed, and it is vital that the organisation is able to demonstrate that the project represents value-for-money. The commercial test applied to any project that will require capital investment must be: "Would a greater return on investment be achieved if the money was invested elsewhere?"



Projects are then scored against a set of criteria which determines their importance and impact - this allows a priority list of works to be put together. The capital projects carried out during 2008 are listed below:

SECTION	PROJECT	TIMEFRAME	2008 COSTS
Water Resources	Streamflow/nitrate monitoring	Annual	£150,000
Water Resources	Quarry stabilisation	2008 - 19	£25,000
Water Resources	Vale Pond pumping station improvements	2008	£195,000
Water Resources	Site security measures	Annual	£131,250
Water Resources	St Saviour's Dam wall maintenance	Annual	£3,310
Water Production	Create new WTW at Longue Hougue	2008 - 09	£3,050,000
Water Production	Improve Frie Plaidy service reservoir	2008	£150,000
Water Production	SCADA - Roll out 'In-Touch' system	Annual	£75,000
Water Production	Water Production Minor Capital	Annual	£128,590
Water Distribution	Slipline Northern Ring Main	2008	£610,000
Water Distribution	Separation of common supplies	Annual	£5,000
Water Distribution	Replacement of failing water mains	Annual	£408,200
Water Distribution	Requisitioned mains	Annual	£75,000
Management/General	Software updates	Annual	£35,000
Management/General	Building maintenance/improvements	Annual	£65,000
Management/General	Purchase of new furniture	Annual	£15,000
Management/General	Purchase of new equipment	Annual	£11,000
Management/General	Purchase of mobile plant and tools	Annual	£38,575
Management/General	Purchase of new vehicles	Annual	£80,000
Management/General	Purchase of new computers	Annual	£15,000



## APPENDIX A - FINANCIAL STATEMENTS

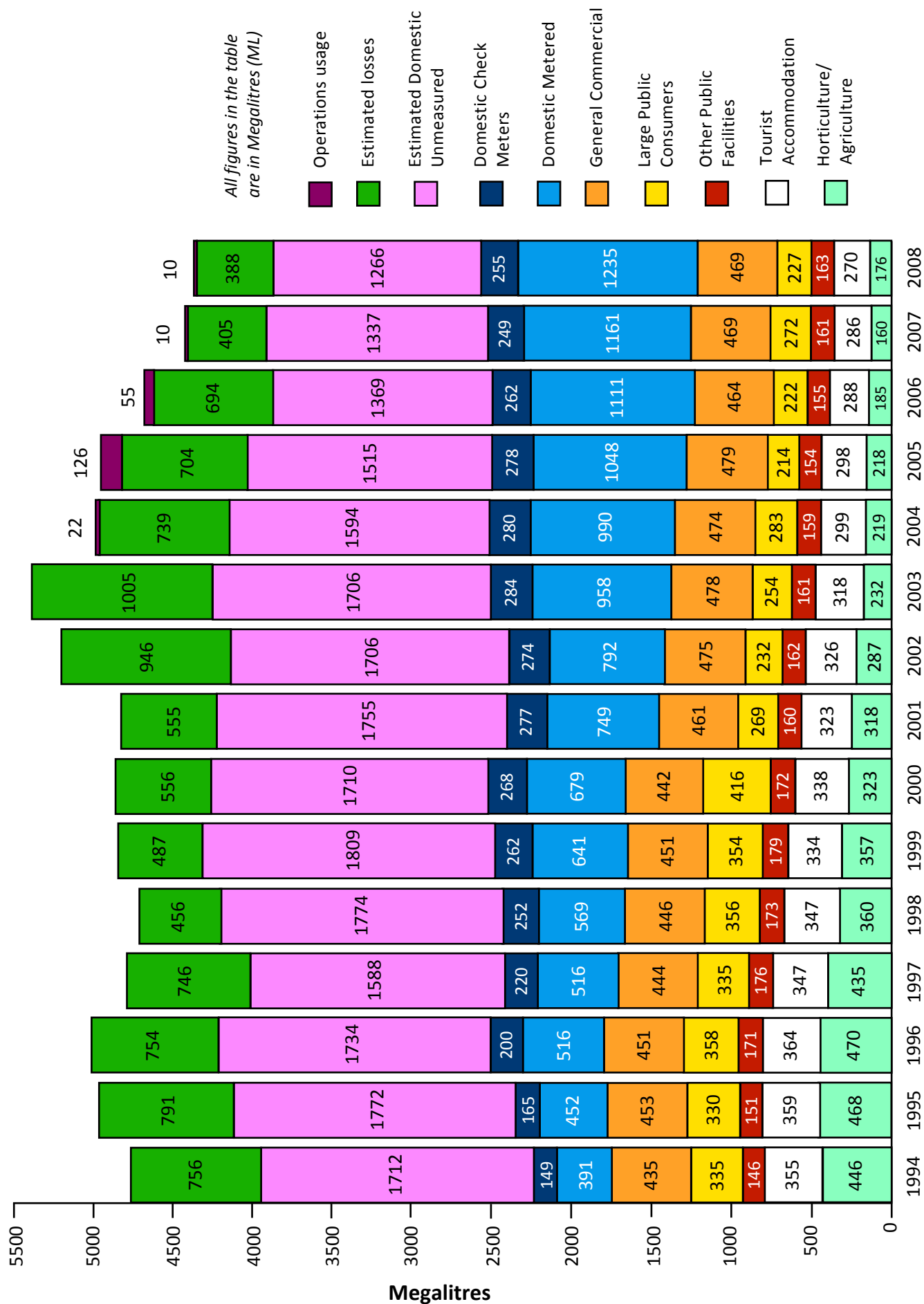
### FINANCIAL STATEMENT - REVENUE

	Accounts 2008 ( <i>unaudited</i> )		Accounts 2007	
<b>INCOME - Water Supplies</b>				
Unmeasured	£3,588,985		£3,580,430	
Measured	£5,025,950		£4,704,925	
<b>Total</b>		£8,614,935		£8,285,355
Surplus on other trading activities (before management expenses and depreciation)		£287,594		£342,984
<b>Total Operating Income</b>		£8,902,529		£8,628,339
<b>EXPENDITURE</b>				
<b>Operating Expenses -</b>				
Water Production	£1,603,815		£1,581,695	
Water Distribution	£566,952		£596,745	
Property Maintenance	£151,189		£109,706	
<b>Total</b>		£2,321,956		£2,288,146
<b>Management Expenses -</b>				
General & Financial Management	£511,303		£394,588	
Income Collection	£498,523		£517,585	
Technical Services	£198,530		£154,152	
Support Services	£709,322		£687,195	
<b>Total</b>		£1,917,678		£1,753,520
<b>Total Expenditure</b>		£4,239,634		£4,041,666
<b>OPERATING SURPLUS BEFORE DEPRECIATION</b>		£4,662,895		£4,586,673
Depreciation		(£1,419,401)		(£1,102,624)
Surplus on Disposal of Fixed Assets		£11,055		£1,127
<b>OPERATING SURPLUS</b>		£3,254,549		£3,485,176
Net Interest Receivable		£228,029		£269,680
Surplus on Sale of Properties		-		£617,078
<b>SURPLUS</b>		£3,482,578		£4,371,934
Transfer to Reserves for Renewal of Assets		(£1,591,654)		(£398,503)
<b>RETAINED SURPLUS, TRANSFERRED TO RESERVES</b>		£1,890,924		£3,973,431

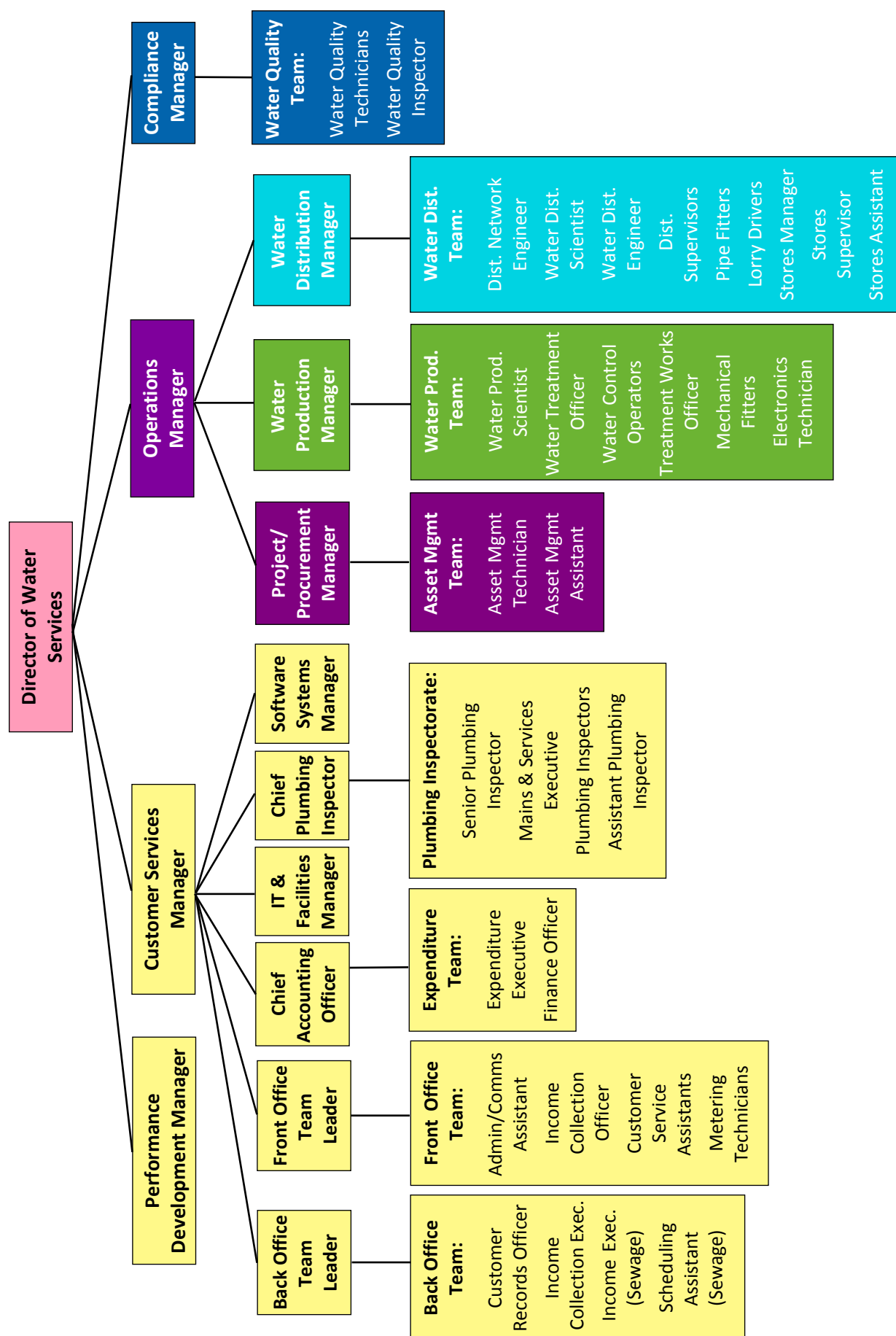
## FINANCIAL STATEMENT - CAPITAL

	Accounts 2008 <i>(unaudited)</i>	Accounts 2007
Water Resources	£399,471	£317,418
Water Treatment	£3,086,980	£2,062,147
Water Distribution	£1,048,217	£1,352,746
General	£326,814	£127,539
<b>GROSS CAPITAL INVESTMENT</b>	<b>£4,861,482</b>	<b>£3,859,850</b>
Customer Contributions & Asset Sales	(£62,050)	(£738,736)
<b>NET CAPITAL INVESTMENT</b>	<b>£4,799,432</b>	<b>£3,121,114</b>

## APPENDIX B - WATER CONSUMPTION 2008



## APPENDIX C - GUERNSEY WATER STAFF STRUCTURE



## ■ APPENDIX D - ACKNOWLEDGEMENTS

As always, I am indebted to the hard work and dedication of Guernsey Water staff, many of whom have to put up with working in difficult situations during antisocial hours in order to ensure that a continuous supply of high quality water is delivered to our customers. Guernsey Water would not have been able to achieve the success that it did during 2008 without the commitment and skills shown by staff, so I am very grateful to them, and hope for a successful 2009!

**ANDREW REDHEAD**  
**DIRECTOR OF WATER SERVICES**

## ■ APPENDIX E - CONTACT US

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**Tel:** +44 (0)1481 724552      **Fax:** +44 (0)1481 715094

**E-mail:** [customer.service@water.gg](mailto:customer.service@water.gg)      **Web:** [www.water.gg](http://www.water.gg)

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