

# AffinityWater

## AFW32 - Deliverability of our plans



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## Deliverability of Our Plan

We have reviewed the key deliverables of our business plan against the following tests:

Cost	Time
<ul style="list-style-type: none"> <li>How will the investment be funded?</li> <li>Are our costs realistic, how have we benchmarked costs?</li> <li>Is the investment justified?</li> </ul>	<ul style="list-style-type: none"> <li>Do we understand the schedule to deliver?</li> <li>Have we optimised our delivery to maximise benefits?</li> <li>Does our plan reflect our performance capability?</li> </ul>
Resources	Governance
<ul style="list-style-type: none"> <li>What delivery mechanism will we use to deliver?</li> <li>What internal resource do we need to deliver?</li> <li>Have we confirmed that our supply chain has the capability and capacity to deliver our requirements?</li> </ul>	<ul style="list-style-type: none"> <li>How are customers protected?</li> <li>How have we assured our delivery plans?</li> <li>How will we track and monitor delivery?</li> </ul>

The results of our review into the deliverability of our plan are shown in the following table, using our Strategic Direction Statements as the structure:

### Our long term ambitions

#### Environment

Leave the environment in a sustainable and measurably improved state.

- End unsustainable abstraction from chalk groundwater sources
- Achieve Net Zero for operational emissions by 2030 and all carbon by 2045
- Deliver a net gain in Natural Capital



#### Customers

Deliver what our customers need, ensuring affordability for all.

- Exceed customers' expectations for drinking water
- Personalise our services to support different needs and wants
- Take care of our vulnerable customers and keep bills affordable



#### Resilience

Be prepared for change, and resilient to shocks and stresses.

- Ensure a resilient supply of water for our customers
- Ensure our physical assets are resilient for the longterm
- Ensure our people, processes, suppliers and finances remain resilient



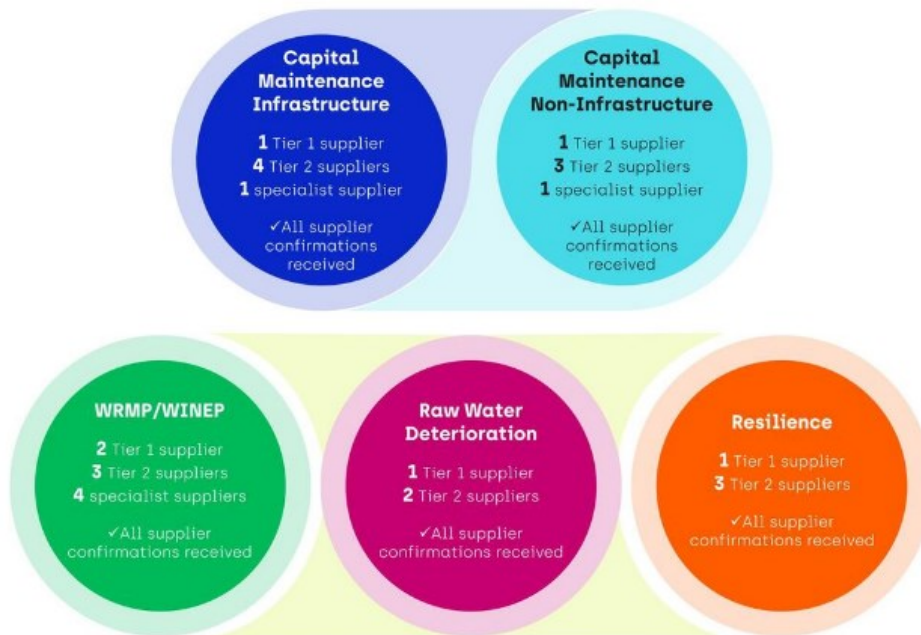
#### Communities

Work with our communities to create value for the local economy and society.

- Build trust and transparency
- Enhance environmental and social health to provide value to our communities
- Reduce our impact in the water environment for all



We have engaged widely with the supply chain to gain assurance that our plans are deliverable. We have summarised our engagement by overarching programme. The diagrams below show the number of supply partners we have engaged with and the named companies that have confirmed the deliverability of our plans.



For Enhancement cases, we have included references to the business case which can be found in Appendix AFW14. Price Control Deliverables can be found in Appendix AFW19.

Our Ambition Statements	Key Outcome	Key Activities	Costs	Time	Resources			Governance												
					Our Delivery Model	Our Resources	Supply Chain													
Leave the environment in a sustainable and measurably improved state.	End unsustainable abstraction from chalk groundwater sources.	Deliver our Connect 2050 Programme.	<p>This programme is included in our enhancement costs at £87m. Costs have been benchmarked using cost modelling tools and shared with the supply chain at project level for review. Costs are justified for maintaining and improving system resilience as we change our operating model.</p>	<p>We understand the interdependencies of our Connect 2050 programme. As such, we have profiled the schedule appropriately with delivery in every year of the period 2025-30.</p> <p>We have included transition funding for Connect 2050 in our Business Plan to support early delivery of schemes in the first half of 2025-30.</p> <p>We have shared our target dates with our supply chain and will be looking at incentivising on time performance in our contracts.</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Capex £m</th> </tr> </thead> <tbody> <tr> <td>2025/26</td> <td>8.6</td> </tr> <tr> <td>2026/27</td> <td>13.0</td> </tr> <tr> <td>2027/28</td> <td>21.6</td> </tr> <tr> <td>2028/29</td> <td>26.0</td> </tr> <tr> <td>2029/30</td> <td>17.3</td> </tr> </tbody> </table>	Year	Capex £m	2025/26	8.6	2026/27	13.0	2027/28	21.6	2028/29	26.0	2029/30	17.3	<p>Due to the nature of this programme, we will develop new delivery partners for the whole programme to drive delivery efficiency and ensure interfaces between schemes are optimised. Work has been initiated to develop our supply chain for AMP8.</p>	<p>We will create a dedicated delivery team for our Connect 2050 programme, mirroring our approach to managing HS2 works in 2020-25. We are assessing internal capacity to ensure we have enough resources to deliver.</p>	<p>We have shared plans with our supply chain.</p> <p>We have received confirmation that they have the capability and capacity to deliver. As part of this engagement, we have received our supply partners' programme of works and named resource levels.</p>	<p>We will apply a Price Control Deliverable (PCD) to this programme.</p> <p>We will provide internal assurance to delivery through a dedicated Programme Board.</p>
Year	Capex £m																			
2025/26	8.6																			
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2027/28	21.6																			
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		<p>Achieve our planned Sustainability Reductions.</p>	<p>This programme is included in our enhancement costs at £125m.</p> <p>The WINEP methodology has been followed in the development of costs.</p> <p>Costs estimates have been built using actual historic cost and using unit cost models.</p> <p>Costs are justified to achieve our commitments to achieving sustainability reduction on time.</p>	<p>We have profiled deliver across every year the 2025-30 period with a build-up in 2025-27 to a peak in 2027/28.</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Capex £m</th> </tr> </thead> <tbody> <tr> <td>2025/26</td> <td>18.7</td> </tr> <tr> <td>2026/27</td> <td>25.0</td> </tr> <tr> <td>2027/28</td> <td>31.2</td> </tr> <tr> <td>2028/29</td> <td>25.0</td> </tr> <tr> <td>2029/30</td> <td>25.0</td> </tr> </tbody> </table> <p>This profile gives the best opportunity to optimise delivery of a programme of this size and comply with our WRMP commitments. We have a strong track record of delivery of historic Sustainability reductions and have met all previous deadlines.</p>	Year	Capex £m	2025/26	18.7	2026/27	25.0	2027/28	31.2	2028/29	25.0	2029/30	25.0	<p>We have successfully delivered our Sustainability Reduction plans in previous periods and will use a similar deliver model for 2025-30 and develop these with lessons learnt from these previous programmes.</p>	<p>We will use a programme approach to deliver internally with an accountable Programme Manager and dedicate resources assigned to deliver.</p>	<p>We have shared the volume of work expected with potential suppliers, who have confirmed their capacity to deliver.</p>	<p>We have committed to changes in our WRMP and will be held to accountable this.</p> <p>We will apply a Price Control Deliverable (PCD) to this programme.</p> <p>We will provide internal assurance to delivery through our Environment Programme Board.</p>
Year	Capex £m																			
2025/26	18.7																			
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Our Ambition Statements	Key Outcome	Key Activities	Costs	Time	Resources			Governance												
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		Installation of 400,000 Smart Meters.	This programme is included in our enhancement costs at £123m (capex). Costs have been built up from a wide range of internal and wider industry experience of previous meter install programmes and are based upon the proposed technologies. Costs are justified based on supporting our water demand performance commitments, including reducing Leakage, PCC and Business Demand.	<p>We have allocated Accelerated Infrastructure Funding (AIF) for our Smart Metering programme which includes full procurement and early delivery of 20,000 smart meters. We will deliver of our PR19 commitments in line with the AIF decision. We have reviewed various time plans for the delivery of meters and have determined an optimal profile.</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Capex £m</th> </tr> </thead> <tbody> <tr> <td>2025/26</td> <td>34.2</td> </tr> <tr> <td>2026/27</td> <td>22.6</td> </tr> <tr> <td>2027/28</td> <td>22.0</td> </tr> <tr> <td>2028/29</td> <td>22.0</td> </tr> <tr> <td>2029/30</td> <td>22.0</td> </tr> </tbody> </table>	Year	Capex £m	2025/26	34.2	2026/27	22.6	2027/28	22.0	2028/29	22.0	2029/30	22.0	<p>Due to the size of the programme, we will create a bespoke delivery vehicle using a specialist supplier for the supply of smart meters.</p> <p>We have a mature supply chain for meter installation, which we will use for our 2025-30 programme.</p> <p>Will be engaging with other companies with significant smart metering programmes to ensure all lessons learnt are incorporated into our programme</p>	<p>We have recruited a Head of Smart Metering and team to lead a dedicated department in the delivery of this programme. We have learnt lessons from our previous metering schemes to make sure we are resourced appropriately to deliver.</p>	<p>Our supplier has confirmed capacity for manufacturing up to 100,000 smart meters per year. We are developing our delivery options for installation but have confidence through the delivery of our current metering programme of supply chain capacity.</p>	<p>In addition to the existing PCD covering the AIF, we will apply a Price Control Deliverable (PCD) to this programme.</p> <p>Our Demand Management Programme Board will provide delivery oversight.</p>
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2027/28	22.0																			
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	Achieve Net Zero Carbon by 2045 (and 2030 for our operational emissions).	Deliver our Energy Efficiency Programme.	This programme is included in our Base costs. We have benchmarked costs against current and historic delivery. Costs are justified through delivering cost savings through efficiency in addition to benefits to the Operational GHG emissions PC.	We will focus on early delivery of our energy efficiency programme so that benefits can be realised early in the period. We have developed a manageable year one programme and have started work developing schemes so delivery can take place as early as possible.	We have a mature model for delivering energy efficiency from initial concept to benefit realisation. We will look to deliver savings schemes in 2025 to maximise benefits.	We have doubled the size of our Energy team in 2020-25 and are increasing this team further. This will provide the dedicated resources needed to develop and deliver efficiency schemes. We have confirmed the capacity and capability of our in house capital delivery teams for this work.	We have shared the scale and project types for our Non-Infrastructure capital delivery programme with the supply chain, who have confirmed their capacity and capability to deliver.	<p>We will use the Operational Greenhouse Emissions – Water PC to ensure customers are protected.</p> <p>Our Carbon Programme Board and Energy Steering Group will provide oversight of delivery including the realisation of benefits.</p>												

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		Reducing our Embedded Greenhouse Gas Emissions.	This programme is included in our Base costs. We have not included standalone costs for improving our embedded GHG emissions, instead including across all programmes. This work is justified through the delivery of our Whole Life Carbon bespoke PC.	Reducing embedded emissions will be a continuous improvement exercise for us. We will embed this as part of the project delivery lifecycle for all suitable projects.	We will work with our supply chain through early contractor involvement in schemes to identify opportunities to reduce embedded emissions through design and low carbon construction techniques.	<p>We have a dedicated Climate Change and Carbon Team which has increased in the last year. This team will drive projects to reduce emissions and educate the business on reducing carbon.</p> <p>We are expanding this team further ahead of 2025. We understand the additional resource requirements across our capital portfolio and have accounted for this in our planning, as demonstrated in our increased Investment Planning Overhead.</p>	<p>Through our supply chain engagement, a number of contractors highlighted the environment as a key area of focus.</p> <p>We have already started work with contractors on low carbon construction and will look to work proactively on a project and programme basis to reduce embedded GHG emissions.</p>	<p>We have proposed a Bespoke PC for Whole Life Carbon to act as protection.</p> <p>We will use external resource to assure our progress on embedded emissions, with our Carbon Programme Board providing overall oversight.</p>



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		Moving our Fleet to Electric	This programme is included in our Enhancement costs at £3.5m. Costs have been estimated using a number of sources in order to build an accurate cost profile for this workstream. Resources costs have been estimated using existing quotations and market research. Capital costs to install charging units are based on industry averages and previous work. Costs are justified to reduce our total GHG emissions and support our Net Zero 2030 target.	We have profiled to deliver 20% our liveried vehicles by 2025, this early progress will enable us to build momentum to deliver our larger programme. We have gained third party assurance to our delivery profile. <table border="1"> <thead> <tr> <th>Year</th> <th>Capex £m</th> </tr> </thead> <tbody> <tr> <td>2025/26</td> <td>0.9</td> </tr> <tr> <td>2026/27</td> <td>1.0</td> </tr> <tr> <td>2027/28</td> <td>0.8</td> </tr> <tr> <td>2028/29</td> <td>0.4</td> </tr> <tr> <td>2029/30</td> <td>0.3</td> </tr> </tbody> </table>	Year	Capex £m	2025/26	0.9	2026/27	1.0	2027/28	0.8	2028/29	0.4	2029/30	0.3	Due to the scale of our EV change, we will manage as a standalone project. We will work with a single supplier for delivery and will work with that supplier to optimise our delivery activities.	We will appoint a dedicated Project Manager to lead the delivery of this programme. This will maintain our existing internal resource levels for our business.	We have worked with the supply chain to develop our fleet electrification strategy. This engagement has given us an industry view of capability and capacity as well as the optimal profile for delivery.	We will use the Operational Greenhouse Emissions – Water Performance Commitment to ensure customers are protected.  Our Carbon Programme Board and Energy Steering Group will provide oversight of delivery.
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Deliver a net gain in Natural Capital.	Increase the biodiversity on our land.	This programme is included in our Enhancement costs at £7.9m. We have used the industry benchmark of £20,000 per biodiversity unit. This has been confirmed with our Supply Chain as a reasonable estimate. Costs are justified to improve our natural capital and deliver on our Biodiversity PC.	We will look to smooth our delivery activity over each year of the 2025-30 period with equal volumes in each year. We are working with our supply partners to profile our plans to optimise delivery. <table border="1"> <thead> <tr> <th>Year</th> <th>Capex £m</th> </tr> </thead> <tbody> <tr> <td>2025/26</td> <td>1.6</td> </tr> <tr> <td>2026/27</td> <td>1.6</td> </tr> <tr> <td>2027/28</td> <td>1.6</td> </tr> <tr> <td>2028/29</td> <td>1.6</td> </tr> <tr> <td>2029/30</td> <td>1.6</td> </tr> </tbody> </table>	Year	Capex £m	2025/26	1.6	2026/27	1.6	2027/28	1.6	2028/29	1.6	2029/30	1.6	We will use our dedicated Biodiversity team to lead this specialist activity, using the supply chain for the delivery of interventions and improvements.	For the first time, we have recruited two Ecologists into our Biodiversity team to survey our sites for biodiversity, and to recommend improvements. We have begun surveying sites in 2023 and have profiled our surveying to be in a position to report benefit in line with the PC definition.	We have developed long standing relationships with environmental contractors. We have used these relationships to confirm the viability of our plans and that they have sufficient capacity and capability to deliver.	The Biodiversity Common PC will ensure our delivery is in customers' interests.  Our Environment Programme Board will provide oversight of delivery.	
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Be prepared for change, and resilient to shocks and stresses.	Ensure a resilient supply of water for our customers.	Deliver our Network Calming Programme.	This programme is split across our Base (£14.6m) and Enhancement costs (£8.7m). We used the unit cost model for developing bottom up cost estimates for this programme. To build further confidence, we have verified the rates used against third party data. Costs are justified by the reduction in Mains Repairs, Leakage, Low Pressure and Water Supply Interruptions.	<p>We will deliver Network Calming activity across all years of the 2025-30 period. We have used this approach to support deliverability of the programme as it represents a significant uplift in our network calming activities from current levels.</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Enh. Capex £m</th> </tr> </thead> <tbody> <tr> <td>2025/26</td> <td>1.8</td> </tr> <tr> <td>2026/27</td> <td>1.8</td> </tr> <tr> <td>2027/28</td> <td>1.8</td> </tr> <tr> <td>2028/29</td> <td>1.8</td> </tr> <tr> <td>2029/30</td> <td>1.8</td> </tr> </tbody> </table>	Year	Enh. Capex £m	2025/26	1.8	2026/27	1.8	2027/28	1.8	2028/29	1.8	2029/30	1.8	Our Network Calming programme represents a significant increase in our approach for this area. We have delivered similar scopes of work in the current period but of a much smaller scale. We have used the learning to adapt our planning and look for increased supply chain support in delivery.	We will assign a project manager to deliver the scope of works with existing local operational and engineering resource to support implementation and integration of project deliverables.	We have received confirmation from our supply chain that they have capacity and capability to deliver our programme of works alongside their suggestions for how to optimise in line with other programmes of work.	<p>We will apply a Price Control Deliverable (PCD) to this programme.</p> <p>Our Infrastructure and Treatment Programme Boards will provide oversight of delivery.</p>
		Year	Enh. Capex £m																	
2025/26	1.8																			
2026/27	1.8																			
2027/28	1.8																			
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2029/30	1.8																			
		Deliver our plan for Mains Renewals.	This programme is included in our Base costs. We have used our unit cost model to build costs for this programme. Costs are justified to maintain and improve reliability of our network and deliver long term Leakage and Mains Repairs benefit.	We will deliver mains renewals across all years of the 2025-30 period, looking for opportunities for efficiency in delivery, working with the supply chain to optimise our profile.	Due to the nature of work, there is strong competition amongst future delivery partners to support us in delivering our programmes. Therefore, we will look to maintain competition through a framework approach to delivery with multiple contractors.	We have teams of people that are experienced in the delivery of mains renewals, however with the increase in volume, we will review internal resourcing to ensure our capacity is appropriate to deliver.	We have shared expected mains length with the supply chain through the development of our business plan. We have received confirmation from all engaged suppliers that they have resource to deliver plans of our scale.	The Leakage, Mains Repairs and Water Supply Interruptions Common PCs will ensure our delivery is in customers' interests. Our Infrastructure Programme Board will provide oversight of delivery.												

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	Ensure our physical assets are resilient for the long term.	Resolve Single Points of Failure (SPoF)	This programme is included in our Enhancement costs at £5.1m. Costs have been developed using our unit cost database including allowance for location specific demands. Costs have been verified with our supply chain. The costs are justified by the risk reduction from Water Supply Interruptions and associated reactive costs for each of the individual schemes.	<p>We will deliver our SPoF resolution throughout 2025-30. We will prioritise based on criticality to deliver benefit as early as possible.</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Capex £m</th> </tr> </thead> <tbody> <tr> <td>2025/26</td> <td>0.5</td> </tr> <tr> <td>2026/27</td> <td>0.8</td> </tr> <tr> <td>2027/28</td> <td>1.3</td> </tr> <tr> <td>2028/29</td> <td>1.5</td> </tr> <tr> <td>2029/30</td> <td>1.0</td> </tr> </tbody> </table>	Year	Capex £m	2025/26	0.5	2026/27	0.8	2027/28	1.3	2028/29	1.5	2029/30	1.0	We plan to deliver the single points of failure work as a programme, using a single delivery partner. Given the scope of works, scheduling to smooth resource is essential to deliver efficiently. A single delivery partner will support this approach.	We will assign this programme of works to a dedicated project manager to deliver. We will review project and operational resource needed to deliver this programme as part of our planning for 2025.	We have engaged our supply chain on the project by project list for our programme. We have received confirmation of both their capacity and capability to deliver this scope of works.	<p>We will apply a Price Control Deliverable (PCD) to this programme.</p> <p>The Water Supply Interruptions Common PC and our proposed Low Pressure Bespoke PC will ensure our delivery is in customers' interests.</p> <p>Our Infrastructure and Treatment Programme Boards will provide oversight of delivery.</p>
		Year	Capex £m																	
2025/26	0.5																			
2026/27	0.8																			
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Invest in our Treatment and Pumping assets through our Non-Infrastructure programme.	This programme is included in our Base costs. Costs have been determined through a top down allowance of £76.6m. Costs are justified to maintain resilience and reliability of our sites with both reactive and proactive interventions	We will manage as a series of programmes of works each with individual schedules and milestones. We will look to spread the programme across all five years of 2025-30 to smooth resources and avoid sharp peaks and troughs in workloads.	We have a good track record of delivering non-infrastructure investment, however we will look to push to deliver more efficiently. Whilst some programmes will suit a Tier 2 delivery partner, we have developed an approach where self-delivery will give better value. Therefore, we will use the most appropriate delivery runway given project scope and complexity.	With no increase in terms of spend, we will use our existing project management and engineering resource alongside our expanding Direct Delivery team.	We have engaged with the supply chain for the delivery of our plans including the scope and scale of individual programmes within the Treatment Investment Programme and have received confirmation of their capacity to deliver.	<p>The Unplanned Outage and Water Supply Interruptions Common PCs will ensure our delivery is in customers' interests.</p> <p>Our Treatment Programme Board will provide oversight of delivery.</p>														

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	Ensure our people, processes, suppliers and finances remain resilient.	Business Continuity Plans	Cost for these activities is included in Base and are a continuation of existing costs. There are justified as essential business processes.	These are ongoing activities as part of our business as usual processes	Each individual department and directorate have business continuity plans to mitigate potential risks. Additionally, we manage risk registers at all levels in the business to ensure we have appropriate mitigations in place. We build contingency into our procurement plans to give resilience to external factors.			Not applicable
		Retaining and upskilling, mentoring and coaching our people Graduates and apprenticeships			We invest in our people to develop skills and competencies so we can respond to the changing demands of our business. We will continue our formal Competent Operator programme for our operational teams in 2025-30. We succession plan, giving the opportunities for people to move internally. We actively support people to develop, investing in coaching and mentoring at an organisational level. We have invested in our graduate programme, looking to attract talented people into our business with the potential to move into senior positions in the future.			
		Maintain credit rating grade and access to debt markets			We have an internal team managing our financial risk which we will maintain into 2025-30 supported by targeted use of the supply chain. Resource levels will be in line with current needs.			
		External assurance and governance of long term viability	Cost for these activities is included in Base and are a continuation of existing costs. There are justified as essential business processes.	These are ongoing activities as part of our business as usual processes				Our Board provide overall oversight of our financial resilience. More detail can be found in our Business Plan.
		Risk management process and practices			We manage risk at multiple levels throughout the business from whole business level to functional and project level. We have mature processes and will maintain resource level to deliver with support from the supply chain where necessary.			

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We will develop a constructive, collaborative relationship with our customers that enables us work together to deliver for the future.	Exceed customers' expectations for drinking water.	Delivering Raw Water Deterioration enhancement projects.	This programme is included in our Enhancement costs at £30m. Cost have been built up on a project by project basis using unit costs models. Costs have been shared with the supply chain to review. Costs are justified through maintaining compliance with water quality standards, improving reliability of sites with the associated Unplanned Outage benefit.	<p>We have shared the target completion dates with the supply chain and have received a contractor programme on how to optimally profile to the schemes for delivery.</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Capex £m</th> </tr> </thead> <tbody> <tr> <td>2025/26</td> <td>4.9</td> </tr> <tr> <td>2026/27</td> <td>8.2</td> </tr> <tr> <td>2027/28</td> <td>7.9</td> </tr> <tr> <td>2028/29</td> <td>8.9</td> </tr> <tr> <td>2029/30</td> <td>0</td> </tr> </tbody> </table>	Year	Capex £m	2025/26	4.9	2026/27	8.2	2027/28	7.9	2028/29	8.9	2029/30	0	Given the commonality of the solutions for the programme, we expect to realise cost and time benefits through economies of scale. This approach requires a single delivery partner for delivery - this is the approach we will take.	We will use our local engineering and operational teams to ensure integration with existing assets. A raw water deterioration programme will be developed and necessary delivery resources assigned to the programme	We will use a single delivery partner to deliver both schemes to give the best opportunity to share knowledge and resources across the projects and ensure efficient delivery.	<p>We will apply a Price Control Deliverable (PCD) to this programme.</p> <p>Our CRI Programme Board will provide oversight of delivery.</p>
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2025/26	4.9																			
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2029/30	0																			
Delivering our DWI notices and Egham and Iver	This programme is included in our Enhancement costs at £59m. We have developed our costs using a bottom up methodology, and shared budget costs with the supply chain to check our allowed costs are appropriate. Costs are justified through the compliance with the DWI notice and the associated CRI benefits	We have included transition funding for both of these schemes to support delivery. The DWI notices have dates for delivery of each element of the notice. We have shared these dates with our supply chain. They will form contractually binding milestones with our supply chain.	We use a single delivery partner to deliver these two projects. We expect this approach to deliver economies of scale benefits on both time and cost. This has been confirmed by the supply chain.	We will use our existing project management function for the delivery of these schemes. Due to the complexity of each site, we will have a dedicated site-based team for integration of new assets with existing processes. This structure has worked well for our delivery at each site in the past and, as such, will be maintained for the delivery of these schemes.	We will use a delivery partner to deliver both schemes to give the best opportunity to share knowledge and resources across the projects and ensure efficient delivery.	<p>We will apply a Price Control Deliverable (PCD) to this programme.</p> <p>Our CRI Programme Board will provide oversight of delivery.</p>														

Our Ambition Statements	Key Outcome	Key Activities	Costs	Time	Resources			Governance
					Our Delivery Model	Our Resources	Supply Chain	
		Continuing our risk based programme of water storage inspections and maintenance.	This programme is included in our Base costs. We have delivered our largest storage inspections and maintenance programme in 2020-25 and have a good understanding of costs to deliver. We have used this as the basis of our estimates for 2025-30. Costs are justified through maintaining our statutory obligations and offsetting upward pressure on CRI.	We have delivered a step change in our delivery in 2020-25 and proven that we can deliver a significant and ambitious programme of reservoir inspections. We will use this experience to deliver our statutory commitments and continue with our enhanced, risk based approach to this programme.	We have a dedicated in house team for managing our reservoir inspections, this team has delivered successfully in 2020-25. We will continue to commit to our statutory obligations and implement our risk based approach which has delivered excellent Compliance Risk Index performance benefits.	Our programme will remain consistent with current levels of delivery; therefore, we will maintain our internal resource structure.	We have built strong relationships with the supply chain in the delivery of reservoir maintenance and repairs. We have received confirmation that the supply chain has capacity and capability to deliver our plans in 2025-30.	The Compliance Risk Index (CRI) Common PC will ensure our delivery is in customers' interests.  We will report on the progress of reservoir inspections annually.  Our Storage Programme Board will provide oversight of delivery.
		Replacement of lead communication pipes.	This programme is included in our Enhancement costs at £4m. Costs have been derived using actual costs from 2015-20 and 2020-25.	With a small programme, we will look for opportunities to optimise delivery to deliver benefits as early in the programme as possible. We will work with the supply chain to optimise our delivery profile for planning and resourcing.	Given the relatively low value of the programme, we will manage as a standalone project with a single delivery partner within the M&R supply chain,	We will maintain our current the level of resource for this programme with a dedicate project manager leading this work stream.	We have shared the scale of our Lead programme with the supply chain and have received confirmation that they have the resource capacity available to deliver.	Our Lead Programme Board will provide oversight of delivery.
	Personalise our services to support different needs and wants. Take care of our vulnerable customers and ensure affordability for all.	Deliver our Affordability Strategy	This workstream is included in our Retail costs.	This is a continuous workstream and we will deliver it throughout 2025-30.	We employ a dedicated Customer Operations Inclusive Services Engagement Manager to lead on our support to customers including vulnerable customers, supported by the wider Customer Experience directorate. We will maintain this resource in the future.			All progress is report to the Executive Leadership Team and Board on a regular basis

Our Ambition Statements	Key Outcome	Key Activities	Costs	Time	Resources			Governance
					Our Delivery Model	Our Resources	Supply Chain	
Create a collaborative relationship with all our communities allowing us to act together with common purpose to deliver a society and environment that are mutually sustainable	Building trust and transparency.	Commitment to openness and transparency in our business, contributing to Open Data in the water industry	Cost for these activities is included in Base and are a continuation of existing costs. There are justified as essential business processes.	These are ongoing activities as part of our business as usual processes	All departments and functions contribute to our business reporting, with central ownership from our Regulation and Strategy Directorate.			We will hold ourselves to account for workstreams via programme boards, CEO reports, publication of APR and completing half year returns.
	Enhancing environmental and social health to provide value to our communities.	Creating and fostering partnerships with nature conservation organisations and social charities	Cost for these activities is included in Base and are a continuation of existing costs. There are justified as essential business processes.	These are ongoing activities as part of our business as usual processes	We are continuing our activities in this areas and will maintain our existing resources to deliver			Not Applicable
	Reducing our impact on the water environment for all.	Deliver the Leakage benefits of our plan.	This programme is included in both our Base (£55m) and Enhancement costs (a proportion of Network Calming and Smart Metering costs). Costs have been derived from existing costs, adjusted for inflation or using bottom up estimations using unit cost models. Costs have been justified by the challenging leakage target which we have set ourselves.	We have matched our delivery plan to achieve our leakage reduction profile. Our leakage delivery teams have worked with our WRMP to ensure the deliverability of the leakage profile. We have reviewed our current improvement glide path to ensure we can achieve the improvements.	We have demonstrated our capability in delivering significant leakage reduction through our 2020-25 performance. We will build on this success and use a similar mechanism for our 2025-30 plans.	We will use our existing resources for delivery of leakage benefits, however, with a large volume of Active Leakage Control activities, we will need to ensure we have sufficient resources.	We have confirmed resourcing capability and capacity in the supply chain for our plans.	The Leakage Common PC will ensure delivery is in our customers' interests.  Our Leakage Programme Board will provide oversight of delivery.



## Implementing Lessons Learnt

We have reviewed our performance across each of the key outcomes of our Strategic Direction Statements to build on our successes and learn lessons where we need to improve our performance. We have summarised the results in the table below.

Our Ambition Statements	Key Outcome	What is our current performance?	What lessons have we learnt from past performance?	What actions are we taking to improve this and ensure delivery in 2025-30?
<p>Leave the environment in a sustainable and measurably improved state.</p>	<p>End unsustainable abstraction from chalk groundwater sources</p>	<p>We have implemented our Sustainability Reduction (SR) programme to reduce the level of abstraction from groundwater sources in sensitive chalk stream catchments and to leave more water in the environment. The SR target for AMP7 is c36Ml/d, which is on top of the 42Ml/d already achieved in AMP6.</p> <p>By the end of the current regulatory period, we will have reduced groundwater abstraction by a total of c100Ml/d since the 1990s (over 10% to total supply)</p> <p>Going beyond the SR programme, we have been successfully operating a number of sources under the Abstraction Incentive Mechanism (AIM) since 2016. This performance commitment encourages water companies to reduce their abstraction during low flow conditions in sensitive catchments and goes above and beyond the SR programme. Our AMP6 and AMP7 performance to date has continually reported a negative annual global performance score, meaning we have consistently met and outperformed our targets at a global scale.</p>	<p>Following the implementation of historic SRs to date, we have updated our conceptualisation of the Chalk aquifer and the surface water – groundwater interactions. Our understanding of the aquifers has vastly increased which has been fed back to the numerical models in order to improve the decision-making process and allow us to better inform our future interventions.</p> <p>The historic SRs have also highlighted that the river/aquifer responses are dynamic through time and space and so careful consideration needs to be taken when considering potential river flow responses for associated ecological needs.</p> <p>The SRs are therefore aiming to leave more water in the chalk aquifer, which can under certain circumstances benefit river flows in particular river reaches.</p> <p>We know that our customers are supportive of the SR programme and we will continue disseminating technical knowledge from the SR implementations.</p>	<p>Our SR programme for AMP8 (totalling c21Ml/d) is primarily two-fold: a) targeting abstraction reductions in the headwaters of the chalk stream catchments to enable a natural function of the wetting/drying pattern, and b) capping of abstraction licences in sources to prevent utilisation of any available headroom due to abstraction growth</p> <p>We are proposing to proceed with relocation of abstraction on an annual average basis from upstream to downstream in the Colne catchment and its tributaries. This will allow us to proceed with a further 14Ml/d reduction in the headwaters of chalk stream catchments, whilst moving this volume to down-catchment existing groundwater source. The total SR volume (SR + relocation) increases to c35Ml/d by the end of AMP8.</p> <p>To enable the SR programme to succeed, we have progressed a number of supply-related options and network upgrades, aiming to move water more efficiently in the demand centres and free up any existing surplus from non-sensitive sources.</p> <p>From a demand reduction perspective, PCC reduction campaigns such as our 'Save Our Streams' campaign, alongside continued meter installations and leakage reductions, are all enabling us to proceed with our planned SR programme.</p>

Our Ambition Statements	Key Outcome	What is our current performance?	What lessons have we learnt from past performance?	What actions are we taking to improve this and ensure delivery in 2025-30?
	<p>Achieve Net Zero Carbon by 2045 (and 2030 for our operational emissions)</p>	<p>We have calculated our full carbon footprint, allowing us to understand the scale of the challenge to meet Net Zero by 2045.</p> <p>Our operational emissions have continued to reduce since 2014-15 and in 2022-23 we saved 380 tCO<sub>2</sub>e through energy saving projects. We also produced 1.6 million kWh of renewable electricity through our solar installations at our sites in Chertsey and Walton.</p>	<p>We have explored more opportunities for generating renewable energy and better understand where these will be most effective, particularly in the current high cost energy environment.</p> <p>Our learnings have/are being pulled together into a maturing programme of energy efficiency projects, enabling us to identify those which offer the biggest savings.</p>	<p>We will transition the majority of our vehicle feet to electric vehicles by the end of AMP8.</p> <p>We will continue to deliver energy savings by upgrading and optimising our assets.</p> <p>We are continuing to deliver a programme of renewable energy generation and we will be exploring new opportunities for this going forward.</p>
	<p>Deliver a net gain in Natural Capital</p>	<p>We have carried out two pilot studies looking at Natural Capital, one focussed on the River Beane Catchment and the other looking at the impact of our cover crop programme.</p> <p>Work is currently underway to compile our first complete Natural Capital account and is expected to be completed in November 2023. This will include an assessment of the ecosystem's value arising from our landholdings at company level and site by site. It will take into consideration the biodiversity, carbon and water quality benefits arising from our sites.</p> <p>We have included a Natural Capital assessment into our work on the PR24 business plan using the EA's NCRAT tool for those projects associated with our submission for WINEP.</p>	<p>Going forward, our work will be standardised and utilises the methodology set out for the EA's NCRAT tool. This is to ensure we aren't reliant on any bespoke approach and will enable comparison from year to year and across sites.</p> <p>We are also integrating our Natural Capital approach with our approach to Biodiversity, carbon and water.</p>	<p>We will integrate Natural Capital considerations with our approach to the Greenhouse Gas and Biodiversity performance commitments for PR24. This will enable us to measure the Natural Capital benefit arising from these programmes of work.</p> <p>Natural Capital assessment has also been integrated into the development of our WRMP. This will be taken forward to determine any benefit or disbenefit arising from the plan and its strategic projects.</p> <p>We will deliver an overview approach to Natural Capital and Biodiversity as part of our Nature Positive Strategy. This will be signed off towards the end of AMP7 and delivered as part of our AMP8 activity.</p>

Our Ambition Statements	Key Outcome	What is our current performance?	What lessons have we learnt from past performance?	What actions are we taking to improve this and ensure delivery in 2025-30?
<p>Be prepared for change, and resilient to shocks and stresses.</p>	<p>Ensure a resilient supply of water for our customers</p>	<p>Affinity Water is committed to providing a resilient water supply that meets the needs of our customers now and in the future.</p> <p>Considering those performance commitments that directly relate to water supply resilience:</p> <p>Like other PC's, our performance in AMP7 to date for Water Supply Interruptions has been reflective of external factors, predominantly the adverse weather conditions. We failed to meet the performance commitment in 2022-23 due to the 'freeze-thaw' event in December 2022, which added over eight minutes to our performance for the 2022-23 year. However since 2017-18, our average interruptions have steadily reduced year on year and in 2021-22 we achieved our best ever performance of three minutes and 43 seconds, placing us 5th in the industry. Had this event not occurred, we would have maintained our performance trend in line with the prior years' performance.</p> <p>In terms of our Low Pressure performance, whilst we have failed to achieve the first measure (properties at risk of receiving low pressure, per 10,000 properties), we have consistently outperformed the second (average property time).</p>	<p>Recent events, from the 'freeze-thaw' in December 2022 to the global pandemic, have highlighted that there remains work to be done in improving the resilience of our services and we are on an ongoing journey to identify and adopt best practice.</p> <p>Our engagement with customers has reaffirmed resilience as one of the top priorities, with an expectation that we are investing intelligently to improve resilience within both base and enhancement expenditure.</p> <p>Further to the 'freeze-thaw' event, we have extensively reviewed our response to ensure that we enacted all emergency plans and contingency activities as effectively as possible.</p>	<p>We will achieve a resilient water supply by continually improving our ability to cope with, and recover from, disruption. We will also need to anticipate trends and variability in order to maintain services for our customers and protect the natural environment.</p> <p>With a focus on improving resilience, investing in our network, and investing in our people, we will look to make long term improvements for our customers by reducing the number of properties that experience pressure below the reference level, or by reducing the length of time that a property experiences low pressure.</p> <p>Our WRMP, which will be published in Autumn 2023, will provide a roadmap for a reliable, resilient, sustainable, efficient and affordable water supply to customers between 2025 and 2075.</p>

Our Ambition Statements	Key Outcome	What is our current performance?	What lessons have we learnt from past performance?	What actions are we taking to improve this and ensure delivery in 2025-30?
	<p>Ensure our physical assets are resilient for the long term</p>	<p>Our approach to resilience is outlined in our 'Integrated Resilience Framework' and underpins much of our investment and operational decision making. The framework provides line of sight between risks to resilience, planned mitigations and the outcomes we are seeking to achieve.</p> <p>Our performance in relation to mains repairs has fluctuated during AMP7 on account of the severe weather conditions. In 2021-22, we delivered our best ever performance in this metric, aided by benign weather conditions in both summer and winter. We are on track to achieve our mains repairs performance commitment in year 4 of AMP7. We are also on track to meet our performance commitments for Water Supply Interruptions, CRI and Event Risk Index in 2023-24.</p>	<p>Throughout the course of AMP7, we have continually sought out and implemented best practice in understanding and managing resilience. Working with ARCADIS, we have developed a Resilience Assessment Tool, which provides us with a detailed understanding of the resilience of our physical asset systems and informs both our operational and investment decision making.</p> <p>We have learnt the significant impact that extreme weather events and climate change have on our assets and we recognise the need to invest in more mains renewals. While significant work has been conducted in relation to network calming and reducing network volatility, weather effects still play a factor in overall performance.</p> <p>Normalising for weather, we have reduced the number of mains repairs over time by renewing mains that have proved most prone to bursting, reducing high night-time pressures and reducing the volatility and occurrences of surges within the network. We have continued this focus throughout the 2020-25 period.</p>	<p>Our resilience plan within the Long Term Delivery Strategy (LTDS) places focus on long-term adaptive planning and uses our Integrated Resilience Framework to identify investment needs, identify best-value options and prioritise investments, informing the phasing over the 25-year period.</p> <p>Other key projects that we will develop to ensure resilience in AMP8 and beyond include Connect 2050, our Network calming programme, Mains renewals programme and Mains flushing programme.</p>

Our Ambition Statements	Key Outcome	What is our current performance?	What lessons have we learnt from past performance?	What actions are we taking to improve this and ensure delivery in 2025-30?
	<p>Ensure our people, processes, suppliers and finances remain resilient</p>	<p>Affinity Water is profitable at an operational level, with operational profits of £14.0m in 2023. The decrease in operational profits in 2022 (£34.6m) is primarily a result of higher energy costs, high levels of inflation and additional loss allowances to reflect the current cost of living crisis. Despite this, we have cash reserves and term deposits of £78.8m and £66.7m which provide sufficient liquidity to meet our cash flow forecast.</p> <p>The budget for the year 2023-24 adequately supports our commitments and provides sufficient resources to meet our operating and investment expenditure needs for at least the next 12 months.</p> <p>Our Board has also agreed to restrict the payment of dividends throughout AMP7 to enable substantial investments to improve our resilience and protect the environment.</p>	<p>The compounding impacts of a challenging PR19 final determination, Covid-19, energy prices and inflation have significantly reduced our ability to absorb further cost shocks under the stress test scenarios, however, there are a number of actions that we would implement in the event of a downside scenario, primarily working capital management, restriction of dividends, operating cost reduction plans and additional inflation-linked swaps.</p> <p>We recognise the need for significant investment in PR24 to ensure we can meet our commitments to our customers, the environment and to achieve our net zero target by 2030. We also recognise the need to ensure we spend our allowances for enhancement expenditure over the remainder of AMP7 to ensure we are in a strong position to commence AMP8 plans.</p>	<p>We recognise the importance of having robust and transparent financing arrangements that are aligned to the interests of our customers. We know that financial budgeting, forecasting and a robust risk management process will be key to ensuring our longer-term viability.</p> <p>Our Board fully supports that any future dividend payment would need to take into consideration our ability to deliver for customers and the environment, our future investment needs and the company's own financial resilience.</p>

Our Ambition Statements	Key Outcome	What is our current performance?	What lessons have we learnt from past performance?	What actions are we taking to improve this and ensure delivery in 2025-30?
<p>We will develop a constructive, collaborative relationship with our customers that enables us work together to deliver for the future.</p>	<p>Exceed customers' expectations for drinking water</p>	<p>Since 2020, we have maintained our PC performance score for CRI below the dead band. In 2022, our score was 1.09.</p> <p>In 2022, we also met the Performance Commitment for customer contacts per 1000 population for water quality (taste, odour &amp; appearance), scoring a contacts rate of 0.56. To ensure we maintain this performance level we have continued our mains flushing projects in a number of higher risk districts to remove mains corrosion deposits and aluminium deposits.</p>	<p>With CRI, we have learnt that we need to improve the quality of our sample points, maintain high levels of hygiene at our treatment works, carry out proactive reservoir inspections following coliform detections, carry out rapid, proactive mains cleaning exercises in response to iron, aluminium and turbidity exceedances and improve the quality of evidence we provide to DWI to demonstrate that our water supplies are satisfactory.</p> <p>With water quality contacts, we have learnt that we need to maintain stable distribution networks, improve our performance with returning mains to service and respond quickly to clusters of contacts with appropriate remedial action.</p>	<p>From a CRI perspective, we will continue to build on the lessons learnt, plus we will deliver the treatment upgrades identified through the PR24 process. We will also deliver our risk-based reservoir inspection programme, the mains cleaning programme and the restricted mains programme detections.</p> <p>With regards to water quality contacts, we will continue our work on stable distribution networks, returning mains to service and responding quickly to clusters of contacts.</p>
	<p>Personalise our services to support different needs and wants</p>	<p>We have implemented a number of initiatives to personalise our services, including interpreter services where English is not first language, British Sign Language interpreter services, and taking steps to ensure bills and reminders are provided in accessible formats. We have also installed VIP lines for Priority Services Register customers.</p>	<p>We have recognised that we need to be more consistent with personalisation across the business.</p>	<p>Going forward, we will develop a group of stakeholders to help shape and inform our decisions, ensuring personalisation and accessibility are consistently front of mind. We will work with our Independent Challenge Group to identify appropriate stakeholders and develop an engagement plan.</p>

Our Ambition Statements	Key Outcome	What is our current performance?	What lessons have we learnt from past performance?	What actions are we taking to improve this and ensure delivery in 2025-30?
	<p>Take care of our vulnerable customers and ensure affordability for all</p>	<p>A core element of our Affordability strategy, our Priority Services Register remains one of the key ways we are supporting customers in vulnerable circumstances.</p> <p>We have also been involved in community outreach, attended events, worked with local and county council authorities and visited customers to support with applications for reduced bill tariffs. Further, we have implemented an enhanced level of discount on our reduced bill tariff for the most vulnerable households.</p>	<p>We have learnt that we can coordinate local data sharing arrangements to fast track reduced bill tariffs applications.</p> <p>We can also learn directly from customers with lived experience of a vulnerability characteristic, or work with expert organisations that represent them. This will help us to understand the affordability pressures faced by our customers.</p>	<p>We will consider cost of living payments, including working through referral partners such as Citizens Advice Bureau and Age Concern, as well as debt support schemes such as crisis fund, payment matching and economic abuse. We will also look to maximise income for our customers by supporting with income maximisation such as the benefit checker tool.</p> <p>We will gather the evidence from our WaterSave Tariff trial (2023-2025) to understand if this is a fairer way to pay and improves affordability for our customers.</p>



Our Ambition Statements	Key Outcome	What is our current performance?	What lessons have we learnt from past performance?	What actions are we taking to improve this and ensure delivery in 2025-30?
<p>Create a collaborative relationship with all our communities allowing us to act together with common purpose to deliver a society and environment that are mutually sustainable</p>	<p>Building trust and transparency</p>	<p>We have and will continue to publish open environmental data for general public access to help increase understanding and transparency of water sources and water in the environment.</p> <p>We also proactively engage with customers and stakeholders to obtain feedback on our plans, including our Water Resources Management Plan, Business Plan, Drought Management Plan and Strategic Direction Statement. We also provide regular monthly updates to stakeholders and customers on water resources, rainfall patterns and other key topics such as our leakage performance, Annual Report and consultations.</p> <p>We proactively share our Annual Report and Financial statement across multiple channels with customers and stakeholders, which details our performance and remuneration. To make it easier for customers to understand, we also produce two summary versions of our Annual Report – our digital year in review and summary performance PDF document, which signpost to the full Annual Report and financial statements.</p> <p>Our independent Customer Challenge Group scrutinises our plans and activities to help improve the services we deliver to customers.</p>	<p>Our seasonal readiness plans have improved as data has improved with accurate models to predict demand and known hot spot areas. This enables our operational teams to ensure storage levels are ready to weather such events. With improved data, we can also send communications ahead of an event to set expectations for our customers and encourage behavioural change in water use to ease demand or take steps to protect homes in winter months.</p> <p>We have learnt that we need to improve understanding and transparency of environmental droughts vs water supply droughts amongst customers and stakeholders. In response, we have started to communicate about our water resource position all year round, rather than just in drought periods.</p> <p>We also recognise there is a strong appetite for further information about our Environmental, Social and Governance (ESG) activities, as demonstrated by the interest in this topic on the Your Water, Your Say session.</p>	<p>We are and will continue to be open and transparent about all of our performance commitments and where we are on achieving them. We will do this through our Annual Report and wide promotion of the report and its summary documents.</p> <p>We will also make official announcements on reputational performance commitments, such as leakage, even if we do not meet our targets.</p> <p>We have established a 'water community' to test and seek feedback on our activities and communications with customers. We will continue to engage with this community to explore new ways we can improve our transparency.</p> <p>We are developing our reporting on ESG activities and will be engaging with stakeholders to understand how best we can provide this information in a transparent and accessible format.</p>

Our Ambition Statements	Key Outcome	What is our current performance?	What lessons have we learnt from past performance?	What actions are we taking to improve this and ensure delivery in 2025-30?
	<p>Enhancing environmental and social health to provide value to our communities</p>	<p>In our PR19 Business Plan, we committed to completing 8 environmentally focussed, innovative projects in our communities, which would enable us to improve the knowledge and evidence of water use within our catchments to bring wider benefits in the future. We have made good progress so far and delivered 9 out of 14 project units.</p> <p>We have brought together sector experts, charities, community and environmental groups and other stakeholders to trial the delivery of a range of innovative multi-party projects linked to different environmental themes and water use behaviours.</p> <p>In Our Commitment to Public Value Creation, we have committed to use an Environment, Social and Governance framework and multi capital approach to measure the value we are adding to society through our work in the region.</p> <p>Throughout AMP7, we have also been managing many of our sites for the benefit of biodiversity and have delivered biodiversity enhancement projects throughout 2020- 2025 through the Water Industry National Environment Programme.</p>	<p>The Environmental Innovation projects we have delivered to date in AMP7 have improved our understanding of our communities and their water saving behaviours and tested new approaches for engagement and environmental improvements to make our water resources more resilient in the future.</p>	<p>We will continue to work with our communities to develop a deeper understanding of the communities in our region and develop methodologies around enhancing environmental and social health that can be replicated in the future. Key focus areas going forward include engaging with social housing stakeholders, education methods and behaviour change around water saving and the environment.</p> <p>From a Biodiversity perspective, we will deliver on our ambitious programme of works and implement more interventions in the next regulatory period than we have ever done previously. We will change how we view the value of our land as a business, ingraining biodiversity in all of our capital work and using high potential land specifically to generate an increase in our biodiversity.</p> <p>We will also take further steps towards ensuring diversity and inclusion within our business by developing our EDI strategy.</p>

Our Ambition Statements	Key Outcome	What is our current performance?	What lessons have we learnt from past performance?	What actions are we taking to improve this and ensure delivery in 2025-30?
	<p>Reducing our impact in the water environment for all</p>	<p>We understand that our leakage performance plays a significant role in reducing our impact in the water environment. We failed to meet our performance commitment target in the first two years of AMP7 however we outperformed the commitment in 2022-23, achieving a 15.8% reduction (the largest in the industry). This puts us ahead of our commitment and on target to deliver the 20% reduction we set out to achieve across AMP7.</p> <p>Our PCC performance is also integral here. Despite failing our performance commitment for the first three years of AMP7, we have made reductions each year from a COVID-19-equivalent baseline. We have invested significant resources into education and campaigns for encouraging reductions in water usage and we are working to achieve the overall commitment reduction by the end of AMP7.</p>	<p>From a leakage perspective, we have learnt that we need to be more prepared and better informed of our performance, to be able to deliver what we say we will in the next AMP.</p> <p>We have also learnt the impact that new technology has on resource and delivery, and the importance of understanding how technology will change the way we work and how we deliver.</p>	<p>By looking early on at how we will deliver in AMP8, before the 2025-30 period arrives, we will be better prepared and have better control of our performance. Setting out our activities early will allow us to start delivering leakage reduction from day 1 of AMP8.</p> <p>We will have better leakage monitoring and performance that considers external factors such as the weather. This will enable us to put interventions in place where required. We will also have improved levels of resource that better align with the technology we are using.</p> <p>The COVID-19 pandemic produced a significant change in customer behaviour which in turn changed our PCC performance. To get ourselves back on course to be the top company at reducing PCC, we will deliver on our plans for the next AMP, including smart metering.</p>