



AMP8 Delivery Plan Progress Report Executive summary

November 2025



This document provides an Executive Summary of our November 2025 Delivery Plan submission.

AMP8 will see us deliver the biggest investment programme in 150 years

The world of water is changing, and so are we. Climate change is bringing more frequent floods and heatwaves, and our ageing infrastructure faces greater strain just as the population we serve keeps rising and our need to protect the environment is increasing. In response, we're taking bold action with the biggest upgrade to our infrastructure in 150 years, as we build our resilience to more extreme weather, reduce our impact on rivers and support economic growth in the UK.

Customers are funding £20.5 billion to maintain and improve our assets

This delivery plan, which we will update on a regular basis, focuses on the price control deliverables within this investment.

As part of our ambitious plans for the 2025 to 2030 period (referred to in the water industry as AMP8), we'll replace ~550km kilometres of water pipes, enough to stretch from London to Leeds and back. We will also be investing record amounts in our sewage treatment works and to reline sewers, as we drive down the amount of sewage polluting rivers and play our part in cleaning up our precious waterways. Over the AMP8 period, we plan to intervene on up to 165 sewage treatment works, representing one of the most ambitious environmental programmes in our history.

We're also creating hundreds of new jobs and supporting thousands more across our supply chain, including delivering a major apprenticeship programme which will help fund specialist skills training for young people.

We know we haven't always got things right, but behind the headlines we're making progress.

Striving to do more than we ever have before

As we began our preparations for AMP8 we could see that a significant step up in the volume of delivery would be required. In response we have been growing our capital delivery, engineering and planning teams and changing how we work.

As we have developed our plans with Ofwat we have been transparent in sharing the difficulty in creating such a step change. The level of investment necessary to meet statutory requirements significantly exceeds the delivery capacity within our supply chain.

Even with the development of ambitious expansions in delivery teams within the company and the supply-chain we are unable to deliver all the activity we would like, and this constraint has impacted the plan we have set out here. Our delivery plan recognises this constraint and phases investment over a longer period than the 5-year AMP cycle

What we are doing to step up performance

Our Delivery Action Plan (DAP) outlines the specific actions and improvement projects that we will undertake to create additional capability and capacity to deliver our AMP8 program. We have been working on our DAP for the last year and have made significant progress in areas such as plan optimisation & efficiency, supply chain management and organisational design. For example, we have:

- Expanded the size of our Major Projects and Programmes teams from 588 to 658 (14%) since the start of April 2025



- Updated our governance process to enable improved controls and formalise program governance
- Progressed with sourcing additional suppliers to physically deliver more work every day than we ever have before.

Since the inception of the DAP, we have successfully completed 34 out of 41 proposed actions.

Our AMP8 delivery framework

We recognise that we must transform the way we operate to deliver for AMP8 and beyond, making sure that we have a line of sight from asset strategy and planning through to the delivery of programmes and projects, and our operations and maintenance. In June 2025, the Board and Executive approved the Capital Governance Framework for our AMP8 investment programme providing a revised approval process and clearer accountabilities for Sponsors and Governance forums.

Components of this framework include:

- Adopting an approach which follows the principles of ISO55000, an International Standard to support the delivery of business objectives by the effective and efficient management of assets throughout their life cycle. Enabling consistent and compliant delivery of company objectives and 'line of sight' from company policy to Site Operating Manuals (SOMs).
- Being Asset Management System ('AMS') certified to the ISO 55001:2014 standard and following the Institute of Asset Management (IAM) good practice models.
- Producing over 750 Standards and Drawings covering Asset Design, Operation and Maintenance plus general Process Standards for several of our key activities to speed up delivery
- Setting up an Integrated Management Systems ('IMS') team which helps implement this system, checks it is being followed and works to improve the current system.

Highlights of progress to date

This document is focused on giving an overview of our plans for the next 5 years, but we have also included an update on some of the work we have already completed in the first 6 months of AMP8.

We have been setting up new contracts with suppliers, moving forward on design work and undertaking enabling works at a range of sites to facilitate construction. Highlights of delivery include:

- 31.1km of new water mains have already been installed, reducing leakage and improving reliability.
- On our Faringdon Storm scheme we have achieved the required shaft depth at 13 meters. This is a significant excavation equivalent to the height of a 4-storey building, the new storage will allow us to better manage heavy rainfall.
- At Watlington Sewage Treatment Works we have constructed an innovative reed bed for water treatment and begun a period of testing and optimisation as part of the commissioning process. This will improve the quality of water leaving the works.
- 1.3km of trunk main installation has been completed ahead of schedule in Regents Park, improving the reliability of supplies in central London



- We have commenced work on a £431m improvement scheme at Coppermills WTW to improve the resilience of water supplies in north east London.

Our high-profile schemes

We have a substantial programme to deliver from laying new water pipes to reduce leaks and improve reliability, to installing new processes at our wastewater treatment works to improve river water quality. We have identified 13 of our most significant schemes as high-profile and will provide specific commentary on progress through the AMP. The list is made up of 11 Sewage Treatment Works (Maple Lodge, Didcot, Oxford, Rye Meads, Bracknell, Guildford, East Hyde, Hogsmill, Morton in the Marsh, Swindon, Cassington) and 2 Water Treatment Works (Hampton and Ashford).

Delivery risks

A programme of this size is complex to deliver and will face numerous challenges. We have identified six key areas of risk. These are:

- Underdeveloped scope
- Outage availability constraints
- Assets deteriorating quicker than anticipated
- AMP7 carry over work impacting AMP8 delivery
- Supply chain constraints
- Planning delays caused by third parties

We have clear mitigation strategies to reduce these risks and their impact to a manageable level. However, we expect that with such a large program of work changes in delivery forecasts will be inevitable.

Communicating the plan

This is our first published delivery plan, produced just a few months into the five-year delivery programme and represents our position for August 2025. It reflects our latest view of delivery costs and milestones; however, these will change as we move through the next 5 years, and we will regularly produce updates to this report to keep you informed about progress.

Our next formal update on progress with the delivery plan will be in July 2026. We will, however, be communicating with customers and stakeholders in lots of different ways in the meantime - for example website updates, targeted marketing and social media campaigns, as well as meetings with local community groups, non-governmental organisations ('NGO') and MPs.

Accounting for performance

We are working with Ofwat to make sure that customers are not paying for work which we cannot deliver, and there are strong protections in place to make sure this doesn't happen. If work does slip, we will be clear about how we will protect customers.