



A clear future

Our business plan summary

2025-2030



It's everyone's water

Contents

A message from our CEOs	02
Who we are	03
You've helped create our plan	04
Snapshot of our plan	05
Where we are now	06
 What we'll deliver for customers	07
 What we'll deliver for communities	08
 What we'll deliver for the environment	09
What this means for your bill	10
What if I can't pay more?	11





Cathryn Ross
Interim Co-Chief Executive Officer



Alastair Cochran
Interim Co-Chief Executive Officer



Between 2025 and 2030, we will deliver more than we have ever done before. We will invest £4.7bn in our network and services in response to our statutory obligations, the critical need to improve asset resilience, and to deliver environmental improvements.

Dear customers

Our five-year business plan is ambitious

We are privileged to serve London, the Thames Valley and the Home Counties. We supply 2.6 billion litres of top quality tap water each day to over 10 million customers and take away 4.6 billion litres per day of wastewater from 16 million customers.

Every five years, we publish our plans for the next planning period. We set out here our plans for the 2025–2030 period.

Many of you have played a vital role in the development of these plans. We spoke with nearly 20,000 of you to gather your views. You helped us develop our thinking by feeding back on earlier drafts of our plans. At the same time, we have listened carefully to our communities and to the views of our stakeholders. We would like to thank everyone for the time that they gave. We are also grateful to our Customer Challenge Group. We established this group early in 2022 to act as a critical friend. It is independent and its members have expertise in communications, customer protection, community engagement, and inclusion. The Group has challenged us to have high-quality conversations with the customers and communities we serve and to develop a plan that aligns to their priorities.

We know our performance in some areas is not where it needs to be. That is why we are turning our business around.

We have set ourselves a tough challenge. We are committed to learn from the past and adapt for the future so that we improve our service for you, your community and the world around you.

You are impatient for us to make progress. We hear you and we are making progress toward delivering this ambition.

Between 2025 and 2030, we will deliver more than we have ever done before. We will invest £4.7bn in our network and services in response to our statutory obligations, the critical need to improve asset resilience, and to deliver environmental improvements. This is significantly more than the enhancement expenditure Ofwat allowed us for the period between 2020 and 2025.

Even with this level of ambition, we have had to make some tough choices. We simply cannot deliver everything people want at a pace and for a price that everyone would wish to see.

We will focus on things that you have told us matter most. We will reduce pollution. We will invest to replace ageing pipes. We will reduce leakage by a further 22% from our 2019/20 baseline. We are targeting a 30% reduction in pollution incidents. We will expand the number of customers who benefit from our social tariff to 530,000 households by 2030.

We are confident we can deliver on this because we will build on our recent achievements. We consistently deliver high-quality drinking water. We have reduced the number of customer complaints by almost two thirds in just two years. We are on track to commission the Thames Tideway Tunnel. Once in operation, working together with the upgrades we have made to five of our London sewage treatment works and the Lee tunnel commissioned in 2016, we will have reduced sewage spills into the tidal Thames by 95% in a typical year.

We will certainly continue to talk about our plans over the coming months. We expect to get and respond to feedback on some of the tough choices that are reflected here. As this dialogue continues, we would welcome your thoughts on what we plan to do.

Cathryn Ross and Alastair Cochran
Interim Co-Chief Executive Officers

Who we are

It's our job to deliver life's most essential service.

Every day, we supply top-quality tap water to over 10 million customers and take away 4.7 billion litres of wastewater from 16 million customers across our region.

We take care of the River Thames and an area stretching from Gloucestershire to Essex, covering countryside, villages, towns and London, our capital city.

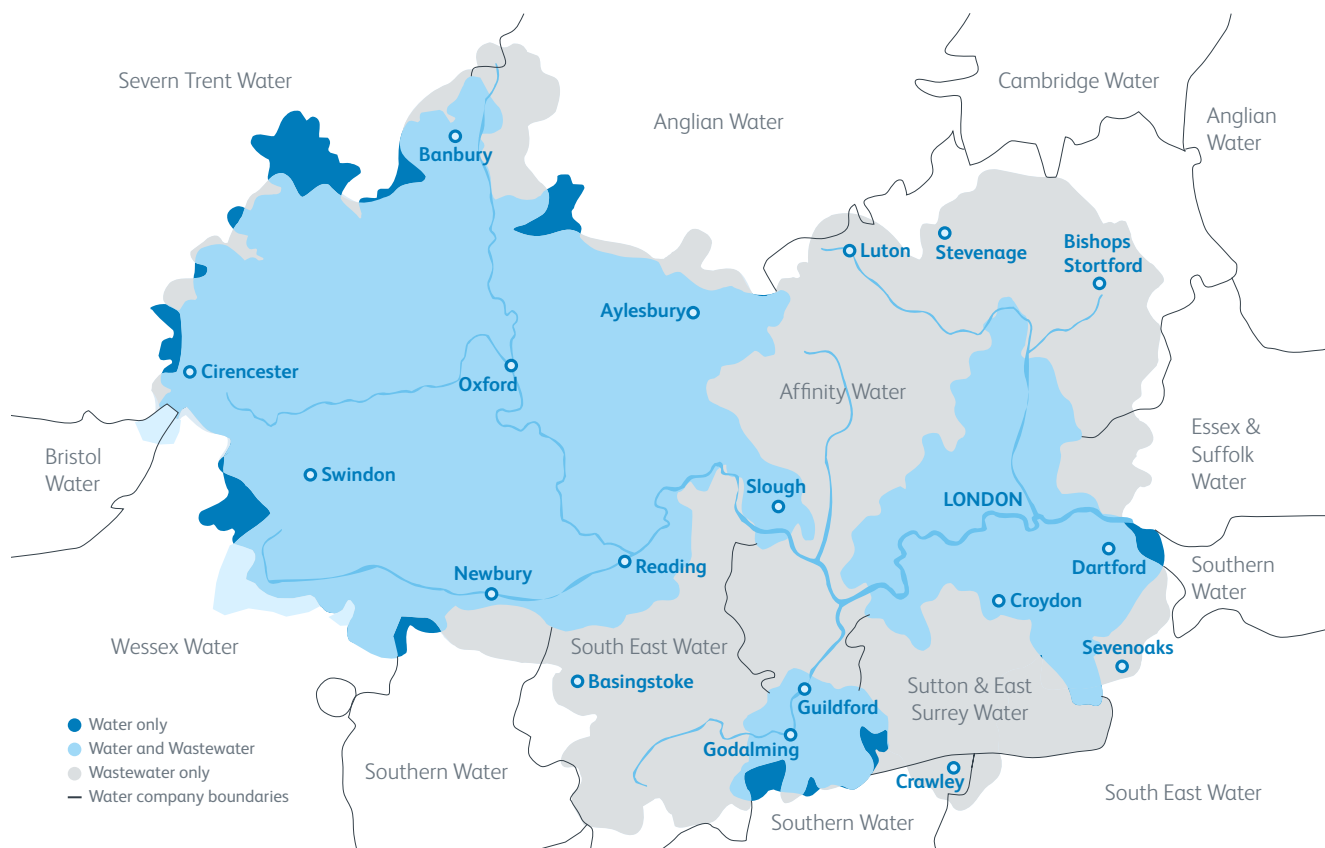
Under country lanes and bustling streets, we maintain thousands of kilometres of pipes and sewers – laid end-to-end, they'd stretch halfway to the moon!

All of this work is really important, but we need to do more to become a force for good.

We plan to put a stop to pollution, restore rivers and offer more support to local communities. Keep reading to find out what this means for you.

 **Water supply to**
over 10 million customers

 **Wastewater take away from**
16 million customers



You've helped create our plan

This year, over 200,000 of you responded to our service survey. We reached out directly to nearly 20,000 of you and listened to lots of community and stakeholder views too. Together, your feedback has helped shape our plan for 2025–2030.

Here's what you told us you care about most:

FOR CUSTOMERS

- I want an easy customer experience and tailored support
- I want fair and affordable bills
- I want safe, high-quality drinking water
- I want a reliable supply with minimal disruption
- I want you to prevent sewer flooding and take waste away safely.

FOR COMMUNITIES

- I want you to have a positive impact on the community.

FOR THE ENVIRONMENT

- I want you to fix leaks and make sure there's enough water now and in the future
- I want you to reduce your impact and restore the environment
- I want you to stop polluting rivers and improve their quality
- I want you to reduce emissions and reach net zero.



Source: What Customers, Communities and Stakeholders Want v.18.3, September 2023

Based on everything you told us, here's what we plan to do

INVESTMENT

A record level of investment



£18.7bn

Total spend across our business



£4.7bn

To improve the quality of our services



£1.59

Average daily water and wastewater bill



530k

Households getting help with their bills

FOR CUSTOMERS

A safe and reliable service for you



£12.1bn

To improve your service



17%

Reduction in the number of times sewage floods into properties



75%

Of eligible customers on the priority services register



500km

Of replaced water mains

FOR COMMUNITIES

Having a positive impact on your community



600

Apprentices, graduate scheme applicants and summer interns on placements



27

Wetlands and nature reserves open to the public



1

Key commitment to cut down disruption caused by our streetworks

FOR THE ENVIRONMENT

Improving the environment



£6.6bn

To improve the environment



£885m

Investment in reducing storm overflows



30%

Drop in pollution incidents



22%*

Reduction in leakage

*AMP8 reduction based on a 2019/20 baseline

All £ are in 2022/23 prices.

Where we are now

Our plan is always a work in progress. Here's some of the great stuff we've already done this year.

FOR CUSTOMERS



We consistently delivered high-quality water

To keep this up, we're investing millions across our network, including at our large water production plants in London.



We reduced complaints by 28% in 2022/23

This is on top of the 44% reduction from the year before.



We reduced unplanned water outages

It's really frustrating when taps stop flowing without notice, so we've worked to outperform this target for the third year in a row.



We increased our financial support to £50 million

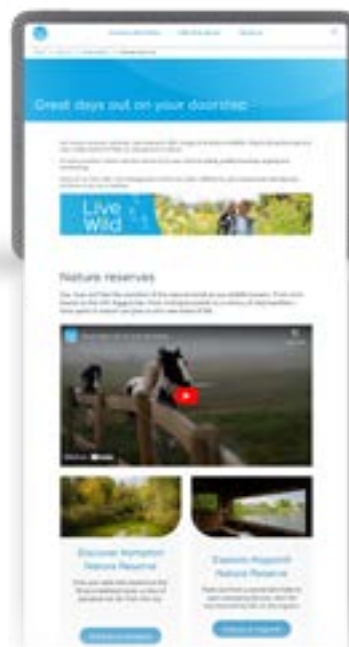
We supported more than 300,000 households to reduce their bills by an average of £160.

FOR COMMUNITIES



We opened new green spaces in local communities

Find out more about all the sites you can visit at



FOR THE ENVIRONMENT



We cut down leaks by over 10%*

While this is better than the average industry performance, there's lots still to do.

*Over the past three years



We launched our live storm overflows map

You can use it to check your local environment as well as where we're investing – head to



From the reliability of our systems to the affordability of our service, we're determined to provide outstanding service and value for you.

What we heard

What we'll do by 2030

<p>I want an easy customer experience and tailored support</p>	<ul style="list-style-type: none"> • We're aiming for a service where you'll only need to contact us once to get your issue fixed, and we'll invest in new technology to share proactive updates so you always know what's going on if things go wrong • We'll resolve more billing and water and wastewater issues within 24 hours by making it simpler for you to deal with us online and by investing in multiskilled agents who can support you if you prefer to use the phone • We'll support over 1 million households who need an extra helping hand with our priority services.
<p>I want fair and affordable bills</p>	<ul style="list-style-type: none"> • Our new social tariff will help us to support 530,000 customers with their bills • We'll provide an average 59% discount (for directly billed) customers who need it, up from 27% in 2023 – an average of £358 in support per household.
<p>I want safe, high-quality drinking water</p>	<ul style="list-style-type: none"> • We'll secure the supplies of 4.1 million of our London customers by spending £640 million to upgrade two sites • We'll replace 54,000 lead pipes.
<p>I want a reliable supply with minimal disruption</p>	<ul style="list-style-type: none"> • We'll replace 500km of water mains, focusing on those mains which are in poor condition or have high levels of leakage • We'll reduce the average number of minutes of supply lost per customer each year by 14%. This means on average less than 10 minutes per household each year.
<p>I want you to prevent sewer flooding and take waste away safely</p>	<ul style="list-style-type: none"> • We'll reduce the number of times sewage floods into properties by 17% as well as all other sewer floods by 14%.



We'll support
530,000
 customers with financial support

We'll reduce the number of times sewage floods into properties by
17%

We'll replace
500km
 of water mains

From providing well-paid, skilled jobs to rewilding public spaces, we want to be known for making life better across our region.

What we heard

I want you to have a positive impact on the community

What we'll do by 2030

- We'll hire more local people by increasing the number of T-level industry placements, summer internships and apprenticeships we offer – and we'll work to make sure our supply chain does the same
- We'll partner with different organisations to deliver ten significant community projects across our region
- We'll help more young people develop key skills, encouraging positive behaviours like saving water and sharing knowledge in line with the National Curriculum
- We'll keep working to reduce traffic disruption with the Greater London Authority (GLA) and extend our collaborative ways of working into the Thames Valley
- We'll invest £12 million in improving our land to boost biodiversity.



We'll keep working to reduce traffic disruption with the Greater London Authority (GLA)

We'll maintain our

27

wetlands and nature reserves

We'll offer placements to

600

apprentices, graduate scheme participants and summer interns



You want us to take better care of the world around us, and we do too. By 2050 we'll prevent all wastewater pollution and produce all the green energy we can.

What we heard

What we'll do by 2030

I want you to fix leaks and make sure there's enough water now and in the future

- We'll reduce leakage by 22% against 2019/20 levels*
- We'll keep working to secure new sources of water, including consulting and planning for a reservoir near Abingdon
- We'll install 1 million smart meters**
- We'll help household customers reduce their water use by 5.5% and businesses reduce their use by 10%
- We'll make it easier for you to save money and find leaks on your own pipes using smart meters.

I want you to stop polluting rivers and to improve their quality

- We'll reduce the total number of pollution incidents by 30%
- We'll reduce storm overflows by 28%
- We'll work to achieve higher bathing river quality scores in designated rivers
- We'll commission the Thames Tideway Tunnel, which will prevent millions of tonnes of untreated sewage mixed with rainwater from entering the tidal River Thames
- We'll reduce blockages caused by sewer misuse by 15%, helping all our customers understand that what gets put down the drain can impact sewers and the environment.

I want you to reduce emissions and reach net zero

- We'll generate 295GWh per year from renewable resources such as our waste water and floating solar panels, which is enough electricity to supply over 225,000 homes
- We'll replace equipment that comes to the end of its life with carbon neutral alternatives.



We'll spend
£885m
addressing storm overflows

We'll reduce the total number of pollution incidents by
30%

We'll reduce leakage by
22%
against 2019/20 levels

* AMP8 reduction based on a 2019/20 baseline

** We have asked Ofwat to consider adjusting the Green Economic Recovery (GER) funding conditions in light of the effect that the summer drought of 2022 and subsequent freeze-thaw event has had on the achievability of our end of AMP leakage target. The outcome of these discussions will determine if we can proceed with the GER programme

What this means for your bill

To make change happen, we need to invest more than we ever have before.

Between 2025 and 2030, we'll spend £18.7 billion on improving your service, repairing and replacing parts of our network and reducing our impact on the environment while we continue running our day-to-day business.

That's a c.40% real terms increase compared to what we'll invest in the five years up to 2025.

What does this all mean for me?

Climate change is driving unpredictable weather that impacts water supplies, and a growing population needs more kettles boiling, showers running and toilets flushing than ever before.

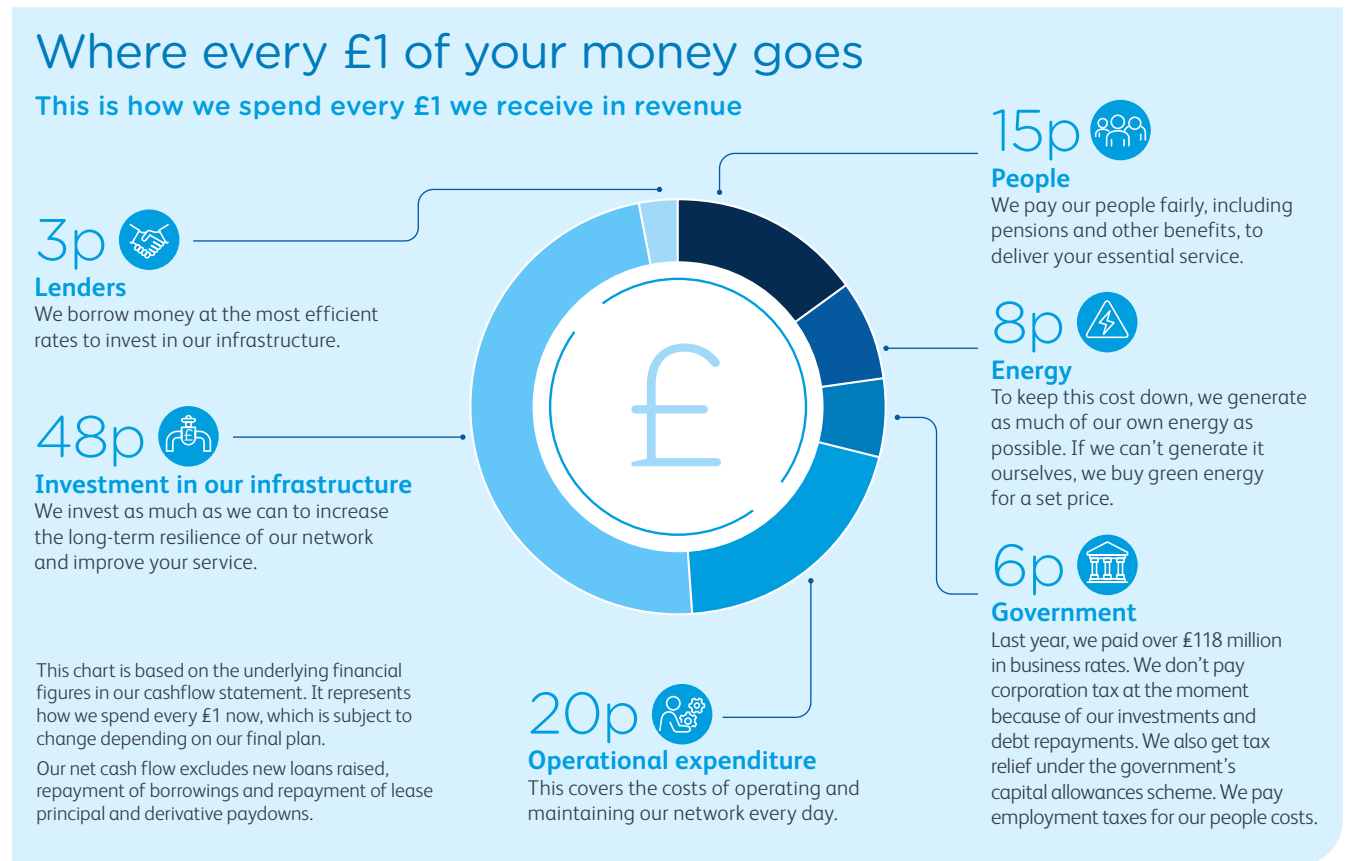
Your expectations remain the same – that water flows and waste goes, every single day.

Our 2025–2030 (AMP8) plan is all about improving your service, securing future supplies of drinking water and caring for local communities and the environment. Achieving these ambitious plans will take a lot of investment. After agreeing to provide a further £750 million of funding by 2025 (subject to certain conditions) to support our new refocused turnaround plan, our shareholders have also acknowledged that our turnaround will continue into AMP8. The equity investment needed for 2025–2030 is expected to be in the region of £2.5 billion, although the nature and amount of that support will depend on our final plan and the regulatory arrangements that will apply to the next regulatory period.

The work we plan to do is absolutely essential, but to do it and do it right, we'll need to raise your bills from April 2025. While we understand that no one wants to pay more, the cost of bills needs to go up so we can improve your service and secure your water supply for the future.

We will do our bit to make sure you don't pay more than is necessary by becoming a more agile and responsive business, finding new and better ways of doing things.

From 2025 to 2030, we expect the average monthly bill to rise by £14.55.



What if I can't pay more?

The increase in bills is a big ask, and we know you may be facing other financial challenges too. As part of our plan we will provide more financial support.

If you're struggling now

We've got lots of support available, including WaterHelp (if your household is on a low income) and WaterSure (if you use a larger amount of water because you have a big family or a water-dependent medical condition). Our Customer Assistance Fund could also give you a grant if you owe us money on previous bills and are struggling to pay.



If you're worried about paying for your water bill, head straight to

There's also lots of advice available about how to save water (and money). If you're on a meter, you can try our online calculator to see where you use the most water and how you can save. Just go to



Find out more

This summary covers our proposed business plan between 2025 and 2030.

We've worked hard to develop the best possible plan for our customers, our communities and for the environment. We've developed this plan on the back of extensive engagement, including with the Drinking Water Inspectorate, the Environment Agency, Ofwat, Defra and other stakeholders. We acknowledge the need to strike the right balance between competing demands. Although our plan is the culmination of many months of work, we recognise that we're at the beginning of a process. That's why we're open to further engagement. We expect to get and respond to feedback on some of the tough choices that we've made.

We'll keep you updated as we move forwards. If you want to find out more about our plan you can also ask your questions directly to our leadership team at our upcoming 'Your water, your say' event.



To find out more or to register, visit:



It's everyone's water

Thames Water Utilities Limited

Registered in England and Wales

Registered Office:

**Clearwater Court, Vastern Road,
Reading RG1 8DB.**

[thameswater.co.uk](https://www.thameswater.co.uk)