



Our final plan

Our Drainage and Wastewater Management Plan 2025-2050

Technical Appendices
Appendix M – Assurance & Board Statement

May 2023



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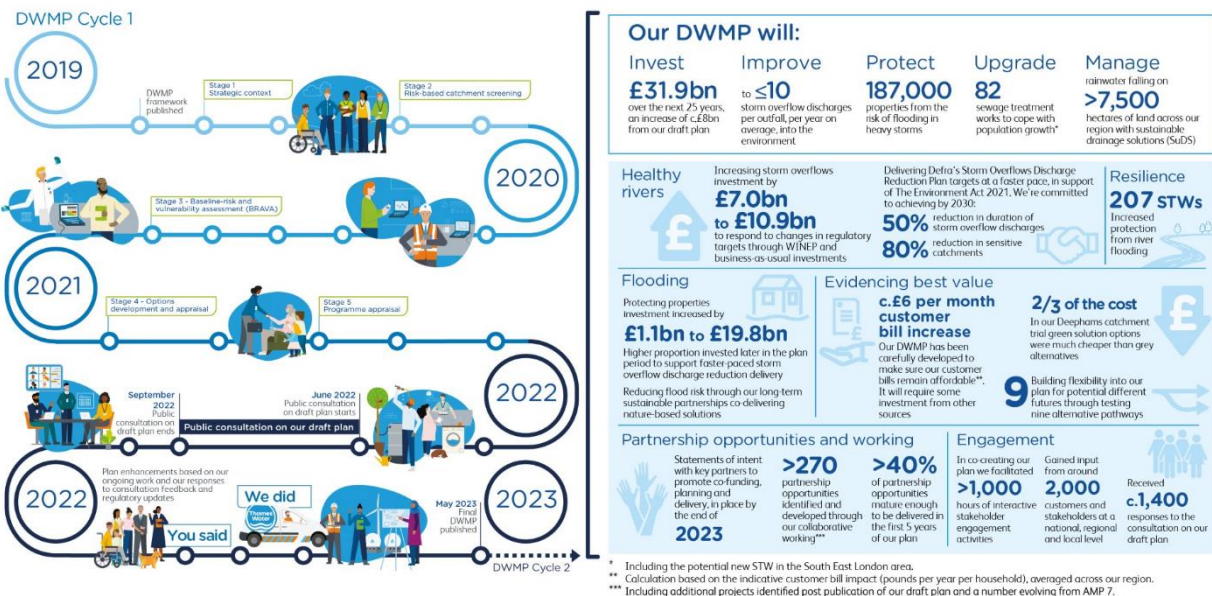
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Preface

We're proud to present our first Drainage and Wastewater Management Plan (DWMP) and encouraged by the level of positive feedback we've received. Over the last four years, we've engaged and worked collaboratively with around 2,000 of our customers and stakeholders, to deepen our shared understanding and develop new ways to manage drainage and wastewater across our region. We illustrate our DWMP Cycle 1 and its headlines below.



We've progressed and enhanced our DWMP since we published it for public consultation in June 2022. We were pleased to receive lots of positive comments and support on the quality and ambition of our draft plan as well as useful ideas for making our final DWMP even stronger.

We've updated our draft plan based on our ongoing DWMP work, regulatory updates and our responses to the consultation feedback wherever possible*. Our updates include providing more detail where you felt it was needed and creating new appendices to answer technical queries. For more details on how we've progressed our final plan and responded to the consultation feedback, please see our [Non-technical summary](#) and [You said, We did Technical appendix](#).

* Some public consultation feedback didn't require further action or wasn't relevant to the DWMP process. Other feedback was relevant to future DWMP planning cycles and will be used to inform this work.

Key DWMP content

This document specifically includes the following key DWMP content:

- DWMP stages and data:
 - Risk & Assurance

1 Content

1.1 The purpose of this document is to:

- Provide the assurance statement from Thames Water's Board on the company's final Drainage and Wastewater Management Plan (DWMP); and
- Detail the approach taken to assure the final DWMP so the Board were able to satisfy themselves that they could endorse our final DWMP and sign their Board Assurance Statement.

2 Background

2.1 The Board is accountable to shareholders, customers, and other stakeholders for the performance of the company and in promoting its long-term success. As such, the Board is responsible for setting the company's strategy and for leading the development of business planning; and that includes assuring the quality and completeness of regulatory submissions such as DWMP.

2.2 In February 2022, a joint letter from Ofwat, the Department for Environment, Food and Rural Affairs (Defra) and the Environment Agency (EA)¹ set out the need for Company's Boards to assure DWMP and outlined the expectations of that assurance in a set of criteria:

- The guiding principles and the DWMP technical framework are being followed and applied
- The planning objectives are being met (both common and bespoke)
- There are clear links and processes in place to ensure the appropriate DWMP interventions, including partnership and co-funded schemes, will be put forward for investment in PR24 business plans
- Measures are in place to achieve objectives set in the Government's Storm Overflows Discharge Reduction Plan²; and
- It is a best value plan for customers and the environment for managing and developing drainage and wastewater services and is based on robust evidence and costing processes.

2.3 The DWMP assurance framework has been designed to demonstrate compliance against these criteria. The Board Assurance Statement is provided in this document with an account of our assurance activities that facilitated the Boards sign off process.

¹ Letter to Company CEOs from Defra, Ofwat, EA re. Expectations for assurance of cycle 1 draft and final drainage and wastewater management plans (DWMPs) 18th February 2022

² The government engaged and consulted with stakeholders on the storm overflows discharge plan in March 2022 and published the plan in August 2022; therefore assurance was not expected on this in statements accompanying draft plans published in June 2022.

3 Board Assurance Statement

3.1 Having reviewed the final DWMP and relevant supporting assurance, the Board of Thames Water Utilities is satisfied that:

- The guiding principles and the DWMP technical framework are being followed and applied
- The planning objectives are being met (both common and bespoke)
- There are clear links and processes in place to ensure the appropriate DWMP interventions, including partnership and co-funded schemes, will be put forward for investment in PR24 business plans. We are confident that there are sufficient checkpoints in place to ensure that DWMP interventions are fully considered in the final PR24 plan. Partnership opportunities are considered as part of PR24 plan development noting that they have not all sufficiently matured to fully define benefit or co-funding contributions for PR24
- Measures are in place to achieve objectives set in the Government's Storm Overflows Discharge Reduction Plan; and
- With the caveats detailed below, it is a best value plan for customers and the environment for managing and developing drainage and wastewater services and is based on robust evidence and costing processes. Our technical teams have applied an industry leading best value framework to derive our DWMP plan. At publication the plan is an unconstrained view of future requirements. Assurance is given appropriate to the final, unconstrained stage of our DWMP, recognising that the plan will evolve via future price reviews.

3.2 In making this statement the Board of TWUL notes that:

- The scale of the delivery of the WINEP programme in AMP8 will displace other activity in the period, such as the DWMP flooding plan.
- The DWMP plan has been completed ahead of finalisation of WINEP commitments. In the near term our DWMP may change once WINEP is finalised to maintain overall plan deliverability.
- There is significant uncertainty in the scope and cost of sewer overflow reduction beyond the first few years of the DWMP.
- Delivery of the total DWMP programme requires a sector capability that currently exceeds the supply chain's forecast ability to ramp up and deliver.
- The long term cost associated with the delivery of a DWMP programme of this scale and nature which is unconstrained beyond AMP8 would have a very significant impact on customer bills. We will seek mitigation through partnerships and innovation to help reduce costs.

Signed by and on behalf of the TWUL Board:

Ian Marchant

Ian Pearson

Sarah Bentley



4 Assurance approach

- 4.1 Assurance consists of all the checks and balances used to ensure our plan is accurate, complete, and produced on time. This is why we consider it to be a key element in building trust and giving customers, and other stakeholders, confidence in the information that we publish and provide.
- 4.2 In the following sections we give an overview of the assurance undertaken in all aspects of our plan. It covers the main assurance activities that enabled the Board to be satisfied that the DWMP was ready for publication.
- 4.3 To guide our decisions for our DWMP we have designed an assurance approach that is;
- Aligned to corporate policy on external reporting
 - Aligned with the five criteria defined by Defra, Ofwat and EA in February 2022
 - Aligned with the direction of our Executive and Board
 - Meets expectations for strategic planning frameworks at PR24

5 Assurance Activities

'Three lines' model

- 5.1 We have followed our External Reporting Guidance which sets out our information principles (which is aligned to Ofwat's 2015 Company Monitoring Framework³) and our proportionate assurance approach. Our proportionate assurance approach (i.e. the process to prepare, review, approve and release information) is based on the Ofgem Data Assurance Guidance⁴ and Chartered Institute of Internal Auditors 'Three lines' model.⁵
- 5.2 The starting point for public submissions is our external information risk assessment. This categorises the reporting risk for components of our plan and profiles the lines of assurance that would be appropriate (i.e. higher risk = more checks). The DWMP was assigned as 'high risk' due to the key stakeholder topics it addresses, meaning in addition to a three line approval declaration structure, we were also required to obtain declarations up to Executive.
- 5.3 Table 5-1 lists the checks that the data and document providers have to assess as part of their declaration. Sign offs and any additional supporting commentary is held centrally in an Information Integrity Declaration database and is a key evidence base for Executive and Board review.
- 5.4 The individuals assigned to declaration duties were approved by the DWMP steering group.
- 5.5 Sign-off declarations were obtained for all narrative products and data tables. Any material issues that were highlighted were resolved prior to finalisation of the plan.

³ <https://www.ofwat.gov.uk/publication/company-monitoring-framework-final-position/>

⁴ <https://www.ofgem.gov.uk/publications/data-assurance-guidance>

⁵ <https://www.iaa.org.uk/resources/corporate-governance-basic-overview/application-of-the-three-lines-model/>

Information Provider	Information Reviewer	Senior Checker
I have read and understood the relevant request and I can confirm that the response has been prepared diligently and addressed the submission requirements and guidelines.	I have completed a review of the submission and I can confirm the submission has been prepared diligently and addressed the submission requirements and guidelines.	I have completed a review of the submission and I can confirm the submission has been prepared diligently and addressed the submission requirements and guidelines.
Have you identified any concerns or areas of risk with the submission?	Have any risk or concerns been identified by the Information Provider?	Have any risk or concerns been identified by the Information Reviewer?
N/A	In your review, have you identified any new risk or concerns?	In your review, have you identified any new risk or concerns?
Does this submission contain any new commitments to external parties?	Does this submission contain any commitments to external parties?	Does this submission contain any commitments to external parties?
Do you have any further comments or declarations regarding this submission?	Do you have any further comments or declarations regarding this submission?	Do you have any further comments or declarations regarding this submission?

Table 5-1 : List of questions used as part of sign off declaration

Internal assurance

5.6 Our internal assurance team conducted testing and review of the information contained within the documents for submission identified as high risk. The specific tests to be completed were:

- Review of data and statements to ensure alignment with initial request, objectives, or any other documented guidance or requirements
- Review of a sample of data to determine the source of evidence, the accuracy, or other basis for inclusion and alignment with the commentary file; and
- Review of completion of process and sign-offs to ensure all assurance steps have been completed as required including IIDs and methodology statements.

5.7 The team also completed the following against the submission as a whole:

- Review of completion of process and sign-offs to ensure all assurance steps have been completed as required
- Review of third party scopes and reports to confirm all completed correctly and cover required areas
- Review of assurance statements and evidence for the DWMP submission collected against each assurance statement to confirm they are complete and address each statement.

External assurance – Mott Macdonald

5.8 Mott MacDonald were appointed as the external assurers of the final DWMP. Their brief was to assure against the DWMP criteria. The audit approach was in two tranches with the first focusing on the approach and second tranche on the 'near-final' products.

- 5.9 Motts MacDonald set a list of assurance tests to enable an assessment of compliance with the five DWMP assurance criteria. These are reproduced in Figure 5-1.

Aspect	Ref.	Data table tests
Overall approach and method	OP01	What are the material changes to the overall DWMP Plan for the final submission compared with the draft? How does the total value compare?
	OP02	What are the material changes to the overall DWMP Plan for the final submission compared with the draft? How does the total value compare?
	OP03	Does the approach and method align with the Defra guidelines and are there any exceptions?
Risks	OP04	Can you explain how you identified the risks? i.e. risk based screening, use of Baseline Risk and Vulnerability Assessment (BRAVA)
Option development	OP05	Are base operational adjustments prioritised before enhancement investment?
	OP06	Have you consistently considered traditional, nature based and catchment solutions?
	OP07	How have partnerships and co-funding opportunities been developed further? Demonstrating greater leadership.
Costs	OP08	What time period have you applied Whole Life Cost over?
	OP09	Is the cost base used consistent?
	OP10	How does the plan provide best value?
Benefits	OP11	Have multi-benefit solutions been identified and prioritised?
	OP12	How integrated are Biodiversity Net Gain, Social Outcomes, carbon net zero, climate change and resilience accounted for in benefit identification?
Programme	OP13	Is delivery of the programme realistic? i.e. possible with supply chain capacity
Governance	OP14	Overall Plan has been checked by the Information Provider and Information Checker?

Figure 5-1 : Tests applied to DWMP plan by external auditor

- 5.10 The external auditors were able to assure the DWMP against the DWMP criteria. An extract of their summary statement is provided in Appendix A. The main challenges that were raised during the overall fDWMP audit and how each challenge was addressed (prior to final publication) is provided in Appendix B. In Appendix C we also summarise the assurance specific to the five board assurance criteria. The full audit report is available on request.

External assurance – Atkins

- 5.11 To produce parts of the DWMP we partnered with supply chain. We chose the authors of the DWMP industry framework document, Atkins, as our lead partners to ensure the appropriate technical challenge of compliance with the DWMP framework.
- 5.12 Atkins were tasked with supporting in particular the optioneering and programme appraisal stages of DWMP. Atkins outputs are subject to their own quality assurance procedures as per the Atkins Business Management System Technical Assurance Standard which is certified to ISO 9001 for quality. This Technical Assurance Standard requires assurance is an integral part of the project. This includes the assurance of deliverables through an originator, checker, reviewer and authoriser (OCRA) process to ensure they are error free and fulfil their purpose in conveying appropriate and required information.

External assurance – PWC

- 5.13 The delivery of DWMP is also assured through Annual Return Reporting. This is because DWMP has a dedicated Performance Commitment set at the last price review (PR19).

- 5.14 PWC is the appointed auditor and DWMP has been audited on an annual basis. All audit reports have recorded a green status meaning that the project is on track to satisfy the Performance Commitment requirements.

Methodology statements - data tables

- 5.15 Our internal checks and balances for data tables include documented method statements for all processes, assumptions and relevant guidance used to produce the data tables. These were separately signed, internally reviewed, and then independently reviewed by our external assurance partner. They evaluated our method statements for compliance with Ofwat guidance, clarity and transparency of process documentation.
- 5.16 The method statements were then followed to prepare data for the data tables. We embedded information integrity declarations (IIDs) from information providers, information checkers, senior management and the relevant Executive member's sign-off. We also completed a quality review of individuals completing these forms to ensure the controls and checks were being undertaken properly, and enabling early identification of any potential issues.

Preparing the submission to the correct standard and quality

- 5.17 The published documentation suite contains over 3,500 pages. To minimise the risk of error or inconsistency due to the size and complexity of the submission, a “page turn” exercise was put in place in the run up to both draft and final publication. The ‘Page turn’ exercise typically involved members of the department not involved in DWMP conducting ‘cold reads’ of documents.
- 5.18 The main outcome of this exercise highlighted that some of the graphics required to be upgraded to make them more engaging to stakeholders. These issues were mostly resolved by the DWMP team ahead of publication or signposting was provided to original material.

6 Governance framework to support assurance

- 6.1 The development and production of our plan has been led by a team of technical experts overseen by a core Project Management Office (PMO) team with responsibilities for delivery and assurance. The quality and delivery timescales were overseen by the governance framework set out in Figure 6-1. The governance framework was designed to ensure compliance with the DWMP criteria up to The Board.
- 6.2 A key part of the governance framework was the DWMP steering group overseen by the Director of Asset, Strategy and Planning (ASP) and attended by members of the ASP leadership team. Alongside this formal governance structure various bespoke sessions were held with executive team members particularly in the run to the first draft publication so the DWMP teams could get overall steer and direction before heading into the final publication stage of DWMP.

6.3 To ensure we are meeting stakeholder expectation we established a region wide Level 1 (L1) stakeholder forum. Details of this forum are provided in the Stakeholder Engagement Technical Appendix⁶.

	■ Bespoke sessions	■ Quarterly	■ BI monthly	■ monthly
	Purpose		Attendees	
Board Meetings			Thames Water's Board	
DWMP Sub Board Meeting			CEO and 3 x board members	
Executive Committee			Thames Water's Executive Team	
DWMP Exec Engagement Group			5 x members of the Executive Committee	
DWMP Steering Group			Chaired by Director of Waste Asset Strategy and Planning	

Figure 6-1 : Governance framework for DWMP

Board engagement

6.4 As shown in Figure 6-1 a sub-committee of the Board was established during development of our draft plan to work on behalf of the Board to assure the plan. This was an approach taken from the WRMP assurance process and sharing of best practice. It allowed greater scrutiny and input from key members of the Board.

6.5 The sub-committee consisted of the Chairman, the CEO and an independent member of the Board. The sub-committee were consulted regularly throughout the assurance process, from March 2022 through to May 2023, and the results of assurance work have been made available to them at key stages prior to the publication dates (June 2022 for draft DWMP, and May 2023 for final DWMP).

6.6 Focusing on the topics of the assurance criteria, the Board employed several approaches to direct, and challenge, the plan's quality and ambition. The techniques employed include the following:

- Deep dives – four separate sessions have been held with the sub-committee
- Interrogations of key products
- Review of internal and external assurance reports; and
- Engagement with our CCG, regulators and stakeholders

6.7 The key areas the Board challenged on were:

- The impact of the Water Industry National Environment Programme (WINEP) on DWMP
- Stakeholder support for an unconstrained plan in the long term; and
- Uncertainties demonstrating best value over 25 years in such a changing world

⁶ <https://www.thameswater.co.uk/media-library/home/about-us/regulation/drainage-and-wastewater/appendix-f-stakeholder-engagement.pdf>

Appendix A: Assurance statement by Mott MacDonald

Mott MacDonald | DWMP 3rd Line Assurance Report
Approach to the overall plan For Thames Water Utilities Ltd

3 Assurance statement

At the time of our audit your final DWMP tables and written documents were being compiled. Our conclusions are therefore based on our observations of your planning approach as you finalise your DWMP for publication and submission of the detailed tables to regulators by 31 May 2023.

Our opinion, based on our observation of your ongoing work and to the extent disclosed by sampling, is that your drainage and wastewater management plan is being developed:

1. In line with the government's guiding principles and the DWMP technical framework;
2. To meet the common and bespoke planning objectives;
3. Has clear links and processes in place to ensure the appropriate DWMP interventions, including partnership and co-funded schemes, will be put forward for investment in PR24 business plans;
4. To meet the objectives of the Government's Storm Overflow Discharge Reduction Plan, noting that you have made material assumptions about the number of needs that may be identified late in the period, and the average cost of addressing them;
5. With an approach that aims to deliver best value for customers and the environment by balancing pace, novelty and reliability of proposed solutions, noting that there is significant uncertainty in the scope and cost of sewer overflow reduction beyond the first few years.



Appendix B: Mott MacDonald audit report of the overall DWMP plan

Table 2.1: Summary of material audit actions from the overall plan audit

Action	Draft RAG rating	Company response	Auditor comment	Final RAG rating
<p>OP04 – Risks.</p> <p>I recommend a final internal peer review to check that your final DWMP clearly explains current performance and the transition that the plan will provide to future performance.</p>	Amber	<p>We do have, and have used models for storm overflows, flooding and treatment works compliance up to 2050. We don't have models for fluvial resilience (as the EA don't have models to share). We also don't have models that can comprehensively and accurately predict all interventions relevant to NIRS pollution incidents and operational flooding (i.e. not hydraulic).</p> <p>We have attempted to demonstrate the transition from current to future performance due to this plan using the Data Tables for the common performance metrics.</p> <p>We will review our Technical Appendix on What Base Buys to ensure that it demonstrates the evidence of the transition between current and future performance.</p>	<p>You have acknowledged our comments and explained the approach you will take to finalising your DWMP documents.</p> <p>We have left a "residual risk", which is the risk that there might not be sufficient time for your final internal peer review.</p>	Green with residual risk
<p>OP07 – Partnerships.</p> <p>I recommend diverting sufficient resource to drafting a short partnership report to provide real value to the plan overall.</p>	Red	<p>We have drafted (under review) a technical appendix on partnership working.</p> <p>We have added to the PR24 plan investment to co-fund and co-deliver circa 150 ha. of impermeable area connected into SuDS features prior to connection to a sewer or local watercourse (i.e. disconnection from the sewer).</p>	Addressed.	Green
<p>OP08 – Whole life cost.</p> <p>I recommend clarifying that the planning period for WLC is consistent across the DWMP, to enable equitable comparison of investment options.</p>	Amber	<p>We will review our Technical Appendix on Programme Appraisal and ensure that we have clearly specified the 2020/21 price base.</p> <p>We will request a technical note from Atkins confirming that all data table costs are in the 2020/21 price base and that there is a 40 year WLC analysis for the entire DWMP</p>	Addressed.	Green
<p>OP09 – Price base.</p> <p>I recommend a final check that all pricing is in the correct base-year per the Ofwat table guidance and clarifying that in your commentary to the tables.</p>	Red	<p>We will request a technical note from Atkins confirming that all data table costs are in the 2020/21 price base and that there is a 40 year WLC analysis for the entire DWMP.</p>	Addressed – subject to satisfactory response from Atkins.	Green
<p>OP12 – Benefits.</p> <p>I suggest a final internal peer review that your final commentary explains the limitations and/or reasons for not including biodiversity-net-gain assessments in your cycle 1 DWMP.</p> <p>I recommend developing a framework for quantifying biodiversity impacts of future DWMPs, for implementation from the beginning of delivery of the cycle 1 DWMP.</p>	Red	<p>We propose to demonstrate that our fDWMP will improve BNG by using evidence in the Strategic Environmental Assessment (SEA) indicating the environmental benefit of the ambitious SuDS programme. While this will not quantify BNG, it will demonstrate that the plan will increase BNG. We have a process for assessing BNG which is being used on land we own for the anticipated new Ofwat Common Performance Metric on BNG. This will comply with the WINEP Driver Guidance on Biodiversity.</p>	Addressed.	Green
<p>OP14 – Governance.</p> <p>I recommend a detailed internal peer review prior to final governance of your plan and tables.</p>	Red	<p>We have an internal process managed by the DWMP team that will ensure all published material and documents passes through our "three eyes" approach. Each document will have an Information Preparer, Information Checker and Subject Matter Expert. We use MS Forms for all three of these personas to evidence that they have diligently prepared, checked or reviewed the material. We have a compliance matrix to ensure all documents pass through this process before our formal internal governance process commences.</p>	<p>You have acknowledged our comments and explained the approach you will take to finalising your DWMP documents.</p> <p>We have left a "residual risk", which is the risk that there might not be sufficient time for your final internal peer review.</p>	Green with residual risk.

Appendix C: Extract of Mott MacDonald assurance findings

Guiding principle	Our evidence	Auditor feedback
The guiding principles and the DWMP technical framework are being followed and applied	We showed various aspects of your planning approach in the context of the planning framework and the steps we have taken to adhere to the guiding principles. We have adopted the key recommendations from the feedback to our consultation on our draft DWMP.	Mott MacDonald were satisfied that we have taken account of Defra's guiding principles for DWMPs, together with the Water UK technical framework and Ofwat's feedback, in developing our final DWMP.
The planning objectives are being met (both common and bespoke)	We showed how we have developed our plan to meet the planning objectives, including adaptive plans that respond to the pace of population growth. They highlighted that it will be important to make clear in our final DWMP narrative how we have responded to regulator feedback to fully meet the planning objectives	Mott MacDonald were satisfied we have revised our approach since our draft DWMP, so that we now plan for the activities necessary to fully meet the objectives.
There are clear links and processes in place to ensure the appropriate DWMP interventions, including partnership and co-funded schemes, will be put forward for investment in PR24 business plans	We showed how our DWMP includes proposed interventions to address the needs that have been identified. We explained that our plan is intended to be able to feed directly into the PR24 investment plan tables. Mott MacDonald noticed that partnership funding is not fully confirmed at this stage, and that it might be difficult to confirm more than a small proportion of partnership funding even for the PR24 business plan tables.	Mott MacDonald were satisfied that we have clear links and processes in place to be able to link our DWMP directly to our PR24 business plan and that we will be able to include co-funded schemes where appropriate.
Measures are in place to achieve objectives set in the Government's Storm Overflows Discharge Reduction Plan	We showed how we have taken account of the Defra storm overflow reduction plan, although Defra's delivery timeline is ambitious given the scale of intervention that may be required. We have planned to meet the requirements of the storm overflow reduction plan, including some WINEP schemes to clarify the needs in some areas, to support further programmes. We have prioritised schemes for which we have a high confidence in the need, benefit, and costs, but for some later in the period the detailed nature of intervention is less clear and hence average cost estimates have been used.	Mott MacDonald noticed that there is a material risk that, at the national scale, delivery of the full Defra sewer overflow reduction plan, may be extremely difficult to deliver in the timescales set by Defra.
It is a best value plan for customers and the environment for managing and developing drainage and wastewater services and is	We showed how we have reviewed indicative costs and benefits for resolving each identified issue and selected the most cost-beneficial (or least cost, as appropriate) option for each issue. Our options include traditional, low-energy and	Your approach aims to deliver best value for customers and the environment by balancing pace, novelty and reliability of proposed solutions, noting that there is significant uncertainty in the scope and cost of sewer overflow reduction beyond the



based on robust evidence and costing processes	nature-based solutions, as well as potential for partnership funding.	first few years. We were not required to assure your cost data but were satisfied that your planning approach is based on best-value principles. Motts recommend developing a framework for quantifying biodiversity impacts of future DWMPs.
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We've developed a comprehensive document suite to share our final DWMP. This includes five summary documents that contain increasing levels of detail. To help you to navigate around our document suite and to find key DWMP content, we provide a Navigation index below and on our DWMP webpage. The orange cells refer to where key DWMP content can be found across our final document suite.

Navigation index		Protecting the environment and providing a reliable, sustainable wastewater service							Best value and delivery				Working together		DWMP stages and data					
		Storm overflows	Sewer flooding	Level of ambition & pace of delivery	Growth & climate change	Resilience flooding & power	Groundwater	Environmental assessments	Affordability & bill impact	Best Value	Base vs Enhancement	Solutions & deliverability	Programme alignment	Partnership working	Stakeholder & customer engagement	DWMP stages & process	Level 2 regional summaries	Level 3 regional summaries	Data tables	Risk & Assurance
Summary documents	Customer summary																			
	Non-technical summary																			
	Technical summary																			
	The Plan																			
	Catchment Strategic Plans x13																			
Technical appendices x11	Appendix A - Strategic context																			
	Appendix B - Risk-Based catchment screening																			
	Appendix C - Baseline risk and Vulnerability assessment																			
	Appendix D - Options development and appraisal																			
	Appendix E - Programme appraisal																			
	Appendix F - Stakeholder engagement																			
	Appendix G - Adaptive pathway planning																			
	Appendix H – Customer engagement Part A – Draft DWMP																			
	Appendix I - Risk and uncertainty																			
	Appendix J - DWMP and WRMP alignment																			
	Appendix M - Assurance																			
New technical appendices x9	Appendix N - You Said, We Did (YSWD)																			
	Appendix O - What base buys																			
	Appendix P - Response to July 2021 Floods																			
	Appendix Q - Storm overflows																			
	Appendix R - Delivery of SuDS and nature-based solutions																			
	Appendix S - Partnership opportunities and working																			
	Appendix T - Groundwater quality																			
	Appendix U - Resilience																			
	Appendix V – Customer engagement Part B – Consultation Survey Report																			
Environmental assessments	Appendix K - Strategic environmental assessment (SEA)																			
	Appendix L - Habitats regulations assessment (HRA)																			
Portals and data	Customer portal																			
	Practitioner portal																			
	Data tables																			
	Data tables commentary																			

We welcome your views on our DWMP. Please share them with us by emailing:
DWMP@thameswater.co.uk.

This document reflects our DWMP 2025-2050 as published in May 2023.

