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## CHAPTER 1

# Engaging with our customers

We have been talking to our customers about their needs and priorities to make sure we focus our plan on what matters most

### In this chapter you will hear about

- Our 'Talk on Water' engagement programme which has seen us hear from more people than ever before in lots of different and innovative ways.
- How we have reflected what we have heard in the development of our plan.
- How we will continue engaging with our customers as we deliver our plan.

## CHAPTER 2

# Our pledges, incentives and bills

Our promises to customers that deliver  
what matters most to them

### In this chapter you will hear about

- How we are performing today.
- Our five pledges for the next five years which focus on what customers have told us is important.
- The impact of what we will do on what customers will pay.

## CHAPTER 3

# Retail

Our vision is to be an outstanding water company delivering service excellence

### In this chapter you will hear about

- Our 'Customer Experience Transformation' programme – driving significant improvements in the service we provide.
- Our increased focus on helping customers in vulnerable circumstances.
- How we will operate more efficiently.

## CHAPTER 4

# Wholesale

The core part of our Company, delivering water from source to tap

### In this chapter you will hear about

- Our strong track record.
- Our challenges for the future and how we plan to meet them.
- What we will deliver for our customers, including a reliable supply of high quality water – their number one priority.

## CHAPTER 5

# Financing

Remaining financially resilient in the long-term

### In this chapter you will hear about

- Our financing strategy.
- How we have assessed our long-term financial resilience.
- Enhancements to our approach in key areas, such as reducing gearing, that are important for the sector.

## CHAPTER 6

# Governance

Being transparent and accountable is important to us and our customers

### In this chapter you will hear about

- Ofwat's four principles on board leadership, transparency and governance and the activity we already carry out for each.
- The enhancements we will make to further various aspects of board leadership and transparency, including board interaction with our workforce and accessibility to documents explaining our governance, finances and strategy.
- How we will ensure the way we are owned and run is clear to customers.



# Resilience

We have strengthened our approach to ensuring we can cope with disruption and meet the increasing expectations of our customers for many years to come

### In this chapter you will hear about

- How we have identified and mitigated the full range of risks that could impact the service we provide.
- How a resilient supply of high quality water is our customers' number one priority.
- The investments we are making to build on our strong track record.

## CHAPTER 8

# Innovation

The key to delivering more of what matters to our customers is to be more innovative

### In this chapter you will hear about

- Our strong track record with a long industry of innovation.
- How innovation is supporting the delivery of our five pledges.
- How we ensure that our employees are encouraged to think differently, come up with great ideas and are supported to put them into practice.

## CHAPTER 9

# Environment

One of our five pledges is to support a thriving environment that we can all rely upon

### In this chapter you will hear about

- How we will protect the environment and reduce the impact that we and our customers have on it.
- How we plan to go further than we are required to do, by actively improving rivers and making our own sites more attractive to plants and animals.
- Our exciting plans to expand our education programme with an innovative new visitor centre.

## CHAPTER 10

# Our people

**Our committed and skilled employees are at the centre of delivering our pledges to customers**

### **In this chapter you will hear about**

- Our workforce today and the challenges we are facing for the future.
- The four elements of our people strategy that will help us meet these challenges and create a working environment that helps our people be the best they can be.

## CHAPTER 11

# Community

We are a small, local company with a long heritage and deep roots in the communities we serve

### In this chapter you will hear about

- How the prosperity of our business is linked to thriving communities and the part we can play.
- Our aim of attaining the CommunityMark from Business in the Community.
- How the four elements of our strategy – time, money, expertise and consideration – will add value.

# Data strategy and assurance

Ensuring that our plan delivers what it needs to

## In this chapter you will hear about

- How our Board has assured what we plan to do.
- How our Board has assured that our plan is high quality and that we can deliver it for our customers.
- The accuracy and consistency of the evidence we have used to build our plan.