



5 years, 5 pledges

Summary of our Business
Plan for 2020 - 2025



5 pledges for 2020 - 2025

Our Business Plan will improve our service to you. We've made five pledges, supported by 25 targets, that will deliver what you have told us is most important.



High quality water all day, every day

We'll provide you with the highest quality water and reduce the chance of supply interruptions. We'll cut the number of mains bursts and soften the water we supply where we need to.



Excellent service, whenever and however you need it

We'll provide the best service we can to our customers and housing developers in our area and if you need to contact us we'll do all we can to resolve your issue first time.



Fair prices and help when you need it

We'll help more of you who are struggling financially and make sure we know who needs extra assistance from us, particularly if water supplies are interrupted. We'll make sure our support schemes are helpful and you know about them.



Support a thriving environment we can all rely upon

We'll help you use less water so more remains in our rivers and aquifers and we'll improve the rivers that are the source of our water. We'll enhance the biodiversity of our sites, cut our greenhouse gas emissions and strive not to cause pollution.



A service that is fit now and for the future

We'll reduce leaks from our pipes and yours and invest in new and improved pipelines to reduce the chance of your supply being cut off. We'll make sure that our water sources are working as they should and avoid the need for severe restrictions on water use if a drought occurs.

How much will it cost?

Water bills will fall each year between 2020 and 2025. The average bill will be cut from £194 in 2019/20 to £164 in 2024/25.



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Water plays a role in all our lives. It's an essential service and one that we are proud to deliver to our customers and communities.



Our Business Plan for 2020 to 2025 has one simple objective – to deliver more of what matters to you. It was built around your priorities through an extensive engagement programme and has led to us making five pledges to improve our service.

We have considered how the world around us is changing and made sure that our plan is fit for the future. From climate change and population growth to smart technology – over the next five years we will transform our service and how we deliver it to you.

It's now our job to deliver on our commitments and we set out how we'll do it in this document. By doing this we'll not only provide you with a great service, but we'll contribute more to society and play our part in delivering the five goals of the Public Interest Commitment that has been made by all the English water companies.

Key to delivering our plan are our people, many of whom live in your communities and are customers themselves. Whatever their role, they are dedicated to providing you

with great service and it's my job to make sure they have the tools to do that.

However, successful delivery of this plan is not entirely in our hands. Water is a precious resource and we live in an area where it's coming under increasing pressure because of the changing climate and higher demand. We all need to use water wisely and we're committed to helping you do this by providing information, support and incentives.

We can also all do our bit to look out for those who are most vulnerable in our communities so they can get extra help if they need it. We'll work in partnership with you, so as a community, we are all playing our part and value the water we use each day a little more.

Ian Cain, Chief Executive Officer, SES Water

We have signed up to the five long-term goals which are part of the water industry's Public Interest Commitment:

- 1 Triple the rate of sector-wide leakage reduction by 2030
- 2 Make bills affordable as a minimum for all households with water and sewerage bills no more than 5% of their disposable income by 2030 and develop a strategy to end water poverty
- 3 Achieve net zero carbon emissions for the sector by 2030
- 4 Prevent the equivalent of four billion plastic bottles ending up as waste by 2030
- 5 Be the first sector to achieve 100% commitment to the Social Mobility Pledge.

Your water services today

We supply high quality drinking water to more than **730,000** people in parts of Surrey, West Sussex, Kent and south London



85% of our water comes from underground sources beneath the North Downs

15% is abstracted from the River Eden and stored in Bough Beech reservoir near Edenbridge

On average, each person uses

143 litres of water each day



62% of our customers have a water meter

We supply **160 million** litres of water each day which can rise to

225 million litres during a hot summer



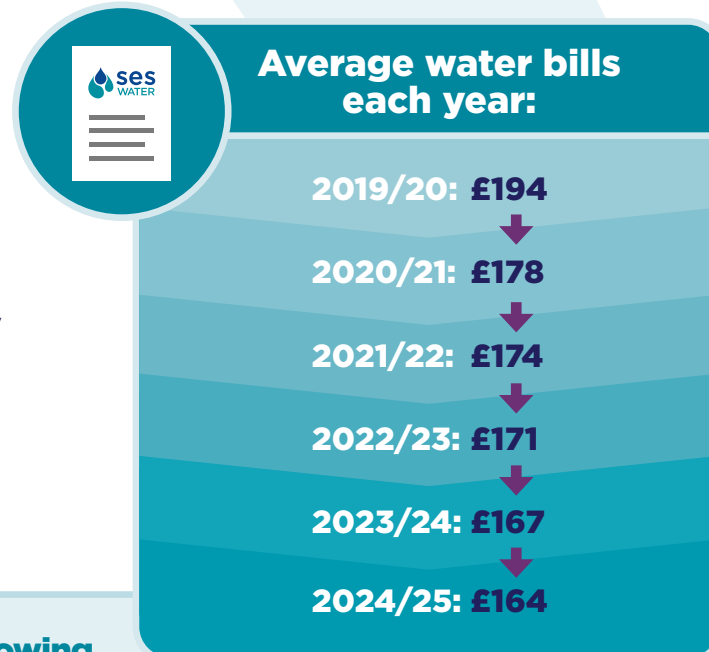
Our network is made up of **eight water treatment works, 24 pumping stations** and **3,500km of pipes**

Our plan for the future

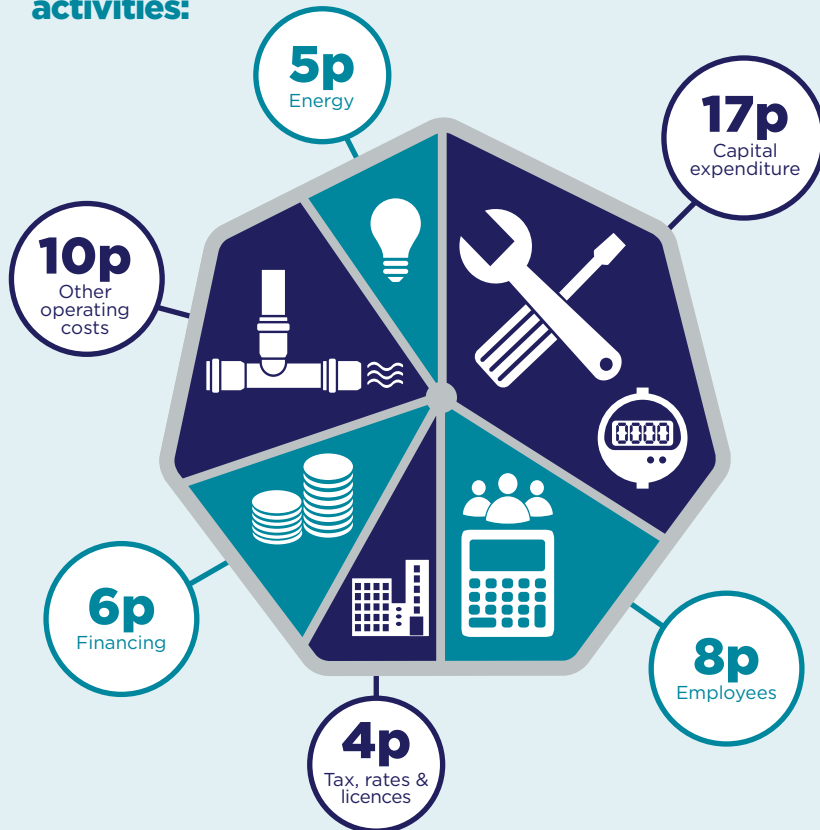
Our job is to provide a plentiful supply of clean, healthy drinking water every day to all our customers. To do this we need to plan ahead and anticipate future challenges and opportunities so that we deliver a high-quality service that is reliable and resilient.

Every five years we produce a Business Plan that sets out how we will improve our services, upgrade our network and enhance the environment we rely upon for our water supplies. This is our plan for 2020 to 2025. Over the five years of this plan we will spend **£200 million** to keep running our day-to-day operations and invest **£40 million** in improving our service. We will pay for our plan with money from bills, alongside investment from our shareholders and some borrowing.

The average bill for our customers will fall each year from 2020, so by 2025 you'll pay around 50 pence per day, making our service more affordable for all.



Your money will be spent on the following activities:



Performance commitments

We have 25 targets or 'performance commitments' to deliver. Some are common across all water companies and others are unique to us as they reflect our customers' priorities.

Some have a financial penalty if we fail to meet them and an outperformance payment if we exceed them. We will report our progress every year in our Annual Report and on our website.

What matters to you

Our Business Plan has been built in partnership with our customers to make sure what we do is based on your priorities. We spoke to thousands of people and you said:

Get the basics right:

- High-quality water is your top priority
- Reduce the number of burst pipes and interruptions to supply
- Invest to provide a reliable and resilient service now and in the future
- Serious pollution is unacceptable
- Reduce leakage levels
- Bills should be fair and provide value for money
- Keep a local call centre.

Go further in some areas:

- Provide more help to those in financial hardship
- Embrace new technology wherever possible
- Help people take control of their water usage
- Work with schools to help the next generation value their water supply
- Innovate to develop resilient and sustainable supplies
- Be future-focused to address issues like climate change.

This has led to us making the five pledges we will deliver between 2020 and 2025.

Our pledges



High quality water all day, every day



Service at a fair price and offer help when you need it



A service that is fit now and for the future



Excellent service, whenever and however you need it



Support a thriving environment we can all rely upon

Our pledge

We'll provide you with high quality water all day, every day



We will...

	Our target by 2025 is:
Provide high quality water*	To keep water quality at industry leading levels as measured by the Drinking Water Inspectorate's Compliance Risk Index
Maintain our industry leading position of having the fewest contacts from customers about their water quality	To receive no more than one contact per 2,000 customers about the taste, smell and appearance of their water
Maintain a low number of supply interruptions (that are longer than three hours)*	To ensure no more than an average of five minutes lost per property per year
Maintain a low number of burst water mains*	To ensure there are no more than 59 bursts per 1,000km of water main
Soften water where needed to the required level before supplying it to customers	For average calcium levels to not exceed 80mg per litre

*Common performance commitment



How we'll do it...

- We'll use new technology to check the condition of our water mains without digging up roads and other public places so we can identify which need replacing with less disruption to customers
- We'll develop 'intelligent networks' which use new technology and artificial intelligence to alert us to problems more quickly and pinpoint exactly where they are so we can re-route water and keep you supplied at all times
- We'll keep the pressure in our water mains more stable through enhanced monitoring and the installation of devices that calm pressure to reduce the risk of bursts
- We'll meticulously plan routine work on our network to ensure that the quality of water is not affected
- We'll replace more of our oldest and less reliable pipes with new ones that will last for generations to come
- We'll work with farmers and landowners in our catchments to help protect the quality of the raw water we abstract by reducing the amount of pesticides entering ground and surface water sources
- We'll invest **£8.5 million** in our Godstone and Elmer Water Treatment Works to improve the softening capability at these sites.



What can you do to help?

- Make sure that the plumbing systems, fixtures and fittings in your home meet the water supply regulations so that they don't risk contaminating your water supply
- Report any suspicious activity on our pipe network to us, such as hydrants being used illegally, as this can impact water quality and waste water
- Always make sure you use a WaterSafe approved plumber so that work carried out in your home meets water industry standards
- If we carry out work in your area, let the water run a little before you use it as sometimes it might look, smell or taste different for a short while afterwards.

Our pledge

We'll provide your service at a fair price and offer help when you need it

We will...

	Our target by 2025 is:
Help more customers in financial difficulty	For 25,000 eligible customers to be on our Water Support Scheme which provides a bill discount
Increase the number of people on our Priority Services Register (PSR)*	For at least 7% of our customers to be on our Priority Services Register and to check 90% of our PSR data every two years
Increase awareness of support for vulnerable customers	For 68% of customers to be aware of our PSR and the extra support available
Provide helpful support for vulnerable customers	For 80% of customers to feel that the extra services we offer are helpful
Deliver value for money	For no more than 6% of our customers to feel that we do not offer good value for money
Reduce the number of void properties - those that are connected but not charged	To ensure that connected properties that are shown as vacant so not billed only account for 2.2% of all properties

*Common performance commitment

How we'll do it...

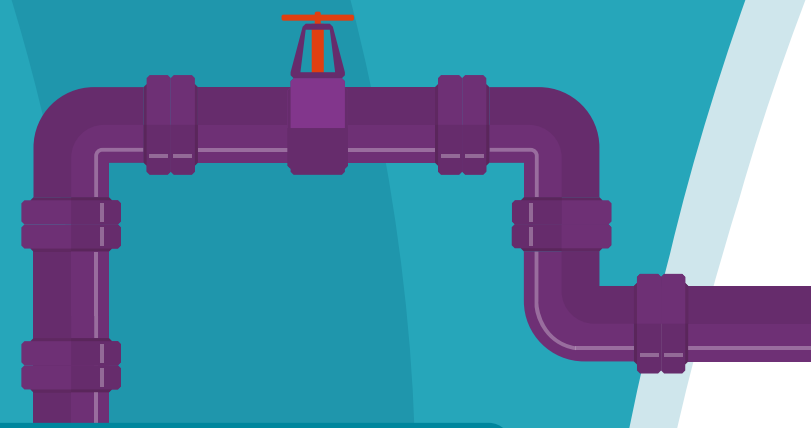
- We'll work with organisations that are experts in this area to help us design tariffs and support options
- More of our trained customer care team will be out in the community, working with local organisations to help identify people that need extra help and support
- We'll carry out regular surveys with more customers to understand how helpful our extra services are
- We'll change our billing arrangements with some of the main housing associations in our area so that we bill their residents directly and provide any extra help they need
- We'll work with the industry to share data about customers who require priority services with electricity and gas providers so that those that need extra help are identified and registered automatically with all their suppliers
- We'll regularly contact customers to check the details we hold on our Priority Services Register and we'll do more to promote it to others
- We'll improve our home move and new customer welcome processes, so we know which properties are occupied and need to be billed
- Our website translates information into different languages and provides a read aloud function to help more people access our services
- We'll share occupancy data with the water companies that provide wastewater services in our area - Thames Water and Southern Water - to help identify properties that need to be billed.

What can you do to help?

- Contact us if you are struggling to pay your bill and you think you might be eligible for extra financial support
- If your personal circumstances change and you need some extra help with any aspect of our service, please let us know so we can give you the support that you need
- Talk to your relatives and friends and let them know about the extra help we can offer
- If you don't want to contact us directly speak to Citizens Advice or another expert support group who will help you
- Tell us what you think about the help we offer and whether it meets your needs
- Let us know if you are moving to a new house so that we can keep our records up to date.

Our pledge

We'll provide you with a service that is fit now and for the future



We will...

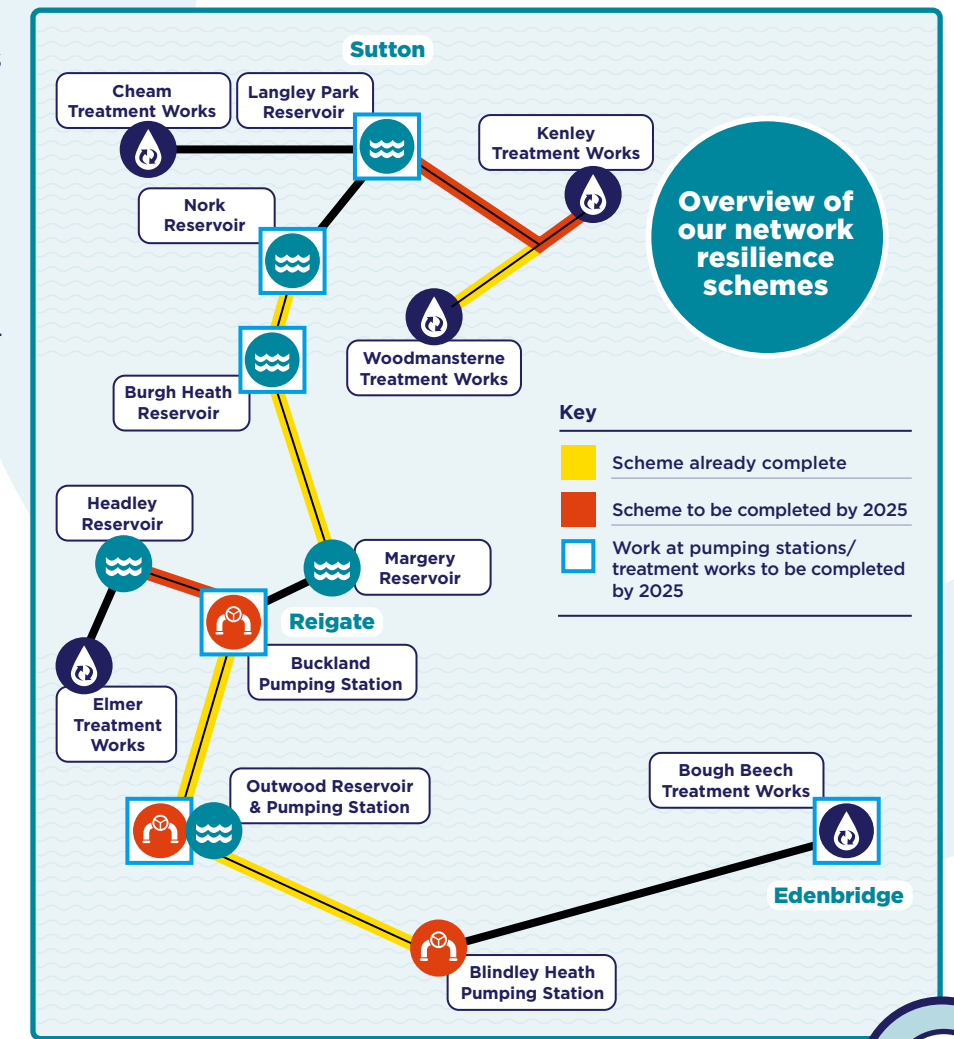
	Our target by 2025 is:
Reduce the risk of supply failures	For 100% of properties to be able to be supplied by more than one of our treatment works
Further reduce our level of leakage*	To reduce the amount of water that is lost each day from our network and your supply pipes by 15%
Manage the impact of a severe drought*	For no customer to be at risk of severe supply restrictions such as standpipes or water rationing during a one in 200-year drought
Manage unplanned outages at our treatment works*	For an unplanned outage to only amount to 2.3% of our total peak week production capacity

*Common performance commitment



How we'll do it...

- The technology we use to make our network more 'intelligent' will help us find and fix leaks more quickly
- We'll identify our leakiest water mains and replace them with new ones made of material that is less likely to leak
- We'll improve how we manage the pressure inside our water mains, so leaks are less likely to occur and when they do less water is lost
- We'll offer more help to customers to repair leaks on their supply pipes
- We'll invest **£6 million** to lay new, or improve existing pipelines between some of our key treatment works and pumping stations so that we can move more water around our area and complete our network resilience scheme
- Our work to reduce leakage and lower household water use will help make us more resilient to drought
- We'll modernise the facilities and equipment at our sites to reduce the risk of breakdowns
- Our **£7 million** investment at Godstone Water Treatment Works will help make sure that the site can produce all the water it should.



What can you do to help?

- Check for leaks on your supply pipe and internal plumbing by taking a meter reading before you go to bed and when you get up in the morning – if it's changed it might mean you have a leak
- Contact us if you think you have a leak and we'll come and carry out a survey and if needed, we'll repair your supply pipe free of charge
- Keep your eyes peeled for leaks when you're out and about and report them to us
- Take notice of any early dry weather warnings and use water wisely to reduce the need for restrictions.

Our pledge

We'll provide excellent service whenever and however you need it



We will...

Our target by 2025 is:	
Deliver customer satisfaction (C-MeX)*	To achieve upper quartile in the industry league table
Deliver developer satisfaction (D-MeX)*	To achieve upper quartile in the industry league table
Reduce the number of times customers have to contact us about the same issue	For 90% of contacts to be resolved first time

*Common performance commitment



How we'll do it...

- We'll continue to invest in digital technology, including a new billing system, that puts you in control of your own account so you can pay your bill, manage your payment plan, monitor your consumption and change your details online
- We'll improve our processes so that we can resolve more queries first time, every time
- We'll notify you in advance if we need to turn your water off to carry out work and keep you updated during emergencies
- We'll keep our customer call centre in the area that we serve to provide a truly local service
- We'll continue to invest in our people, so they always provide you with excellent service
- We'll develop our 'voice of the customer' programme so that we are regularly gathering insight from you to improve our service
- We'll improve the service we offer to developers by responding more quickly to applications and tailoring our service to meet their individual needs.



What can you do to help?

- Keep your personal details up to date so that we can keep in contact with you, particularly if there is an emergency
- Provide feedback – good or bad – about the service you receive from us, so we know what we are doing well and where we need to improve
- Use our digital channels where you can so managing your account is quicker and easier.

Our pledge

We'll support a thriving environment we can all rely upon



We will...

	Our target by 2025 is:
Reduce household water usage*	To reduce the average amount of water used by each person by 7.3%
Generate and use renewable energy to limit the greenhouse gas we create	To limit our emissions to no more than 55kg CO ₂ per million litres of water we supply
Strive to never cause severe pollution to land, air or water	To not cause any category one or two pollution incidents as measured by the Environment Agency
Manage raw water abstraction where it impacts on the environment	To limit abstraction from two chalk boreholes to an average of 7 million litres or peak 12 million litres per day when groundwater is low
Make the land we own more attractive to a variety of plants and wildlife	To achieve and maintain The Wildlife Trust's Biodiversity Benchmark at three of our sites
Improve rivers through delivery of the Environment Agency's Water Industry National Improvement Programme (WINEP)	To deliver 24 river-based investigations or improvement schemes To complete the required number of schemes each year

*Common performance commitment



How we'll do it...



- We'll install 130,000 free water meters, many of which will be smart so you can track how much you use
- We'll help you use less water by providing home visits and installing water saving devices
- We'll carry out more water efficiency campaigns and work with partners in the local community
- We'll develop a new education centre at our Bough Beech Reservoir and Treatment Works so we can extend our current outreach programme to reach more children, young adults, businesses and community groups
- We'll reduce our energy use by installing energy efficient technology across our business
- We'll continue to only purchase energy that has been generated from renewable sources
- We'll continue to replace diesel vehicles with electric ones
- We'll plant more trees on our land to help reduce our carbon footprint and improve biodiversity
- The roll out of 'intelligent' networks will help us reduce bursts which could cause pollution and enable us to act more quickly to protect the environment when they do happen
- We'll limit how much water we abstract from two of our boreholes to help maintain flows in the River Wandle when water levels drop
- We'll work with Surrey and Kent Wildlife Trusts to carry out habitat surveys and deliver site-based plans to improve biodiversity at our Elmer, Bough Beech and Fetcham Springs sites
- We'll work in partnership with local environmental groups to investigate the impact of our abstractions on local rivers and improve water quality.



What can you do to help?

- Try to use water more efficiently in your home by repairing dripping taps and leaky loos, taking shorter showers and doing a full load of washing – every drop counts and using less hot water will help cut your energy bills too
- If you have a garden, install a water butt or two to capture rainwater for your plants and use a watering can instead of a hose or sprinkler
- When you come to refit your bathroom or kitchen, look for appliances, fixtures and fittings that use less water as these will help you make more savings over the long-term
- Use a refillable water bottle and top it up at one of the many refill points while you're out and about, rather than using plastic bottles that are damaging the environment.

To deliver our five pledges we need to be:

A respected and successful local company that has the confidence of our customers, supports our employees and acts responsibly.

We will be a socially responsible business and become more involved in our local community

We'll build a second education centre to engage with more current and future customers

We'll run our Industrial Cadets work experience scheme to showcase career opportunities to young people

We'll continue to support WaterAid and build on the **£1.5 million** we have already raised

We'll continue to support more local causes through our community investment fund

We'll work more closely with community partners to support customers in difficult circumstances

We will ensure the way we are owned, financed and run is clear to customers

We'll maintain appropriate levels of debt

We'll explain how money returned to shareholders is agreed and linked to performance for customers

We'll increase the transparency of our Board and its governance processes

We'll report on executive pay and bonuses and how they are linked to customer service and performance

We will help our employees be the best they can be

We'll continue to improve through our Investors in People accreditation

We'll attract, develop and retain the best talent

We'll create a working environment where people thrive and do a great job

We'll identify the skills and expertise needed for the future

We'll reward performance that delivers great service

We will work safely and considerately

We'll ensure that the safety of our workforce is our top priority

We'll look after the physical health and mental wellbeing of our employees

We will operate more efficiently

We'll deliver **£9 million** of efficiency and finance savings over the five-year period

We'll work smarter - not harder - by examining what we do and how we do it to ensure we're doing it in the most efficient way

Find out more

Visit our website seswater.co.uk

Follow us on Twitter [@SESWater](https://twitter.com/SESWater)

Join our Talk on Water online customer community
seswater.co.uk/talkonwater



