

# Document map



## Business plan

(This document)

This is our £7.8 billion plan for 2025 to 2030 to improve our services, enhance our environment and increase our support for the most vulnerable.



## Customer summary

We have highlighted the things our customers are most interested in - the improvements we'll deliver for them and our region and what it means for their bills.

Find it on our website [here](#)

## Chapters

These are in this document and summarise our plans in each of Ofwat's key areas.

1

### Executive Summary

This is an overview of our plan with introductions from our Chair and CEO.

2

### Long-term Delivery Strategy

Our Long-term Delivery Strategy includes the investment we think we'll need in the next 25 years. Our business plan is the first five years of this strategy.

3

### Customer Acceptability

More than 25,000 customers spent over 8,000 hours telling us what they think to help us develop our plan. This chapter explains how we engaged with them and what they told us.

4

### Costs and Outcomes Approach

This chapter explains how we made sure our plan is efficient and how we decided the outcomes we will deliver for our customers.

5

### Wholesale Water (Costs and Outcomes)

This chapter explains how we will invest £3.4 billion to maintain reliable water supplies, improve water quality, reduce leakage and start building the new sources we need.

6

### Wholesale Wastewater (Costs and Outcomes)

This chapter explains how we will invest £4.1 billion to protect and enhance our environment, reduce our use of storm overflows, improve water quality in 1,000km of river and make sure we can support new homes.

7

### Customer-Household and Non-Household (Costs and Outcomes)

This chapter explains how we will improve the services we provide for our household and non-household customers and developers.

8

### Affordability

This chapter explains how we will increase the support we provide the most vulnerable and how we're keeping bills as affordable as possible.

9

### Deliverability

Our plan is the biggest in our history. This chapter explains how we're preparing to deliver it.

10

### Risk and Return

This chapter explains how we have balanced the financial risks we face with the returns we could make if we deliver for our customers.

11

### Data and Assurance

This chapter includes our Board assurance statements and explains our approach to assurance and compliance.



### You can find all our documents on our website








[www.southernwater.co.uk/our-story/our-plans/our-plans-2025-30](http://www.southernwater.co.uk/our-story/our-plans/our-plans-2025-30)

# Document matrix

All our documents can be found [here](#)

This matrix shows how our documents are linked together - and how they link to Ofwat's Test areas.

## Key

-  Direct link to Chapter and Ofwat Test
-  Indirect link to Chapter and Ofwat Test
-  Belongs to Chapter
-  Linked to SRN19 Botex
-  Linked to SRN36 Bioresources Strategy
-  Linked to SRN38 WINEP
-  Linked to SRN48 Operational Resilience

Executive Summary SRN01	Long-term Delivery Strategy SRN02	Customer Acceptability SRN03	Costs and Outcomes Approach SRN04	Wholesale Water (Costs and Outcomes) SRN05	Wholesale Wastewater (Costs and Outcomes) SRN06	Customer - Household and Non-Household (Costs and Outcomes) SRN07	Affordability SRN08	Deliverability SRN09	Risk and Return SRN10	Data and Assurance SRN11
1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.

Technical Annexes		1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.
SRN12	Long-term Delivery Strategy	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
SRN13	Reputation, Trust and Transparency	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
SRN14	Customer Insight	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
SRN15	Cost and Option Methodology	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
SRN16	Real Price Effects and Frontier Shift	✓			✓	✓	✓	✓	✓		✓	✓
SRN17	Direct Procurement for Customers and Alternative Delivery Model	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓
SRN18	Performance Commitment Methodologies	✓	✓	✓	✓	✓	✓	✓				✓
SRN19	Botex	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓
SRN36	Bioresources Strategy	✓	✓	✓	✓		✓		✓	✓		✓
SRN38	Water Industry National Environment Programme (WINEP)	✓	✓	✓	✓	✓	✓		✓	✓		✓
SRN46	Net Zero Carbon	✓	✓	✓	✓	✓	✓					✓
SRN47	Resilience in the Round	✓	✓	✓	✓	✓	✓	✓			✓	✓
SRN48	Operational Resilience	✓	✓	✓	✓	✓	✓	✓			✓	✓
SRN54	Innovation	✓	✓		✓	✓	✓	✓	✓	✓		✓
SRN55	Affordability Model Methodology	✓							✓	✓	✓	✓
SRN56	Deliverability	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
SRN57	Risk	✓	✓		✓	✓	✓		✓	✓	✓	✓
SRN58	Uncertainty Mechanisms	✓	✓		✓	✓	✓		✓	✓	✓	✓
SRN59	Past Performance (PR19 Reconciliation Mechanisms)	✓			✓	✓	✓	✓	✓		✓	✓
SRN60	Financeability	✓							✓		✓	✓
SRN61	Cost of Equity	✓							✓		✓	✓
SRN62	Cost of Debt	✓							✓		✓	✓
SRN63	Executive Pay and Dividend Policies	✓		✓							✓	✓
SRN64	Cost of Capital	✓							✓		✓	✓

All our documents can be found [here](#)

1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.
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Enhancement Business Cases		1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.
Water	SRN25	Supply Resilience Enhancement Programme	✓	✓	✓	✓	✓		✓	✓		✓
	SRN26	Water Resources - Supply	✓	✓	✓	✓	✓		✓	✓		✓
	SRN27	Water Resources - Demand	✓	✓	✓	✓	✓		✓	✓		✓
	SRN28	Water Resources - Smart Metering	✓	✓	✓	✓	✓		✓	✓		✓
	SRN29	Water resources – Strategic Resource Options	✓	✓	✓	✓	✓			✓	✓	✓
	SRN30	Raw Water Deterioration	✓	✓	✓	✓	✓			✓	✓	✓
	SRN31	Lead	✓	✓	✓	✓	✓			✓	✓	✓
	SRN32	Reservoir Safety	✓	✓	✓	✓	✓			✓	✓	✓
	SRN33	WINEP – Supporting Water Abstraction	✓	✓	✓	✓	✓			✓	✓	✓
	SRN34	Network and Information Systems (NIS)	✓	✓	✓	✓	✓	✓		✓	✓	✓
Wastewater	SRN35	Security and Emergency Measures Direction (SEMD)	✓	✓	✓	✓	✓	✓		✓	✓	✓
	SRN37	Industrial Emissions Directive (IED)	✓	✓	✓	✓		✓		✓	✓	✓
	SRN39	WINEP - Enhancing Waste Treatment	✓	✓	✓	✓		✓		✓	✓	✓
	SRN40	WINEP - Storm Overflows	✓	✓	✓	✓		✓		✓	✓	✓
	SRN41	WINEP - Monitoring	✓	✓	✓	✓		✓		✓	✓	✓
	SRN42	WINEP - Wider Environmental Enhancement	✓	✓	✓	✓		✓		✓	✓	✓
	SRN43	WINEP - Bioresources Cake Storage	✓	✓	✓	✓		✓		✓	✓	✓
	SRN44	Wastewater Growth	✓	✓	✓	✓		✓		✓	✓	✓
	SRN45	First Time Sewerage (s101a)	✓	✓	✓	✓		✓		✓	✓	✓
	Resilience	SRN49	Resilience - Power	✓	✓	✓	✓		✓		✓	✓
SRN50		Resilience - Infiltration	✓	✓	✓	✓		✓		✓	✓	✓
SRN51		Resilience - Heat	✓	✓	✓	✓		✓		✓	✓	✓
SRN52		Resilience - Flooding	✓	✓	✓	✓	✓	✓		✓	✓	✓
SRN53		Resilience - Coastal	✓	✓	✓	✓		✓		✓	✓	✓

### Cost Adjustment Claims

SRN20	Coastal population	✓		✓	✓		✓		✓		✓
SRN21	Advanced Digestion	✓		✓	✓		✓		✓		✓
SRN22	Network & WTW Growth	✓		✓	✓		✓		✓		✓
SRN23	Regional Wages	✓		✓	✓	✓	✓		✓		✓
SRN24	Meter Replacement	✓		✓	✓	✓		✓	✓		✓