



GET STARTED >



# EXCELLENCE IN WATER. ALWAYS.

## OUR 25-YEAR VISION

Updated 2023





## FOREWORD

### OUR VISION AND PRIORITIES

### WHAT YOU TOLD US

### WHAT YOU TOLD US – YOUR CHOICES

### WHAT WE KNOW

**PRIORITY ONE; SECURE AND DELIVER WATER SUPPLIES WHICH ARE HIGH QUALITY, RELIABLE AND SUSTAINABLE**

**PRIORITY TWO; INVEST IN THE FUTURE TO MEET GROWING ENVIRONMENTAL CHALLENGES**

**PRIORITY THREE; WORK IN PARTNERSHIP WITH OUR CUSTOMERS, COMMUNITIES AND STAKEHOLDERS**

**PRIORITY FOUR; ACHIEVE AFFORDABLE WATER FOR ALL. ALWAYS.**

**WHAT IT MEANS FOR OUR CUSTOMERS, COMMUNITIES AND STAKEHOLDERS**

**HOW WE'LL ACHIEVE OUR VISION**

**OUR NEXT STEPS**



# FOREWORD BY THE FUTURE INNOVATORS BOARD

A lot can change in 25 years.

Twenty-five years ago, petrol was about 60 pence a litre. The first Harry Potter book had just been released. The Nintendo 64 was hitting European shelves and the DVD was launched in the United States. The UK won the Eurovision Song Contest, and the first mass-production hybrid car was unveiled.



This applies to our region too. Twenty-five years ago, the New Forest and South Downs National Parks didn't exist in their current form. People hadn't even been able to vote on the design of the Spinnaker Tower, and construction was still years away.

However, some things look very similar.

Scotland voted to form its own Parliament, starting the (possible) path to independence. There was a stock market crash. A deadly virus transferred from animals to humans for the first time. There was a global agreement to act on climate change. And environmental disasters caused significant, lasting damage across the world.

What does this have to do with water? On the face of it, not too much.

But we've been thinking about what the world could look like in 25 years' time, and how much might change between now and then. It looks like some things could change drastically and others might not change much at all.

We've also been thinking about how we need to change – and what happens if we don't.

If we don't change, we risk restrictions to our water supplies, irreparable damage to our environment and increased bills for our customers. We won't meet our carbon obligations and our services won't be sustainable.

So, we need to change. We need to focus on what our future could look like, not just reflect on what has brought us to where we are now.

We need to embrace innovative methods and technologies, collaboratively deliver solutions which benefit everyone, and give our customers and stakeholders the information they need to co-create with us.

Despite big challenges, our purpose remains the same as it has done for much of our 160-year history of serving our communities. Excellence in water. Always.

Our bills will be affordable for all. Always. Our water supplies will be

sustainable, reliable and high-quality. Our environment will be protected and sustained for future generations.

We'll remain a local, community-based water company, providing the industry-leading service our customers and communities expect.

This document shares our Vision and priorities as shaped by you. In this 2023 updated version, we've reworded our priorities to make them shorter and clearer, adjusted our target to support everyone in water poverty so it's better targeting those who truly need support and brought forward completion of our universal metering programme to 2035 to secure resources faster.

Our timeline to reduce leaks by half remains at 2040 as the costs to go faster are too high in today's cost-of-living crisis. However, it's already 10 years ahead of the government target and we'll keep innovating to deliver it earlier. We'll keep updating our Vision as we hear more from you so we're continually reflecting your latest views.

**OUR VISION, AGAINST THE BACKDROP OF CLIMATE CHANGE AND POPULATION GROWTH, IS TO PROVIDE AN AFFORDABLE, RELIABLE AND SUSTAINABLE SUPPLY OF HIGH-QUALITY WATER FOR OUR CUSTOMERS.**

**BY BEING SMART IN OUR APPROACH WE WILL WORK WITH OUR LOCAL COMMUNITIES TO MEET OUR GOALS WHILE PROTECTING AND ENHANCING THE ENVIRONMENT FOR GENERATIONS TO COME.**

The Future Innovators Board is a group of the brightest young thinkers from across our company who are working with the leadership team to develop and implement our vision for the future. This is so that those who could be future leaders running the company tomorrow are involved in shaping its strategy today.



FOREWORD

OUR VISION AND PRIORITIES

WHAT YOU TOLD US

WHAT YOU TOLD US – YOUR CHOICES

WHAT WE KNOW

PRIORITY ONE; SECURE AND DELIVER WATER SUPPLIES WHICH ARE HIGH QUALITY, RELIABLE AND SUSTAINABLE

PRIORITY TWO; INVEST IN THE FUTURE TO MEET GROWING ENVIRONMENTAL CHALLENGES

PRIORITY THREE; WORK IN PARTNERSHIP WITH OUR CUSTOMERS, COMMUNITIES AND STAKEHOLDERS

PRIORITY FOUR; ACHIEVE AFFORDABLE WATER FOR ALL. ALWAYS.

WHAT IT MEANS FOR OUR CUSTOMERS, COMMUNITIES AND STAKEHOLDERS

HOW WE'LL ACHIEVE OUR VISION

OUR NEXT STEPS



# OUR VISION AND PRIORITIES

Our Vision, against the backdrop of climate change and population growth, is to provide an affordable, reliable and sustainable supply of high-quality water for our customers.

By being smart in our approach we will work with our local communities to meet our goals while protecting and enhancing the environment for future generations.

At its core, our Vision means the experience our customers have will continue to lead the industry.

However, the way we collectively achieve this will change:

- We will be **Smart About Water** by embracing innovation and the digital revolution – enabling us to manage our business with real time data on our customers, assets and people.
- We'll invest in catchments before we invest in concrete, putting the environment at the heart of our decision making and securing sustainable water supplies.
- We'll help customers fully understand the link between their water and the environment we rely on for it – and water efficiency will be as second nature as recycling.
- Our communities will be actively supporting the resilience of our region and feel a sense of ownership over our shared resources.

- We won't need to implement restrictions during even the most severe droughts – and our services will remain reliable through the biggest environmental shocks.
- Our services will be resilient to the challenges we know we face, and adaptable to future uncertainties – and we'll be fully net zero.
- Our customer service will still lead the utilities sector – we'll be more proactive in communicating with our customers and available to them whenever they need us.
- We'll co-create with our customers, communities and stakeholders to make positive differences to the things that matter most to them.
- Water poverty won't exist and support will be available for customers, particularly those experiencing vulnerability, when, where and how they need it.

We've spoken to our customers and stakeholders and looked at the opportunities and challenges we know we face, now and in the future.

We also know the future contains a great deal of uncertainty, so we'll regularly review our Vision and priorities to make sure we're delivering the services our customers and communities need and expect.

Perhaps most importantly, we'll continue to balance the need for investment with keeping bills affordable and ensure they're fair for future generations.

Taking all of this into account, we are being ambitious and stretching ourselves. We are embracing innovation and pushing the boundaries of our performance.



**SECURE AND DELIVER WATER SUPPLIES WHICH ARE HIGH QUALITY, RELIABLE AND SUSTAINABLE**



**INVEST IN THE FUTURE TO MEET GROWING ENVIRONMENTAL CHALLENGES**



**WORK IN PARTNERSHIP WITH OUR CUSTOMERS, COMMUNITIES AND STAKEHOLDERS**



**ACHIEVE AFFORDABLE WATER FOR ALL. ALWAYS.**



FOREWORD

OUR VISION AND PRIORITIES

WHAT YOU TOLD US

WHAT YOU TOLD US – YOUR CHOICES

WHAT WE KNOW

PRIORITY ONE; SECURE AND DELIVER WATER SUPPLIES WHICH ARE HIGH QUALITY, RELIABLE AND SUSTAINABLE

PRIORITY TWO; INVEST IN THE FUTURE TO MEET GROWING ENVIRONMENTAL CHALLENGES

PRIORITY THREE; WORK IN PARTNERSHIP WITH OUR CUSTOMERS, COMMUNITIES AND STAKEHOLDERS

PRIORITY FOUR; ACHIEVE AFFORDABLE WATER FOR ALL. ALWAYS.

WHAT IT MEANS FOR OUR CUSTOMERS, COMMUNITIES AND STAKEHOLDERS

HOW WE'LL ACHIEVE OUR VISION

OUR NEXT STEPS



# WHAT YOU TOLD US

We developed our Vision and priorities after talking to our customers and stakeholders to understand what's most important to you and where we should focus our efforts. We then published them for consultation in 2022 to ask if we'd got it right.

We promoted our consultation by email, social media, news publications and online advertising and received 87 responses.

Your response to our level of ambition in our Vision and priorities was:

**OVERALL VISION:**

Response	Percentage
think it's about right	53%
think it's not ambitious enough	32%
think it's too ambitious	15%

- think it's about right
- think it's not ambitious enough
- think it's too ambitious

Your main responses were:

- Concern over our ambition to reduce leakage and how effective our plans would be to support customers to reduce their water use
- Concern over affordability, given the cost-of-living pressures
- Requests for more detail on timescales on actions.

**PRIORITIES**

Priority	Happy with ambition	Want greater ambition
SECURE AND DELIVER WATER SUPPLIES WHICH ARE HIGH QUALITY, RELIABLE AND SUSTAINABLE	58%	42%
INVEST IN THE FUTURE TO MEET GROWING ENVIRONMENTAL CHALLENGES	82%	18%
WORK IN PARTNERSHIP WITH OUR CUSTOMERS, COMMUNITIES AND STAKEHOLDERS	86%	14%
ACHIEVE AFFORDABLE WATER FOR ALL. ALWAYS.	75%	25%

In addition, several responses mentioned Southern Water's plan to recycle highly-cleaned wastewater into Havant Thicket Reservoir in the future to secure sustainable water – particularly during droughts – and reduce abstraction from chalk streams in Hampshire.

This proposal is known as the Hampshire Water Transfer and Water Recycling Project and we're working with Southern Water to explore this option further. We've committed to share more information with our customers and you can read more [here](#).



FOREWORD

OUR VISION AND PRIORITIES

WHAT YOU TOLD US

WHAT YOU TOLD US – YOUR CHOICES

WHAT WE KNOW

PRIORITY ONE; SECURE AND DELIVER WATER SUPPLIES WHICH ARE HIGH QUALITY, RELIABLE AND SUSTAINABLE

PRIORITY TWO; INVEST IN THE FUTURE TO MEET GROWING ENVIRONMENTAL CHALLENGES

PRIORITY THREE; WORK IN PARTNERSHIP WITH OUR CUSTOMERS, COMMUNITIES AND STAKEHOLDERS

PRIORITY FOUR; ACHIEVE AFFORDABLE WATER FOR ALL. ALWAYS.

WHAT IT MEANS FOR OUR CUSTOMERS, COMMUNITIES AND STAKEHOLDERS

HOW WE'LL ACHIEVE OUR VISION





OUR NEXT STEPS



# WHAT YOU TOLD US – YOUR CHOICES

To understand where we could increase our ambition, how quickly and how far you'd like us to go to deliver the priorities and how much you'd be willing to spend, we then consulted on 'choices' for the future.

We asked for your views on:

-  Levels of service interruptions (loss of supply)
-  Rate of leakage reduction
-  Rate of removal of lead pipes
-  Level of biodiversity on our sites and partnership funding.



We carried out an open consultation as well as targeted insight with our customer panel, student panel and an in-community survey (1,336 respondents in total).

We've reflected your feedback in our long-term ambitions in this Vision:

- Invest more to maintain our industry-leading levels of service for low interruptions to supply
- Keep our target to halve leakage by 2040, targeted at reducing customer-side leaks (the investment required to go faster than 2040 was significantly higher, which is already 10 years ahead of the government's target).
- Develop a long-term strategy to remove lead, with a focus on schools in the short term (mixed response to targets of 2050, 2060 and 2070)
- Improve levels of biodiversity on key sites and double our funding for partners' work.

We also asked how you'd like future investment to be spread between current bill payers and future customers. You clearly indicated you don't want us to defer investment on to your children and grandchildren but spread the costs between generations.

"I think the vision is very relevant to the current situations which everyone is facing and therefore allows Portsmouth Water to be more inclusive and accessible."

"For most of the objectives, they are listening to the people and making sure peoples voices are heard. It's just a case of making sure these objectives are met."

"Portsmouth Water should be aiming to achieve the highest water efficiency rates possible to ensure water resource are afforded the greatest protection."

"Special measures should be put in place for those who have to use higher than normal amounts of water due to illness, disability or the presence of young children."



## FOREWORD

## OUR VISION AND PRIORITIES

## WHAT YOU TOLD US

### WHAT YOU TOLD US – YOUR CHOICES

### WHAT WE KNOW

**PRIORITY ONE; SECURE AND DELIVER WATER SUPPLIES WHICH ARE HIGH QUALITY, RELIABLE AND SUSTAINABLE**

**PRIORITY TWO; INVEST IN THE FUTURE TO MEET GROWING ENVIRONMENTAL CHALLENGES**

**PRIORITY THREE; WORK IN PARTNERSHIP WITH OUR CUSTOMERS, COMMUNITIES AND STAKEHOLDERS**

**PRIORITY FOUR; ACHIEVE AFFORDABLE WATER FOR ALL. ALWAYS.**

**WHAT IT MEANS FOR OUR CUSTOMERS, COMMUNITIES AND STAKEHOLDERS**

**HOW WE'LL ACHIEVE OUR VISION**

**OUR NEXT STEPS**

# WHAT WE KNOW

To develop our Vision, we combined what we've heard from our stakeholders and customers with the challenges we face, the uncertainties we think we need to adapt to and the opportunities we've identified to innovate.

## CHALLENGES

- We're predicting we'll need to secure up to 165 million litres of additional water per day by 2050, due to increased demand and to replace water currently being taken from sensitive, iconic chalk streams.
- Our infrastructure is getting older and wasn't designed to meet the more frequent extreme weather events we're facing.
- We need to reduce our emissions to meet net zero and help slow climate change.
- Customers' expectations of us are changing and we need to know more about them to serve them better.
- We need to ensure our services remain affordable for all – especially those in vulnerable circumstances.



## OPPORTUNITIES

- Collaborating on regional water resources opens new opportunities for co-creating long-term, sustainable solutions.
- Completing Havant Thicket Reservoir positions us at the frontier of increasing regional resilience and unlocks new options for future water security.
- Embracing innovation and the digital revolution can improve our services and how we deliver them.
- Digital engagement means it's easier to reach communities we couldn't before.
- Our customers support investing for the future – 86% said they're happy for bills to increase to prepare for the challenges we face. The majority of customers would like investment to be spread evenly across generations.
- Attracting more investment will continue improving how we deliver for customers.



## UNCERTAINTIES

- Working with others to innovate – through closer and wider collaborations with customers, stakeholders, academia, suppliers and a whole range of potential co-creators.
- Striking the balance between the need to increase investment while ensuring intergenerational fairness.
- Cost of living crises means we'll need to do more to protect our customers, especially those in vulnerable circumstances.
- Political and regulatory changes.
- Global shocks and challenges can impact our costs and how much our customers can afford to pay.
- The extent to which climate change will impact our physical assets.
- Skills shortages and availability of capable people.
- Willingness of customers to change their water usage habits.





- FOREWORD
- OUR VISION AND PRIORITIES
- WHAT YOU TOLD US
- WHAT YOU TOLD US – YOUR CHOICES
- WHAT WE KNOW
  - PRIORITY ONE; SECURE AND DELIVER WATER SUPPLIES WHICH ARE HIGH QUALITY, RELIABLE AND SUSTAINABLE**
  - PRIORITY TWO; INVEST IN THE FUTURE TO MEET GROWING ENVIRONMENTAL CHALLENGES
  - PRIORITY THREE; WORK IN PARTNERSHIP WITH OUR CUSTOMERS, COMMUNITIES AND STAKEHOLDERS
  - PRIORITY FOUR; ACHIEVE AFFORDABLE WATER FOR ALL. ALWAYS.
  - WHAT IT MEANS FOR OUR CUSTOMERS, COMMUNITIES AND STAKEHOLDERS
  - HOW WE'LL ACHIEVE OUR VISION
  - OUR NEXT STEPS



# PRIORITY ONE; SECURE AND DELIVER WATER SUPPLIES WHICH ARE HIGH QUALITY, RELIABLE AND SUSTAINABLE

Simply, this means we'll still provide the same industry-leading service to our customers as today. High-quality water when and where they expect it.

However, to meet the challenges we've identified and to meet our customers' and stakeholders' priorities, we'll change how we achieve this.

**KEY FACTS**

- 100% of our water comes from chalk sources – 62% of our water comes from boreholes and wells, 27% from groundwater springs and 11% from the River Itchen
- Our abstractions influence a number of chalk streams and rivers including the Itchen, Meon, Ems and Lavant
- Our customers each use an average of around 152 litres per day – higher than the national average of 145 litres

**WHAT ARE WE DOING NOW?**

- Working with our neighbouring water companies on a plan to futureproof our region's water supplies; including building Havant Thicket Reservoir
- We're committed to halving leakage by 2040 and supporting our customers to use less water
- Installing more meters and trialling smart metering

**WHAT HAPPENS IF WE DON'T DO THINGS DIFFERENTLY?**

We may have to restrict customers' water use during dry spells.

Climate change and changes to land use could put sensitive environments, such as chalk streams, at risk.

If we delay taking action, we're also much more likely to need to invest in physical assets rather than nature-based solutions, meaning more embedded carbon emissions, higher costs and a less resilient environment.

Our region could also become less resilient, slowing economic growth and making it harder for our customers, communities and environment to thrive.

**OUR VISION**

We'll be at the frontier of regional resilience. Our new reservoir will provide a reliable, resilient

source of water. This will allow us to take less water from sensitive environments and share more with our neighbours.

Restrictions on water use will only be considered in the most extreme droughts – and only as a last resort.

Universal smart metering means customers will have access to the information they need to make sustainable water efficiency decisions.

We'll use artificial intelligence to pinpoint exactly where leaks are on our network – and work with customers to find and fix leaks in their homes and businesses.

Our future is one where we're investing in nature and catchments rather than concrete as a priority – putting the natural environment at the heart of our decision making.

Solutions will be co-created, co-funded and co-delivered with stakeholders like farmers,

landowners and community groups – bringing benefits to local environments, biodiversity and water quality.

Water sources will be better protected from emerging pollutants – making them more resilient and reducing treatment costs for customers.

The cities, towns and communities we serve will be confident they can grow, meet their residents' needs and attract inward investment – secure in the knowledge that the most crucial resource is readily available, high-quality, reliable and sustainable.



Havant Thicket Reservoir





FOREWORD

OUR VISION AND PRIORITIES

WHAT YOU TOLD US

WHAT YOU TOLD US – YOUR CHOICES

WHAT WE KNOW

PRIORITY ONE; SECURE AND DELIVER WATER SUPPLIES WHICH ARE HIGH QUALITY, RELIABLE AND SUSTAINABLE

PRIORITY TWO; INVEST IN THE FUTURE TO MEET GROWING ENVIRONMENTAL CHALLENGES

PRIORITY THREE; WORK IN PARTNERSHIP WITH OUR CUSTOMERS, COMMUNITIES AND STAKEHOLDERS

PRIORITY FOUR; ACHIEVE AFFORDABLE WATER FOR ALL. ALWAYS.

WHAT IT MEANS FOR OUR CUSTOMERS, COMMUNITIES AND STAKEHOLDERS

HOW WE'LL ACHIEVE OUR VISION

OUR NEXT STEPS



# PRIORITY TWO; INVEST IN THE FUTURE TO MEET GROWING ENVIRONMENTAL CHALLENGES

We have a unique opportunity to position ourselves at the frontier of delivering greater resilience for our customers, environment and region. This includes becoming fully net zero, while ensuring our core services are reliable, safe and sustainable.

### KEY FACTS

- Almost a third of our 3,400km of pipes were laid or refurbished before 1960 – with around 700km before 1940
- Portsmouth has a density of 5,000 people per km<sup>2</sup> while Chichester's is just 160 people per km<sup>2</sup>
- We have more than 80,000 lead pipes connecting our mains to customers' properties

### WHAT ARE WE DOING NOW?

- We generate 10% of our energy from solar panels and are trialling electric and zero emissions vehicles
- We're protecting customers' supplies from lead – and removing lead pipes wherever practical
- We're adopting innovative ways of planning for the future

### WHAT HAPPENS IF WE DON'T DO THINGS DIFFERENTLY?

Not investing is not an option. Our infrastructure is ageing and wasn't designed to meet the more frequent extreme weather events we're facing – so might not be able to meet customers' needs and expectations.

Despite repair and maintenance, our assets' resilience decreases over time as many of them weren't designed for the challenges we know we're facing. This means we'll need to invest more in replacing existing infrastructure.

The area we serve has vast differences in population density and is a mixture of urban and rural, so we need to take a flexible approach to repairing, maintaining and replacing our assets.

If we don't do things differently, the risk is that customers' supplies become less reliable. This could be through increased supply

interruptions, poorer water quality or not having the right people to operate our sites. We could also increase our vulnerability to cyber-attacks or data breaches.

We might fail to meet our net zero obligations, contributing to the climate emergency.

### OUR VISION

Customers will still experience the same reliable service, but with significant improvements to our resilience, responsiveness and a lower environmental impact.

We will be totally net zero – both in our operations and our embedded carbon.

We'll generate more energy than we need from our operations and assets, and export this to our local communities. All our vehicles will be zero emissions – embracing the latest technology.

All our pipes will be free from lead and we'll work with customers to help identify and remove it from the pipes at their properties.

We'll modernise how we provide high-quality water by minimising our use of chemicals and energy and improving the resilience and sustainability of our services.

We'll be working with customers and stakeholders to protect water quality at source, reducing expensive treatment costs and increasing our overall resilience.

We'll be using Artificial Intelligence to ensure all our maintenance is proactive and preventative, rather than reactive – lowering operational costs and increasing the life of our assets.

Our corporate and operational networks, and our customers' data, will be robust and highly secure, protected by industry leading technology.





FOREWORD

OUR VISION AND PRIORITIES

WHAT YOU TOLD US

WHAT YOU TOLD US – YOUR CHOICES

WHAT WE KNOW

**PRIORITY ONE; SECURE AND DELIVER WATER SUPPLIES WHICH ARE HIGH QUALITY, RELIABLE AND SUSTAINABLE**

**PRIORITY TWO; INVEST IN THE FUTURE TO MEET GROWING ENVIRONMENTAL CHALLENGES**

**PRIORITY THREE; WORK IN PARTNERSHIP WITH OUR CUSTOMERS, COMMUNITIES AND STAKEHOLDERS**

**PRIORITY FOUR; ACHIEVE AFFORDABLE WATER FOR ALL. ALWAYS.**

**WHAT IT MEANS FOR OUR CUSTOMERS, COMMUNITIES AND STAKEHOLDERS**

**HOW WE'LL ACHIEVE OUR VISION**

**OUR NEXT STEPS**



# PRIORITY THREE; WORK IN PARTNERSHIP WITH OUR CUSTOMERS, COMMUNITIES AND STAKEHOLDERS

We're proud to be Portsmouth Water. We're rooted in our communities and we regularly top the league tables for customer service. Our customers trust us to deliver for them – and we work hard to maintain this.

We want to empower our customers, communities and stakeholders to co-create the services and outcomes they expect, now and for the future.

**KEY FACTS**

- More than 30,000 customers are on our priority services register – compared to a target of 11,600
- We scored 79.8 in the UK Customer Service Institute's 2022 index – above the average of 78.4 out of 100
- We supplied more than 250,000 water bottles to local schools, as part of our Water is Life programme

**WHAT ARE WE DOING NOW?**

- Delivering the pledges in our social contract called the [Community Partnership](#)
- Working with communities to deliver local benefits from Havant Thicket Reservoir
- We have built strong partnerships with the University of Portsmouth, Hampshire Citizens' Advice, Southern Water and local schools

### WHAT HAPPENS IF WE DON'T DO THINGS DIFFERENTLY?

Customers' expectations of their water companies are changing and will continue to do so.

If we don't rise to meet them, we could lose the vital link with our communities and damage the trust and confidence they have in us.

If we fail to find innovative ways to collaborate with our communities, we won't be able to take advantage of the opportunities from partnership working.

We need to work with customers to help them reduce their water use. If we don't, they may become less clear on the link between their water and the environment it comes from and not support our efforts to reduce leaks and save resources.

Our services won't be as accessible as they should be, meaning we can't support the customers who need it most.

### OUR VISION

Our Vision is that our customers will think of saving water in the same way they think of recycling – as second nature.

They will choose to do this as part of a collective effort to protect our environment for future generations because they feel a sense of connection and ownership and they trust us to deliver.

Customers will have the tools and information they need to do this through our smart metering programme and improved digital channels. We'll be accessible to every customer when, where and how they expect.

Customers will have a choice to pay a little extra and have a say on how that is invested. This could be increasing support offered to vulnerable customers, doing more in our communities, or investing in our environment.

We'll have a deeper understanding

of our customers and communities and play a facilitating role to co-create positive impacts with them.

We'll work with large water users, particularly local market gardeners, to co-create markets for water resources, enabling more sustainable irrigation practices.

Customers will always be able to access the support we offer – when and how they need it.

No vulnerable customers will be without water for longer than an afternoon, as we'll have a detailed understanding of who they are and how best to reach them.

Customers will still trust us to deliver their priorities, confident we've taken the right decisions to ensure fairness between generations.

We will remain rooted in our communities and trusted by customers. We'll develop deeper collaborations with organisations across our region to tackle the challenges we face.



FOREWORD

OUR VISION AND PRIORITIES

WHAT YOU TOLD US

WHAT YOU TOLD US – YOUR CHOICES

WHAT WE KNOW

PRIORITY ONE; SECURE AND DELIVER WATER SUPPLIES WHICH ARE HIGH QUALITY, RELIABLE AND SUSTAINABLE

PRIORITY TWO; INVEST IN THE FUTURE TO MEET GROWING ENVIRONMENTAL CHALLENGES

PRIORITY THREE; WORK IN PARTNERSHIP WITH OUR CUSTOMERS, COMMUNITIES AND STAKEHOLDERS

**PRIORITY FOUR; ACHIEVE AFFORDABLE WATER FOR ALL. ALWAYS.**

WHAT IT MEANS FOR OUR CUSTOMERS, COMMUNITIES AND STAKEHOLDERS

HOW WE'LL ACHIEVE OUR VISION

OUR NEXT STEPS



# PRIORITY FOUR; ACHIEVE AFFORDABLE WATER FOR ALL. ALWAYS.

We're proud of our ability to deliver industry-leading performance with the lowest bills in the sector.

We will achieve a fair balance between investing more in the coming years to achieve our Vision while ensuring our services are affordable for all our customers. Always.

## KEY FACTS

- Our average bill is £117 – the lowest in the industry and significantly below the UK average
- Over 60 of our communities experience severe economic deprivation – with significant differences across our region
- 86% of customers told us they're willing to see bills increase to prepare for future challenges, spread evenly across generations

## WHAT ARE WE DOING NOW?

- We're supporting the water industry's commitment to make bills affordable for all households
- We're helping more than 10,000 customers with reduced bills through our Helping Hand social tariff
- We've been identified as one of the most efficient water companies in the UK – and this approach is integral to our future plans

## WHAT HAPPENS IF WE DON'T DO THINGS DIFFERENTLY?

We know we'll need to invest more to meet the challenges we've identified and realise our priorities. And we know around 86% of our customers support this to keep bills fair for the future.

However, our customers are facing a cost of living crisis meaning more of them are falling into water poverty.

If we don't do things differently, we'll risk two things.

Either we don't invest and aren't able to meet the challenges and opportunities we've identified. Or we do invest and aren't able to protect those in our communities that need it most.

If we don't understand our customers better, we risk losing the trust they have in us. And we won't be able to offer them the support they need.

## OUR VISION

Bills will be affordable for all. Always. We'll offer support to everyone who is struggling to pay their water bill.

We will keep our bills as low as we can – embracing innovation and new ways of working to deliver our services as efficiently as possible.

We will ensure customers share in our success and either reinvest our rewards in customers' priorities or to reduce bills in the future.

We'll have a much closer connection with our customers, meaning we also understand them significantly better.

We'll create a hub where customers in vulnerable circumstances will have access to flexible, tailored, holistic support whenever they need it.

We will have a range of social tariffs that help our most vulnerable customers. And we will forge even stronger partnerships with



community organisations to help customers find support for all their needs.

Smart metering means we'll be able to identify changes in water use quickly, accurately and offer proactive support and advice. Customers will also have access to the real-time information they need to make sustainable decisions.

We will make the right investments at the right time, balancing the needs of customers and the environment with our understanding of how efficiently we can deliver.

By being **Smart About Water**, we will ensure we're as efficient as possible – helping keep all customers' bills affordable. Always.



FOREWORD

OUR VISION AND PRIORITIES

WHAT YOU TOLD US

WHAT YOU TOLD US – YOUR CHOICES

WHAT WE KNOW

PRIORITY ONE; SECURE AND DELIVER WATER SUPPLIES WHICH ARE HIGH QUALITY, RELIABLE AND SUSTAINABLE

PRIORITY TWO; INVEST IN THE FUTURE TO MEET GROWING ENVIRONMENTAL CHALLENGES

PRIORITY THREE; WORK IN PARTNERSHIP WITH OUR CUSTOMERS, COMMUNITIES AND STAKEHOLDERS

PRIORITY FOUR; ACHIEVE AFFORDABLE WATER FOR ALL. ALWAYS.

WHAT IT MEANS FOR OUR CUSTOMERS, COMMUNITIES AND STAKEHOLDERS

HOW WE'LL ACHIEVE OUR VISION

OUR NEXT STEPS



# WHAT IT MEANS FOR OUR CUSTOMERS, COMMUNITIES AND STAKEHOLDERS

Part of achieving our Vision, is measuring how we deliver against our customers' priorities. We're considering a range of long-term commitments – all of which will help achieve our Vision.

We plan to deliver all these commitments by 2050. However, how quickly we deliver them, and the trade-offs we make, will depend on what we continue to hear from our customers and stakeholders, innovation we can tap into and how we continue to invest while keeping bills affordable.

## SECURE AND DELIVER WATER SUPPLIES WHICH ARE HIGH QUALITY, RELIABLE AND SUSTAINABLE

- Provide enhanced regional drought resilience by bringing Havant Thicket Reservoir into service by 2031
- Reduce leakage by 50% by 2040, 10 years ahead of government's expectation
- Support customers to reduce personal water usage by 25%
- Deliver universal domestic smart metering by 2035
- No customers will experience restrictions on their water use, even in a severe drought
- Enhance biodiversity on all the sites we own

## INVEST IN THE FUTURE TO MEET GROWING ENVIRONMENTAL CHALLENGES

- All schools and homes to have access to water with no exposure to lead by 2050
- Become fully carbon neutral
- Maintain our leadership position in network management: lowest burst numbers, best interruption performance, low leakage and a genuine SMART network supported by a Digital Twin
- Collaborate with communities and stakeholders to ensure all chalk streams in our area are classified as being in good health
- Adopt industry-leading technology to protect our corporate and operational network against cyber-attack

## WORK IN PARTNERSHIP WITH OUR CUSTOMERS, COMMUNITIES AND STAKEHOLDERS

- Customers will have a choice of tariffs based on their needs, priorities and ability to help the environment
- Be consistently recognised as one of the best customer service providers in the country and maintain the lowest level of complaints in the industry
- 100% of our customers will know where their water comes from and their impact on the environment
- Work with all non-household customers and their retailers to reduce water use and achieve universal smart metering
- Co-create new markets for water resources, supporting crucial local industries to become more sustainable

## ACHIEVE AFFORDABLE WATER FOR ALL. ALWAYS.

- Our bills will continue to be the lowest in the UK
- Everyone struggling to pay their bills will have access to support by 2030 and we will share our success with the rest of the industry as part of a UK-wide strategy
- Always strive to be the most efficient water company in England and Wales to keep customers' bills as low as we can
- Our customer hub will give customers 24/7 access to the support they need – embracing the digital revolution while keeping our personal approach



FOREWORD

OUR VISION AND PRIORITIES

WHAT YOU TOLD US

WHAT YOU TOLD US – YOUR CHOICES

WHAT WE KNOW

PRIORITY ONE; SECURE AND DELIVER WATER SUPPLIES WHICH ARE HIGH QUALITY, RELIABLE AND SUSTAINABLE

PRIORITY TWO; INVEST IN THE FUTURE TO MEET GROWING ENVIRONMENTAL CHALLENGES

PRIORITY THREE; WORK IN PARTNERSHIP WITH OUR CUSTOMERS, COMMUNITIES AND STAKEHOLDERS

PRIORITY FOUR; ACHIEVE AFFORDABLE WATER FOR ALL. ALWAYS.

WHAT IT MEANS FOR OUR CUSTOMERS, COMMUNITIES AND STAKEHOLDERS

HOW WE'LL ACHIEVE OUR VISION

OUR NEXT STEPS



# HOW WE'LL ACHIEVE OUR VISION

Everything we do is driven by our purpose: **Excellence in water. Always.**  
And our values: **Excellence, Integrity and Future Focus.**

These principles are central to how we'll realise our vision:

## WE ARE SMART ABOUT WATER

Being **Smart About Water** means embracing innovation, the digital revolution and new ways of working. This is essential for providing excellent, high-quality services fit for future generations.

## OUR PLANS ARE ADAPTABLE TO FUTURE CHALLENGES

We know the future contains challenges and there is a lot of uncertainty around how these will impact us. We also know unexpected events can have dramatic impacts.

We'll make decisions which mean we can adapt to whatever the future holds – developing flexible, long-term plans so we can change course if we need to.

## WE FOCUS ON OUR CUSTOMERS' PRIORITIES

We put our customers first – pushing the boundaries of our performance with the environment at the heart of our decision making.

As a company rooted in our communities, we are committed to increasing our customers' voice in our planning and delivering their priorities.

## WE RUN OUR COMPANY RESPONSIBLY

We're accountable to our customers, stakeholders and colleagues and take responsibility for our decisions. We're honest, transparent and fair in everything we do.

We uphold the highest standards of leadership, transparency and governance and maintain a resilient financial position.

# OUR PURPOSE AND VALUES



Our employees help maintain the close links we have with our communities.

We talked to them to help define our purpose – not just for us as a business, but as customers and members of the communities we serve.

These conversations formed the foundation of our thinking about what our future could look like – and how we'll get there.

- 💧 **Excellence** means we put our customers first – and keep our natural environment at the heart of our decision making. Our people are empowered to be the best they can be so we can push boundaries and deliver the best service.
- 💧 We act with **Integrity**. We're accountable to our customers, stakeholders and colleagues and take responsibility for our decisions. We're honest, transparent and fair in everything we do. We respect confidentiality and protect our customers' data.
- 💧 We keep a **Future Focus**. We attract and nurture the people we need and make sustainable decisions to transform our business for future generations. We embrace collaboration, co-creation and innovation. All to make sure we deliver high-quality, resilient services in a changing world.



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HOW WE'LL ACHIEVE OUR VISION

OUR NEXT STEPS



# OUR NEXT STEPS

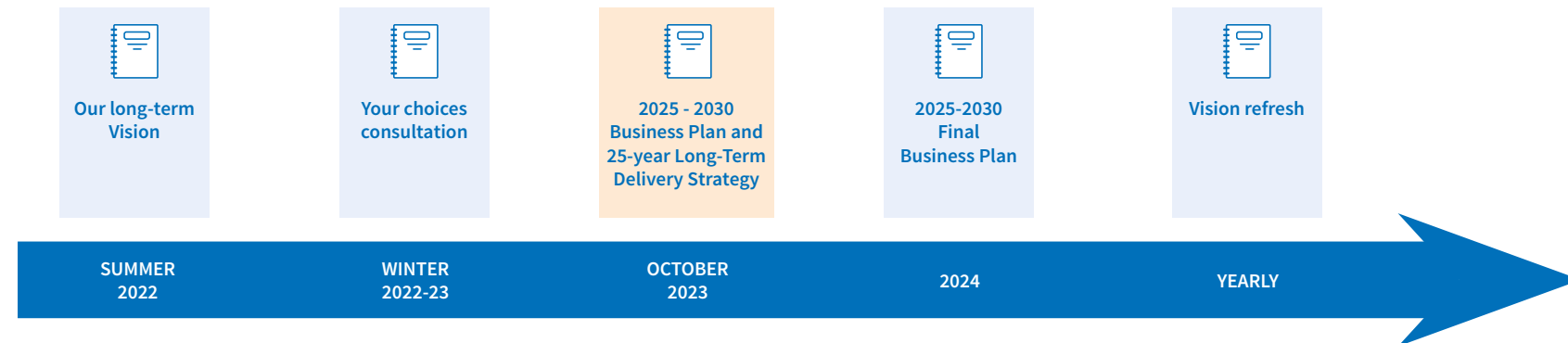


This is our long-term Vision. Not just ours as Portsmouth Water, but ours as customers, communities and custodians of a precious, finite resource.

It has helped shape our 25-year Long-Term Delivery Strategy and **five-year Business Plan for 2025-30**, which we submitted to the economic regulator Ofwat in October 2023.

This is an update of our Vision having heard your feedback and we'll continue to engage so you can keep shaping our priorities and how we deliver them.

This timeline shows where we started this journey and how we'll move to the next stages.



## GET IN TOUCH



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