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EXCELLENCE IN WATER. ALWAYS.

OUR 25-YEAR VISION





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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.

If we aren't adaptable, we won't be able to take advantage of the opportunities change presents – especially innovation. And we won't be prepared to cope with political, economic, environmental or physical challenges.

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 is our first step in sharing our thoughts and our first chance to ask what you think our priorities should be. Not just for us, now, but for the people who'll call our region home in the future.

Beth Fairley
Chair, Future Innovators Board

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.



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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 must be ambitious and stretch ourselves. We need to embrace innovation and push the boundaries of our performance.

This starts with hearing from you. To find out more and to have your say, visit portsmouthwater.co.uk/pr24-survey



SECURE SUSTAINABLE WATER SUPPLIES FOR OUR CUSTOMERS, WHICH PROTECT AND ENHANCE OUR ENVIRONMENT IN A CHANGING WORLD



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WHAT YOU'VE TOLD US

We've been talking to our customers and stakeholders to understand your priorities and where you think we should focus our efforts.

YOU EXPECT US TO:

- Work collaboratively to secure resilient water sources.
- Balance the need to invest more to achieve our goals while ensuring our bills remain affordable – now and in the future.
- Ensure a reliable supply of high-quality water.
- Do more for the environment – including supporting wildlife and biodiversity and reducing carbon emissions.
- Support our customers to use less water – and find and fix leaks on our network.
- Keep our local community feel.
- Improve the support we offer vulnerable customers and increase our understanding of them and their needs.

We're already taking action to deliver against some of these priorities through the pledges made in our Community Partnership including:

- Ensuring a reliable supply of water for future generations.
- Providing support for customers who need it most.
- Reducing our waste and carbon.
- Investing further in our assets.



“You need to challenge yourselves by setting specific goals and how you will achieve them.”

A customer explaining why our vision isn't ambitious enough

“The increased requirement for water as more properties are built and ageing piping systems that need upgrade or replacement. Then there is the cost increase which may cause hardship for many.”

A customer's view on the biggest challenges we face

“To me, it trivializes how difficult those challenges may be to overcome and the likely cooperation required of water consumers, in addition to actions by Portsmouth Water.”

A customer's view of the challenge of making our vision a reality

“I like that you are caring both for your customers and the environment for future generations.”

A customer's view on our draft vision statement

“It's ambitious but achievable. Though it's not going to be as straight forward as we would like because of the financial climate we're currently in.”

A customer's view of the challenge of making our vision a reality

In June 2022, we gave 600 customers a first look at our vision and asked them what they think.

72% of them said it matches what they'd like us to aim for – compared to only 3% who said it doesn't

63% of our customers said it was ambitious, with 6% saying it wasn't



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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 70 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.
- 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.



Blending this insight with what you've told us, we developed four interconnected priorities. These are outlined through the rest of this document, including what the future could look like if we achieve our vision.





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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 have to 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 160 litres per day – 10% 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 the Havant Thicket Reservoir
- We're committed to halving leakage 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



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PRIORITY TWO; BE AT THE FRONTIER OF DELIVERING HIGH-QUALITY, RESILIENT, NET ZERO SERVICES – FOR OUR CUSTOMERS, ENVIRONMENT AND REGION

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 km² while Chichester's is just 160 people per km²
- 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.



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PRIORITY THREE; CO-CREATE SOLUTIONS WHICH DELIVER OUR CUSTOMERS', COMMUNITIES', AND STAKEHOLDERS' PRIORITIES

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.



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PRIORITY FOUR; AFFORDABLE WATER FOR ALL. ALWAYS.

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

We need to 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 £109 – 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

WHAT ARE WE DOING NOW?

- We're supporting the water industry's commitment to make bills affordable for all households
- We're helping 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

Water poverty won't exist. Bills will be affordable for all. Always.

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 will forge strong 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.



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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've heard from our customers and stakeholders and balancing keeping bills affordable for all. Always.

SECURE SUSTAINABLE WATER SUPPLIES FOR OUR CUSTOMERS, WHICH PROTECT AND ENHANCE OUR ENVIRONMENT IN A CHANGING WORLD

- Provide enhanced regional drought resilience by bringing Havant Thicket reservoir into service on schedule by 2029
- 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 2040
- No customers will experience restrictions on their water use, even in a severe drought
- Enhance biodiversity on all the sites we own

BE AT THE FRONTIER OF DELIVERING HIGH-QUALITY, RESILIENT, NET ZERO SERVICES – FOR OUR CUSTOMERS, ENVIRONMENT AND REGION

- 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

CO-CREATE SOLUTIONS WHICH DELIVER OUR CUSTOMERS', COMMUNITIES', AND STAKEHOLDERS' PRIORITIES

- 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

AFFORDABLE WATER FOR ALL. ALWAYS.

- Our bills will continue to be the lowest in the UK
- Water poverty will be eliminated 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





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PRIORITY TWO; BE AT THE FRONTIER OF DELIVERING HIGH-QUALITY, RESILIENT, NET-ZERO SERVICES – FOR OUR CUSTOMERS, ENVIRONMENT AND REGION

PRIORITY THREE; CO-CREATE SOLUTIONS WHICH DELIVER OUR CUSTOMERS', COMMUNITIES', AND STAKEHOLDERS' PRIORITIES

PRIORITY FOUR; 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.



FOREWORD

OUR VISION AND PRIORITIES

WHAT YOU'VE TOLD US

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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. Which is why we really want to hear from you.

Over the next year, we hope you'll keep shaping our priorities and how we deliver them. This timeline shows where we started this journey, when we'll ask for your views and how we'll move from this to our next stage.

Later this year, we'll ask our customers and stakeholders what they think about how quickly we achieve our vision and the trade-offs we think we'll have to make. We'll also explain how our vision and priorities have changed based on your feedback and what that means for our plans.

We'll combine what you tell us with what we hear from you about our plans to secure water resources as we start writing our plan for 2025 to 2030.

You'll have plenty more chances to tell us what you think over the next year – including at open public forums we'll arrange in 2023.

To help shape our future, visit portsmouthwater.co.uk/pr24-survey.



GET IN TOUCH



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