Anglian Water's AMP8 Price Control Deliverables (PCD) Delivery Plan

August 2025

Contents

1. Foreword

Anglian Water's purpose is to bring environmental and social prosperity to the region we serve through our commitment to Love Every Drop.

This guiding principle is at the heart of our Delivery Plans for Asset Management Period 8 (AMP8), over the coming five years, 2025-2030. We have a transformative strategy, designed to meet the evolving needs of the East of England, our customers, and the environment. Anglian Water has a crucial role to play in unlocking the government's growth agenda and in working with other sectors to ensure this region has a flexible and highly skilled future workforce in place.

We recognise the water sector needs to evolve to meet the challenges ahead of us. Over the next 25 years, the industry plans to invest over £270 billion[1] in critical infrastructure, such as new reservoirs and supply pipelines, and desalination.

Our huge investment programme commits us to spending £11 billion[2] and expands even further in successive AMPs. It builds on existing strong foundations, where, over the years, we've focused on delivering infrastructure to keep taps flowing, including flagship projects such as our Strategic Pipeline.

This is a defining moment for us. It's significant for me on a personal level too, as I take decisive action to drive our plans forward. This includes working closely with our people and across our alliances, to unify our vision and bring our values to the fore as we transition to become as much an infrastructure delivery company, as an operational one.

Our Delivery Plan demonstrates that our experience, historic performance against targets and the way we have set ourselves up, provides us with the best possible foundation to meet our regulatory obligations for our customers, stakeholders and the environment – now and for future generations to come.

Mark Thurston | CEO, Anglian Water

"...working closely with our people and across our alliances, to unify our vision and bring our values to the fore as we transition to become as much an infrastructure delivery company, as an operational one."

1 Ofwat submission to Independent Water Commission April 2025
2 Correct at time of publication, however subject to change following CMA referral

2. Executive summary

AMP8 requires a much larger investment plan to deliver the current and future needs of our region. Our plan, created in collaboration with our customers, includes the development of two new reservoirs, over 1000km of mains renewal, and targets to reduce total pollution incidents by 46%.

We have an unprecedented £11 billion business plan to deliver over the next 5 years. This investment is necessary so that we can maintain and improve our critical water network and infrastructure, whilst ensuring safe water supply for now and to meet future water demand. A key part of this plan includes investment in water recycling by reducing pollutions, increasing resilience, and protecting the environment for the benefit of our customers and the communities we serve. This is a step-change in overall investment, but the first year of AMP8 is comparable to the last year of AMP7, so we know we have the experience and capability to rise to this challenge.

We have been laying the foundations to provide the capability and capacity to deliver this plan successfully and are confident we have the right structures, skillsets and controls to deliver whilst mitigating key identified risks. Our mature network of supply chain partners has worked with us for many years and are therefore in place and ready to deliver. Together we have proven our ability to deliver and work in a trusted, transparent and collaborative manner.

The regulatory framework that all water companies will operate in during AMP8 has changed. As stated in our AMP8 Business Plan, we have signed up to deliver a series of defined deliverables – these are further defined in the form of Price Control Deliverables (PCDs). We will be reporting on how we are delivering against these to Ofwat every six months. This Delivery Plan being the first report. We have refined our governance and reporting to enable us to do this much more effectively and to identify and rectify any issues sooner rather than later.

To address the challenges in AMP8, we are applying lessons learned from AMP7 to ensure a strong start and improve our delivery approach.

As part of our preparation for AMP8 we reflected on the previous five years in AMP7. We further embedded what worked well while refining and improving areas in our business that will deliver the successful outcomes in AMP8. We know that to meet the challenges that AMP8 brings, we needed to get a head start and have successfully put in place the structures and arrangements needed for a successful AMP8.

We also engaged a leading consultancy firm, KPMG to conduct a high-level, rapid assessment of our Capital Delivery business. Their review not only validated the significant progress and strategic interventions we've already initiated but also provided a clear roadmap for further enhancement and refinement. The findings were presented at our board meeting with shareholders, where we reaffirmed our commitment to act decisively on the recommendations and drive continuous improvement across our portfolio delivery.

We will ensure a successful AMP8 by refining our delivery framework and introducing a new governance structure. This framework will provide timely data to assess performance against PCD commitments, enabling informed decisions.

We will continue to work closely with our regulators over AMP8. This paper is the first of a six-month update we will be providing to Ofwat on how well we are performing against the stated PCDs.

To ensure a successful delivery of our stated commitments and deliverables, we have refined our governance to a more integrated model. For example, our Strategic Pipeline Alliance (SPA) removes earlier siloes and now operates in a more integrated structure with additional layers of assurance, reporting rigour and standardisation.

Our Capital Delivery portfolio retains and improves the existing channels for delivering our enhancement and maintenance portfolios which are now structured around three core clusters.

Figure 1: Governance Model for AMP8

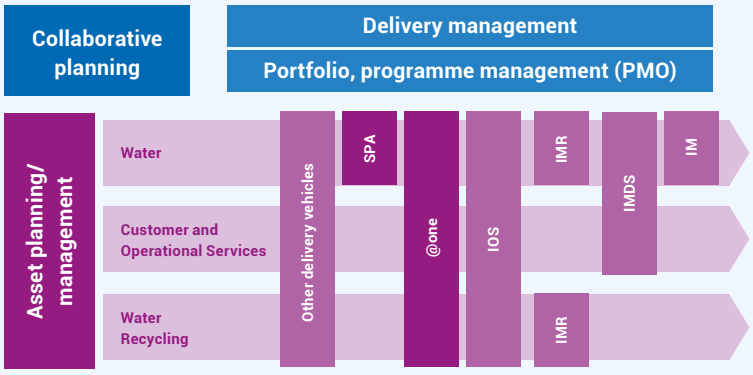


Figure 2: Capital Delivery cluster model

This new structure provides improved consistency and visibility of overall delivery performance and gives us the data we need to report both internally and externally. It will hold us to account and will give us the insight we need to make effective and timely decisions relating to cost, risk, schedule, performance and overall progress towards our commitments.

Our delivery framework is built on three major delivery structures, supported by established delivery vehicles and led by a network of proven and trusted suppliers.

Our Capital Delivery framework is based on decades of experience in trusted and collaborative delivery. Our Capital Delivery structure is underpinned by mature delivery vehicles. We have already renegotiated the terms of the Alliance contracts, and in many areas, started early delivery through a transition programme from AMP7, which gives us a head start into AMP8.

AMP7 saw us, and the wider construction and infrastructure sector, being impacted by price and supply volatility (e.g. covid and high inflation) which meant our uncontrollable costs were higher and overall schedule was longer than we anticipated. Reflecting on our learnings from AMP7 has helped us embed these into our AMP8 Delivery Plan. In practice, this means we have undertaken a thorough estimation of our overall cost, risk and schedule, using actual outturn data from AMP7 and applying the appropriate level of risk, contingency and optimism bias. We have also enabled an element of protection from future material supply and cost risk by securing key materials and key suppliers in advance.

While our overall delivery structure is unchanged from AMP7, it has evolved and matured significantly alongside supplier agreements, performance expectations and reporting requirements being refined. This includes individual 'Tier 2' suppliers that provide us with technology and other specialist capabilities.

This means that we have both the materials, skills and resources to deliver our AMP8 plan.

We have strengthened our programme controls to proactively manage cost, risk, schedule and performance, providing early visibility into our progress on PCD commitments and key milestones.

By building on our AMP7 reporting and business oversight processes and delivery framework for our capital expenditure programme, we have implemented continuous improvement initiatives to match the size of the AMP8 plan.

We have also invested in digital systems and technologies to enhance our internal decision-making processes and project oversight. One example is our adoption of nPlan, an AI-powered project analytics platform trained on over 750,000 historical schedules representing more than $2 trillion in construction spend. This platform provides predictive insights into project timelines, enabling us to proactively identify and mitigate potential delays before they impact delivery.

By leveraging AI, we can more effectively benchmark our delivery strategies, challenge timescales, realise efficiencies, and gain early visibility into any programme slippage.

These digital systems, combined with a robust and agile governance framework allows us to get early sight of issues before they become material delivery risks and we can therefore proactively intervene.

In advance of AMP8 commencing, we have undertaken a significant review of the risks we face to the delivery of our business plan. We have developed and are implementing a comprehensive mitigation strategy, with ongoing monitoring to ensure we can respond to risks before they materialise and move in an agile manner where they arise unexpectedly.

Our most significant risks are:

- the **overall size and complexity of AMP8**, which is a material shift from the size and complexity of AMP7 with capital expenditure increasing from ~£4.1 billion to ~£11 billion;
- the **availability of suppliers and materials**, where the supply chain supporting the delivery of the sector is not increasing to match the size of the increase in outputs under AMP8 compared with AMP7[3]; and
- **other large infrastructure projects** (i.e. projects that are being designed and constructed at the same time as Anglian Water is progressing with its projects) that causes competition for an ageing and decreasing labour force in the construction sector.

As outlined above, we have clear mitigation strategies to reduce these risks and their impact to a manageable level. In addition to securing our supply of resources and materials in advance, our newly revised governance and reporting structure is being embedded. This bolsters our programme controls and gives us early visibility of how we are delivering our commitments and our broader Delivery Plan against key milestones. We have also taken lessons from AMP7 to build in capacity into our Delivery Plan to accommodate the additional volume and complexity of delivery.

The contents of this Delivery Plan and the assumptions it contains have been reviewed and approved by our Executive Committee.

The updates to the Delivery Plan and associated data tables will be subject to further oversight and scrutiny through our Finance and Commercial Committee as well as our Capital Delivery Committee reporting into our Main Board.

3 Over a 75% increase in allowed expenditure in Ofwat's FDs compared to PR19.

3. Anglian Water AMP7 peformance and AMP8 strategic outlook

The conclusion of AMP7 marks a significant milestone for Anglian Water, reflecting a period of substantial investment, operational transformation, and environmental progress.

Over the five-year period, we have invested £3.8 billion across its region, delivering critical infrastructure such as 247 kilometres of strategic pipeline and installing 1.1 million smart meters – serving over half of our customer base.

These initiatives have enhanced water resilience and enabled more effective leakage detection, contributing to us maintaining one of the lowest leakage levels in the industry.

Environmental stewardship remained a core focus throughout AMP7. We achieved a 36% reduction in serious pollution incidents and completed over 1,900 environmental obligations, including phosphorus reduction and improved bathing water quality. The Get River Positive programme, launched in 2022, funded 65 projects and leveraged £10 million in match funding, while capital carbon emissions were reduced by 66.1% compared to the 2010 baseline.

Customer support and affordability were also prioritised. Over 405,000 customers received financial assistance, and 14.7% were registered on the Priority Services Register, exceeding the AMP7 target. A £70 million cost-of-living support package was introduced, and we maintained a strong position on customer trust and value-for-money metrics.

Looking ahead to AMP8, we have committed to an unprecedented £11 billion investment programme, the largest in our history. This includes the completion of the Strategic Pipeline and the development of two new reservoirs in Lincolnshire and the Cambridgeshire Fens, which will serve approximately 750,000 people.

Environmental ambitions remain central to the AMP8 strategy, with targets to reduce total pollution incidents by 46% and serious incidents by 71% by 2030. The company plans to deliver 23 treatment wetlands and continue our transition to net zero carbon operations by 2030.

AMP8 represents a transformative phase for Anglian Water, with a strategic focus on infrastructure delivery, environmental enhancement, and long-term resilience. We remain committed to our purpose of delivering environmental and social prosperity for the region we serve.

Our Strategic Pipeline will allow us to move more water around the region by 2028.

4. Context

Investment drivers

In recent years, our sector has made national headlines, with much of the public discourse centred on environmental protection and historic levels of investment. We operate in an increasingly volatile and unpredictable climate and our region is home to some of the world's most important and beautiful landscapes and habitats. We are also clear on the challenges and priorities different parts of our region face. Overall, eastern England receives the lowest rainfall levels across the UK, 75% of land is used for agriculture and we are home to four of the fastest-growing cities.

As we plan for AMP8, we have gathered a detailed picture of the specific challenges among the 14 counties we serve, partnering with Capital Economics to develop a broad piece of analysis, Thriving East[4]. On the back of Thriving East, we have run an extensive engagement programme with our region's stakeholders, discussing in depth the local challenges that our research has exposed, their priorities and how we can work in partnership to get the best possible outcomes. This has helped us build a picture of how our investment plan can reflect the diverse challenges we operate in and around.

Our insight demonstrates the need for an ambitious business plan to deliver for the communities we serve — economically, socially and environmentally. AMP8 presents us with the opportunity to tackle these challenges head on. Our planned step-change in investment will deliver benefits for current and future generations.

Our AMP8 plan

Our AMP8 plan contains unprecedented levels of investment in the protection and enhancement of the environment, much of which we intend to deliver in partnership with others. Our region also has high levels of growth and significant economic ambition.

We take a long-term approach to delivering the enhancements required in our region, underpinned by our 25-year Strategic Direction Statement[5] and Long Term Delivery Strategy[6], recognising that delivering for the long term in a sustainable way requires an adaptable, multi-layered plan with long-term partnerships.

The scale of enhancement is double that of our AMP7 enhancement investments. We are satisfied that it is deliverable, as we see AMP8 as a natural progression of the work we delivered in the final year of AMP7 and we have been proactive with our supply chain, delivery partners, internal resources and investment in technology in order to set ourselves up for the challenge of AMP8. Where there are risks to our delivery, we have put extensive mitigations in place.

Price Control Deliverables (PCDs)

Ofwat has introduced an extensive suite of PCDs for the first time at PR24, which apply to both enhancement and base allowances. We have supported the introduction of PCDs to ensure that customers only pay for the services from the assets that are delivered. Given the scale of the challenge the sector faces and the costs to tackle it, customers rightly expect companies to deliver the outcomes they are funded to deliver. Ofwat has applied PCDs to c.80% of enhancement expenditure, with time-incentive PCDs applying to c.50% of enhancement expenditure.

The Delivery Plan

We are required by Ofwat to publish a Delivery Plan which sets out how we are going to deliver the projects and programmes that sit under the PCD framework. This sits alongside the Delivery Plan data tables as a narrative. In addition, Ofwat requires us to publish an update to this Delivery Plan every six months where we will explain our progress against our plans and any new actions or risk mitigation strategies, we are putting in place with our strategic partners.

This Delivery Plan describes the governance architecture we have in place to manage the promotion and delivery of our schemes, and on a PCD-by-PCD basis identifies any specific risks we foresee in delivering against those specific PCD outputs, and the mitigations we have in place.

The Competition and Markets Authority (CMA) redeterminations

We are seeking a redetermination of Ofwat's PR24 Final Determination (FD) because we consider it fails to strike an appropriate balance of risk and return capable of attracting the level of investment needed to deliver the FD and puts long term financial and operational resilience into jeopardy.

We have ambitious plans that we consider deliverable on account of our historic strong performance in delivering large-scale capital projects. We continue to support PCDs in principle, but the scale and nature of them in the FD introduces asymmetric risk into the price control, could stifle innovation and creates significant regulatory burden.

On the basis that we are seeking a redetermination of the FD, our plan and the associated populated set of data tables that detail our forecast outputs, expenditure and interim milestones are based on our proposals after the queries process that followed Draft Determination Representations, with some limited amendments where better information is available. Where baseline output and expenditure deviates from our forecasts, this is the reason.

4 Thriving East
5 Strategic Direction Statement
6 Long Term Delivery Strategy

5. Strategic risks and opportunities

There are some risks that track over PCDs in general, however, as described in section 8 below, the number of PCDs and the range of outputs against which they are placed gives rise to many varied, at times PCD-specific, risks. The most significant risks to Anglian Water at a corporate level are:

- the **overall size and complexity of AMP8**, which is a material shift from the size and complexity of AMP7 with capital expenditure increasing from ~£4.1 billion to ~£11 billion;
- the **availability of suppliers and materials**, where the supply chain supporting the delivery of the sector is not increasing to match the size of the increase in outputs under AMP8 compared with AMP7[7]; and
- **other large infrastructure projects** (i.e. projects that are being designed and constructed at the same time as Anglian Water is progressing with its projects) that causes competition for an ageing and decreasing labour force in the construction sector.

Whilst Anglian Water sees these as discrete risks, there is a certain amount of overlap between them. In advance of AMP8 commencing, Anglian Water started putting in place mitigation approaches to deal with these risks.

We have proactively developed a robust, forward-looking strategy to mitigate these risks and deliver on our commitments. Whilst they are material risks to the business, through the strong relationships we have built up with our existing alliance partners and investing in our people and systems, Anglian Water is well positioned to succeed.

Risk	Sub-risk	Mitigation
Overall size and complexity of AMP8	• Some areas are entirely new in this AMP, such as continuous water quality monitoring. • Other areas, like combined sewer overflows, are of a demonstrably different scale to previous AMPs, seeing a severalfold increase in the capital expenditure and associated required outputs.	• Optimise programme plan to ensure work peaks are identified as well as dependencies, and capacity constraints. • Review and update the plan regularly. • Packaging and sequencing of works to manage complexity and allocate resources efficiently. • Continuous risk management.
Availability of suppliers and materials	• A 75% increase in allowed expenditure in Ofwat's FDs compared to PR19 is not matched by the increase in the supply chain supporting the delivery of the sector's outputs. • The general economy has been impacted by materials shortages and general inflationary pressure, as well as by the energy supply and pricing due to Russian invasion of Ukraine.	• Engaging early with alliance partners and providing early visibility of the programme to suppliers allows them to align their capabilities, resources, cross-company collaboration (e.g. leveraging Anglian Water's Tier 2 network) and plans accordingly. • Strengthen relationships with key alliance partners through regular engagement and understanding their capacity, capabilities, and challenges up to and during AMP8. • Consider diversifying our supplier base to mitigate the risk of relying on few strategic alliance partners in this highly constrained market. For example, Anglian Water has recently appointed a Programme Delivery Partner to assist with managing our large capital projects, such as the two reservoirs being developed.
Other large infrastructure projects	• An aging and declining workforce, combined with competition for the resource from other sectors, presents a real risk to deliverability.	• Strengthen internal capabilities to manage increased work and identify resourcing gaps via a strategic workforce plan. • Invest in our existing employees, upskilling them where necessary by providing opportunities for employees to acquire new skills, relevant certifications, and industry-specific knowledge through workshops, seminars, and courses. In doing so, we are seeking to reduce our skill gaps and mitigate challenges raised by limited skilled resources available in the market generally.

7 Over a 75% increase in allowed expenditure in Ofwat's FDs compared to PR19.

6. Our approach to Capital Delivery

This section sets out our approach to delivery across all capital investment within the business which is applicable to all PCDs.

We have a comprehensive organisation and delivery structure in place which has evolved (taking account of key lessons learned in AMP7) and been improved further to deliver our capital investment programme. In contrast to our peers, we have showcased industry-leading strategies for long-term collaborative, value-driven supply chain partnerships. This includes the early adoption and evolution of alliance-based contracting methods over decades to effectively share risks and rewards. Together we have proven our ability to deliver and work in trusted, transparent and collaborative manner. This means we are confident we can deliver this plan and respond to the challenges.

As noted in our AMP8 assessment of our delivery approach, which KPMG supported us in undertaking, we have led the way in the industry with our approach to long-term, collaborative, value-driven supply chain partnerships. We have been championing an alliance model for many years, with our @one alliance (a collaborative partnership between Anglian Water and several key engineering and construction partners) consisting of eight companies and delivering over 700 projects in AMP7. We have also procured a Programme Delivery Partner to support Anglian Water in continuing to develop our Capital Delivery capability.

6.1 Investment delivery frameworks and governance milestones

Our investment delivery framework ensures that the level of governance, control, and our delivery approach is proportionate to the nature and complexity of each scheme. There are several investment pathways which are designed specifically to match the nature of works being undertaken. Simpler, low-risk and repeatable activities, such as meter replacements, are delivered in efficient batches with minimal oversight. By contrast as complexity increases, as do the governance oversight and project controls. More complex, novel or higher-value schemes, like strategic interconnectors, require bespoke planning and therefore, and we increase the governance oversight and control in a way that is proportionate to the scheme size and complexity.

To support our delivery frameworks, we apply a structured milestone process (Delivery Milestones). For schemes with greater complexity, there are a greater number of milestones that we apply, guiding schemes from initial prioritisation through to operational handover. For such complex schemes, this begins with confirming the need and committing to invest (DM0), followed by identifying and approving the preferred solution (DM1). The delivery team then develops the design through outline (DM2) and detailed stages (DM3), before construction begins and the scheme is handed over to operations (DM4)[8]. These milestones ensure clear accountability, timely decision-making, and effective risk and performance management.

6.2 Governance

This section sets out our governance framework through which investment pathways and milestones are monitored and managed and provides an overview of the tools used to track progress.

We have a multi-layered, robust governance process to monitor and manage performance of scheme delivery. Our governance structure has successfully delivered projects and proven effective at mitigating risk and working with our supply chain. As set out in previous sections we have refined our governance arrangements to be effective for the scale and complexity of AMP8.

To ensure successful delivery of our stated commitments and deliverables, we have refined our governance to a more integrated model. For example, our SPA capital portfolio removes earlier siloes and now operates in a more integrated structure with additional layers of assurance, reporting rigour and standardisation.

Our Capital Delivery portfolio retains the existing channels for delivering our enhancement and maintenance portfolios i.e. 'delivery vehicles' but is now structured around three core clusters.

8 Note: owing to the nature of the works, Fast and Core do not have a DM2 but instead go directly to DM3 from DM1.

Figure 3: Governance Model for AMP8

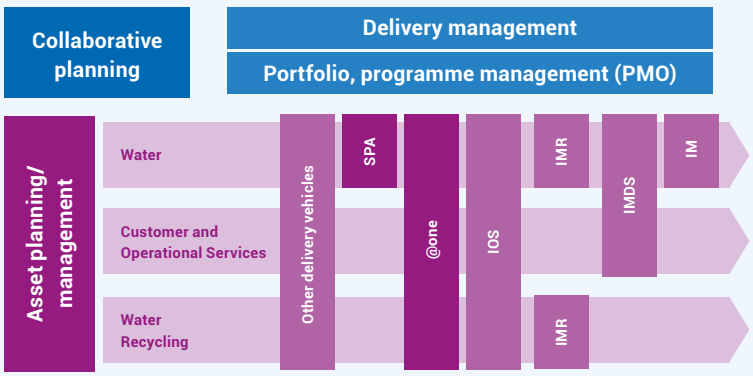


Figure 4: Capital Delivery cluster model

6.2.1 Portfolio Board

The first governance layer is the Portfolio Boards. Portfolio Boards are responsible for the governance and management of the overall performance of capital investments and delivery vehicles within their portfolio boundary.

The responsibility for managing the investment programme includes ensuring adherence to PCD outputs. Portfolio Managers report to the Portfolio Board on their schemes' progress on a monthly basis and, where PCD outputs are falling behind forecast, the Portfolio Board will discuss risk resolution options to be implemented.

6.2.2 Theme Board

Theme Boards are responsible for the performance of a series of portfolios that fall within their theme from DM1 to DM4. As a result, Theme Boards are accountable for a broader collection of PCD performance and are the route of escalation from the relevant Portfolio Board where the Portfolio Board cannot, or does not have the delegated authority to, resolve an issue or blocker within its portfolio.

6.2.3 Strategic Board

Above Theme Boards, the Strategic Board holds responsibility for the oversight and strategic alignment of enhancement investments balancing investment need and budget.

The Strategic Board is empowered to rebalance investments, where necessary, to balance the capital investment budget. It serves as the escalation route from the Theme Board where it is unable to resolve a risk, issue or potential blocker which would harm delivery against, amongst other things, PCD outputs.

The inputs to all these governance forums have been reviewed with a view to improving timeliness, quality and consistency. We are now also embedding an improved Assurance Strategy that will provide additional layers of assurance to maintain the quality of overall data, performance and decision making.

6.2.4 Anglian Water monitoring tools

As we move into AMP8, the scale, complexity, and ambition of our Capital Delivery programme are increasing significantly. In AMP7, our systems and processes enabled us to deliver our regulatory commitments and project outcomes successfully and on time. While our governance and delivery frameworks have served us well, AMP8 demands a step-change in capability to manage a larger portfolio, challenging timelines, and more interdependent outcomes.

To meet these challenges, we are enhancing our digital infrastructure and embedding a suite of monitoring tools and controls that will underpin our delivery strategy. These tools are central to enabling data-driven decisions, proactive performance management, and timely escalations at the right level of governance. They ensure that as our programme grows, we remain agile, accountable, and focused on delivering predictable service outcomes for our customers, stakeholders, and the environment.

Our delivery is further supported by a combination of industry-standard platforms and bespoke systems tailored to our needs. Primavera P6 remains our core scheduling tool, providing essential visibility into project timelines and deliverability. Copperleaf enables us to assess investment value, compare costs, and manage portfolios against budget cascades, supporting strategic asset planning and investment decisions. Additionally, it allows us to undertake periodic benchmarking and assurance activities with our delivery teams. Totex Delivery Workflow (TDW) provides structured governance oversight of project and programmes, while Power BI visualisation tools allow us to present data clearly across the planning and investment lifecycle.

A key advancement for AMP8 is the introduction of the Regulatory Commitments Tracker (RCT), built on the Appian platform, the same system that supports our Totex Delivery Workflow. The RCT provides a single, systemised source of truth for all regulatory commitments, including Performance Commitment Deliverables (PCDs), Output Delivery Incentives (ODIs), and Regulation 36 notices. It allows us to track and manage commitments across our organisation, linking them to relevant capital schemes, and maintain a full audit trail of decisions. This centralised approach replaces the manual tracking methods of AMP7 and gives us a clear, business-wide view of our regulatory position. It is a transformational tool that will be critical to maintaining compliance, transparency, and delivery confidence as our programme expands.

In parallel, we are embedding nPlan, an AI-powered project analytics platform, into our scheduling processes. Integrated with Primavera P6, nPlan provides predictive insights into project timelines, resource constraints, and potential risks. This strategic partnership, led by Commercial Operations, will allow us to proactively identify and mitigate delays before they impact delivery. nPlan's advanced analytics will also support collaborative planning across project teams and contractors, fostering a culture of transparency and shared accountability. By leveraging AI, we are improving the accuracy of our forecasts and enhancing our ability to make informed, data-driven decisions that optimise resource allocation and drive performance.

These tools feed directly into our governance framework, ensuring that data is visible through bespoke, user-friendly Power BI dashboards and reports. This ensures reports are at the right level of detail for use throughout our organisation, from our project teams to the Financial and Commercial Committee, Capital Delivery Committee, Executive Committee, and Main Board. This visibility is essential for timely escalations and strategic decision-making, particularly as AMP8 demands more rigorous oversight and prioritisation.

Together, these enhancements mark a shift towards a more integrated, automated, and intelligent delivery model. They build on the solid foundation established in AMP7 and position us to meet the demands of AMP8 with confidence. With clear ownership, standardised processes, and a strong digital ecosystem, we are well-equipped to deliver our commitments and continue to innovate in how we manage our capital programme.

7. Our approach to the Delivery Plan

This section sets out our approach to developing the Delivery Plan and populating the associated data tables based on Ofwat's guidance and the ongoing CMA redetermination process.

7.1 What is our Delivery Plan?

Our Delivery Plan is a way in which we collate into a readily accessible format the key metrics that describe performance against our stated baseline outputs and expenditure forecasts. It is not intended to be an exhaustive description of our procurement processes and decisions made across the CAPEX investment programme. The Delivery Plan and its updates are to provide a narrative that explains where outturn diverges from forecasts and, in that eventuality, what is being done to attempt to improve performance against the targets in future periods.

In addition, as the Delivery Plan is intended to be published it cannot contain any commercially sensitive information about our contracting strategies, commercial terms with our suppliers or procurement processes that may be ongoing, or anything that is security sensitive. Further, in order to avoid errors that are possible from reusing information that is reported elsewhere (e.g. as part of the reporting requirements under the Regulators' Alliance for Progressing Infrastructure Development (RAPID)), the Delivery Plan will not include information reported via other regulatory requirements.

7.2 Structure of the PCD RAG statuses, risks and mitigations

Section 8 of our Delivery Plan, on PCD RAG statuses, risks and mitigations, is structured to mirror that of the 'PR24 final determinations: Price control deliverables appendix'[9] (FD PCD appendix), namely:

- Base
- Scheme level PCDs
- Water enhancement
- Water recycling enhancement[10]

We have excluded chapter references where it is clear from the text in the FD PCD appendix itself that it would not be applicable to us (e.g. section 3.7 of the FD PCD appendix that is entitled and refers to the relevant PCD associated with 'Yorkshire Water Living With Water'). Where it is not clear from the title itself, we have undertaken an exercise to identify whether it is a PCD relevant to us and where we have concluded it is not relevant to us, we have indicated as such by identifying the PCD and noting 'Not applicable to Anglian Water'.

Following these sections, we have included a section on enhanced engagement schemes, large gated schemes, high-profile and resilience schemes. The assumptions we have made in determining the projects that are to be reported under this section are found in section 8.6 below.

Note that the description of the overall approach to delivery set out in section 6 is PCD agnostic. This is because we have developed a single approach to delivery which we have refined over time. These arrangements have the maturity to deal with the scale and complexity of AMP8.

Each section will describe PCD specific risks and mitigations. On an enduring basis, we intend to provide more PCD specific detail, both on delivery pursuant to milestones, where relevant, and any output-specific risks that emerge.

7.3 Our assumptions

This section sets out the key assumptions that we have made in developing our Delivery Plan and completing the associated data tables.

7.3.1 Our baseline

A key assumption against which all future reports will be measured is our Delivery Plan that exists following the queries process post-Draft Determination Representations.

Our baseline[11] figures and underlying assumptions differ from Ofwat's FD. As required by Ofwat, we have nevertheless included Ofwat's FDs figures as the formal baseline for the Delivery Plan[12]. We have used our representations rather than Ofwat's FD as our forecasts as they reflect our view of our plan for AMP8 and have been assured and agreed with our main board. We have raised some concerns with the PCD framework within our case to the CMA[13]. We expect that following the re-determination by the CMA, we may need to update the baseline figures to align with their re-determination e.g. if funding allowances and expectations for volume of deliverables are changed. In the meantime, we set out the detail of the assumptions we are using below.

9 9.6-PR24-final-determinations-Price-control-deliverables-appendix.pdf

10 Anglian Water uses the terminology as opposed to wastewater, but for the benefit of a read across between the two, they should be considered synonymous. How the Delivery Plan has been structured and what it covers.

11 By baseline we refer to the PCD outputs, milestones, numbers and expenditure set in the initial Delivery Plan and associated data tables

12 Which as stated above is subject to redetermination at the CMA.

13 As Anglian Water makes clear in its Statement of Case to the CMA

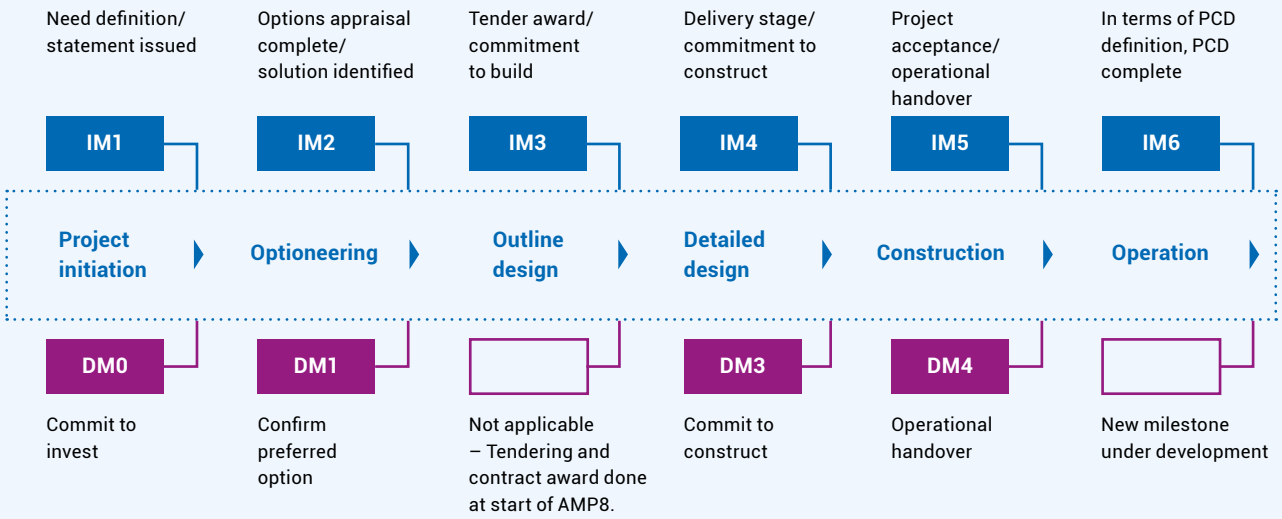
7.3.2 Interim milestones

7.3.2.1 Overview

Ofwat has asked that, for several PCD output lines, companies are to set out where a scheme is in terms of key project reference points (i.e. interim milestones) to track progress of certain PCDs and gain early sight of any delivery issues.

In broad terms, our 'Delivery Milestone' DM0 maps to Ofwat's 'Interim Milestone' IM1. However, following this there is some divergence between our own established project approach and the delineations Ofwat has determined above. We track delivery through defined stage gates, which ensure structured decision-making and risk mitigation[14]:

Figure 5: Project timeline – IMs and DMs[15]



7.3.2.2 Scheme level interim milestone reporting

IM1 and IM5 forecasts

We are providing forecasts for Ofwat's key investment milestones, IM1 and IM5, which align with Anglian Water's internal delivery stages, Commit to Invest and Operational Handover, respectively. These milestones are fundamental to tracking progress across our capital programme. The forecasts we are submitting are based on our Board-assured business plan, which provides a robust and validated foundation for our investment and delivery timelines. To further strengthen the accuracy and confidence in these forecasts, we are leveraging our strategic partnership with nPlan, an AI-powered analytics platform. This enhances our ability to predict schedule performance, identify risks early, and optimise planning decisions.

IM2, 3 and 4 forecasts

At the outset of the AMP, many schemes will be in a pre-IM1 stage. At IM1, forecast dates to get through the relevant stages IM1 to IM5 (inclusive) are set through a robust and detailed planning process.

As many schemes are yet to go through this robust and detailed process, to provide visibility that we have a plan to achieve interim milestones between IM1 and IM5, we have undertaken a detailed analytical exercise using a large data set from AMP7 to approximate the quarters in which we will reach the Ofwat interim milestones.

Our IM1 and IM5 milestones are based on the start and end milestones in our Board assured business plan for specific schemes, and the interim milestones are derived from a methodology based on historic data. In future iterations of the report, where a scheme has been promoted through our internal processes and has achieved IM1, we will then provide updated interim milestones with even greater levels of confidence and report against those in subsequent iterations of the document.

Given that there is an imperfect mapping of our own Delivery Milestone stages to Ofwat's interim milestones, and the Delivery Plan Guidance permits the skipping of reporting certain interim milestones, we will not report IM3 on any of our schemes but IM4 only for two reasons:

- our tendering and contract awarding has been done in advance of AMP8 commencing because of the alliance framework we have put in place to ensure we are proactive and well placed to deliver at pace; and
- our DM3 stage covers the works orders we have to draw up to deliver a scheme (which is the sort of activity envisaged to be reported at IM3) as well as the other activities described in IM4.

14 As noted via correspondence to Ofwat's PR24 mailbox on 5th February 2025

15 DM2 – High-level design development to align with strategic objectives; DM5 – Securing final approvals and financial commitments.

Also note that our internal systems, for delivery milestones, track delivery of capital programmes. In some cases, such as for the Security and Emergencies Direction (SEMD) and Cyber – Legal instruments PCD, the PCD has many qualitative elements and is not simply a Capital Delivery programme. In these cases, we have only provided IM1 and IM5 dates.

IM6

As also shown in the diagram above, the IM6 milestone does not neatly map to our DMs. We are developing a delivery milestone which will map to Ofwat's IM6 definition. This milestone is being developed so that we can track PCD completion internally. In the meantime, we have provided estimates for the IM6 achievement date which is on average expected to be two quarters after IM5.

7.4 Data tables

This Delivery Plan is accompanied by data tables that detail our forecast expenditure and output profiles for the AMP. As noted above, we have used our Draft Determination Representations data tables, v8.5, as the primary source of information for our forecast. This version incorporates additional changes based on queries and responses between us and Ofwat after we made our representations.

We have presented information to the same level of granularity as the pre-populated targets in the Ofwat data template (which is based on the FD PCD models). In the case where our data tables do not have granular data, we have referred to additional sources such as cost adjustment claims and other internal documents.

For interim milestone reporting, to obtain the data and report in accordance with our approach described in section 7.3.2 above, in addition to the Draft Determination Representation data tables, we have referred to internal systems that record DM stages for each named scheme and populated the tables using Ofwat's IM approach.

We have also used additional sources to supplement data for large gated, enhanced engagement and water resilience schemes. We have used Ofwat's 'PR24 Final Determinations: Expenditure allowances'[16] document to collate the list of schemes that require reporting under each of these three areas.

For 'high profile' schemes, we have applied the criteria referenced in section 8.6.4 to determine those that we consider applicable high-profile schemes.

7.5 Data and reporting assurance

Anglian Water has appointed Aqua Consultants to provide independent third-party assurance on our Delivery Plan, in accordance with Ofwat's requirements. Aqua has engaged extensively with our internal teams, attending governance and delivery meetings, and has undertaken a structured assurance process including document reviews, system walkthroughs, and interviews. Their assessment covered all PCDs and was aligned to the six assurance tests set out by Ofwat. Aqua has confirmed that Anglian Water's Delivery Plan meets these requirements, with all tests receiving a green rating overall. Their full Independent Assurance Report will be submitted alongside the Delivery Plan to provide Ofwat with confidence in our governance, planning, and delivery readiness.

Ingoldisthorpe wetland

16 https://www.ofwat.gov.uk/wp-content/uploads/2024/12/PR24-final-determinations-Expenditure-allowances-V2.pdf

8. PCD RAG statuses, risks and mitigations

8.1 Base PCDs

Summary table

PCD reference	PCD output name	RAG
PCDB1a	Mains renewals – base	🔴
PCDB1b	Mains renewals – asset health adjustment	🟢
PCDB1c	Mains renewals – enhancement leakage	🟢
PCDB2	Sewage pumping mains renewals	N/A
PCDB3	Network reinforcement	N/A
PCDWW5	Storm overflows	🟠
PCDWW10	Phosphorus removal	🟠
PCDWW27	Growth to STWs	🟢
PCDWW12	Sanitary parameters	🟢
PCDW11b	Supply interconnectors	🟢
PCDW1	Biodiversity and conservation	N/A
PCDW4	Drinking water protected areas	N/A
PCDW5	Water framework directive	N/A
PCDW8	Water investigations	🟢
PCDW15	Lead	🟢
PCDW14 /PCDW13	Raw water deterioration and taste, odour and colour	🟢
PCDW11a	Water supply schemes (exc. interconnectors)	🟢
PCDW11b	Water supply schemes (exc. interconnectors)	🟢
PCDW12	Metering	🟢
PCDW9	Water efficiency	N/A
PCDW16a	Water resilience	N/A
PCDW16b	Resilience – interconnectors	🟢
PCDW11c	Reservoir safety	N/A
PCDW17a	Security (SEMD)	🟢
PCDW17b	Cyber	🟢
PCDWW2b	Continuous river water quality monitoring	🟢
PCDWW2a	Flow monitoring at STWs	N/A
PCDWW3	MCERTs monitoring at emergency sewage pumping stations	🟢

PCD reference	PCD output name	RAG
PCDWW4	Increase in flow to full treatment	🟢
PCDWW6	Storm overflows – screen only	🟢
PCDWW5	Storm overflows – screen only	🟢
PCDWW5b	Storm overflows – wetlands	N/A
PCDWW9	Treatment for total nitrogen removal	🟢
PCDWW7	Treatment for chemical removal	N/A
PCDWW11	Nature based solutions for treatment for nutrients and/ or sanitary determinands	N/A
PCDWW13a	Catchment solutions	N/A
PCDB2	Habitat restoration	N/A
PCDWW14	Microbiological treatment	🟢
PCDWW15	Septic tanks	N/A
PCDWW17	25-year environment plan (wastewater)	N/A
PCDWW18	Wastewater investigations PCDs	🟢
PCDWW23a	A-WINEP	🟢
PCDWW23b	A-WINEP	N/A
PCDWW34	Net zero	🟢
PCDWW24a	Sludge storage (Tanks)	N/A
PCDWW24b	Sludge storage (Cake pads)	🟢
PCDWW25a	Sludge thickening and dewatering	N/A
PCDWW25b	Sludge treatment (other)	N/A
PCDWW30	Industrial Emissions Directive	🟢
PCDWW32	Climate change resilience uplift	🟢
PCDWW29	First time sewerage	N/A
PCDWW35	PR19 WINEP carryover actions	🟢
PCDWW36	PR19 Green recovery carryover	N/A

RAG ratings are assessed relative to the baseline delivery position. The baseline is set by Ofwat and not Anglian Water and is subject of redetermination by the Competition and Markets Authority. Following the determination RAG statuses may change.

8.1.1 Mains renewals

August 2025

Relevant PCD	RAG
PCDB1a	
PCDB1b	
PCDB1c	

RAG ratings are assessed relative to the baseline delivery position. The baseline is set by Ofwat and not Anglian Water and is subject of redetermination by the Competition and Markets Authority. Following the determination RAG statuses may change.

Mains renewals is a core delivery area for us in AMP8. The delivery profile is a bell curve with the highest levels of deployment happening during the middle of the AMP.

Given the volume of mains renewal occurring across the sector, the market supply chain risk is a critical one we need to manage. We mitigated this risk by getting our Tier 1 supply chain onboard and committed ahead of the commencement of the AMP in a mature established commercial model. We renegotiated these commercial arrangements early and finalised the sign-off halfway through AMP7.

Alongside that we have been actively working on restructuring the delivery arrangements to manage the material increase in volume since 2024. We also have in place arrangements within our commercial ecosystem that allow us to go directly to Tier 2 suppliers where it is more efficient to do so. Core to our risk mitigation strategy is to provide a forward view to our partners and guarantees of work packages to enable them to commit resources and plan for the long-term.

Another key risk in delivery is the development stage construction risk associated with trench cutting. We have been working actively with our supply chain partners on innovative solutions to manage delivery risk (e.g. ecological impact) and improve delivery efficiency. Examples of this include slip lining techniques.

A key dimension of the delivery risk for mains renewals in AMP8 is scale risk i.e. delivery at a much larger scale that we have experience delivering. We have several core mitigations in place to manage this risk. (1) employing a geospatial approach (ArcGIS) to identifying schemes using data driven methodologies and (2) we contracted three partners to provide hydraulic modelling expert resources. Both will enable us to take a data centric approach to capital deployment management to effectively manage delivery scale risk.

Related to the above is the capability and capacity risk to deliver the AMP8 outputs. We are mitigating this risk through (1) establishing a new department within the alliance to focus on overall optimisation of the end-to-end process for delivery (2) invested in a programme team with internal and external experts to drive whole-life delivery e.g. enabling, design (including asset standards), managing health and safety and innovation, (3) implementation of a new risk management process and (4) developing and executing a recruitment strategy to manage the delivery during AMP8.

8.1.2 Sewage pumping mains renewals

August 2025

Relevant PCD	RAG
PCDB2	N/A

Not applicable to Anglian Water.

8.1.3 Network reinforcement

August 2025

Relevant PCD	RAG
PCDB3	N/A

Network reinforcement projects carry typical infrastructure and construction risks, however, there are specific risks relevant to this PCD that require targeted mitigation.

There is a risk of investing in infrastructure ahead of developments that are delayed or cancelled, leading to stranded assets and inefficient CAPEX. Therefore, to mitigate this risk we adopt a phased development and delivery approach, informed by close engagement with developers and planning authorities to align delivery with actual demand.

The pace and timing of development, the uncertainty in developer build-out rates, are inherently volatile and can shift significantly over the AMP. This affects both the scale and timing of reinforcement needs. Therefore, we use a dynamic forecasting model that draws on planning data, developer engagement, and market trends. This enables us to flex Delivery Plans and reassess scheme viability regularly, ensuring alignment with real-world growth.

8.2 Scheme level PCDs

8.2.1 Storm overflows

August 2025

Relevant PCD	RAG
PCDWW5	

RAG ratings are assessed relative to the baseline delivery position. The baseline is set by Ofwat and not Anglian Water and is subject of redetermination by the Competition and Markets Authority. Following the determination RAG statuses may change.

Storm overflow capacity and emergency flow monitoring are being delivered at a significantly greater scale in AMP8. A key delivery risk is the requirement for fully modelled confirmation that each scheme meets its intended specification. Developing a verified hydraulic model typically takes 18-24 months, as it requires capturing real storm event data. Early AMP schemes must be completed without the benefit of these insights, limiting opportunities to apply learnings across the programme.

Green infrastructure solutions present additional complexity, with greater uncertainty in performance outcomes and more challenging stakeholder engagement. We are prioritising green solutions early in the AMP to allow time to manage risks, though this may create tension with our commitment to rapid spill reduction. We are progressing on the assumption that modelling will confirm scheme benefits, in line with customer expectations for visible action. Where shortfalls are identified, tailored mitigations will be developed.

We have raised concerns through CMA hearings about the rigid nature of the PCDs for storm overflows. These requirements force companies to adopt tried-and-tested solutions, limiting innovation and potentially missing opportunities for lower-carbon alternatives. The time pressure increases exposure to financial risk, requiring early expenditure before funding certainty is secured. It also creates perverse outcomes, such as penalties for late delivery even when outputs are no longer required due to changing circumstances. These risks are being actively mitigated through regulatory engagement and flexible delivery planning.

8.2.2 Phosphorus removal

August 2025

Relevant PCD	RAG
PCDWW10	

RAG ratings are assessed relative to the baseline delivery position. The baseline is set by Ofwat and not Anglian Water and is subject of redetermination by the Competition and Markets Authority. Following the determination RAG statuses may change.

Unlike PCDWW9, phosphorus removal is something for which we had a programme in AMP7 and so this is not new territory. It is, however, on a much greater scale than the previous AMP and the parameters being set by Ofwat and the Environment Agency are challenging. The number of schemes with a target of a Technically Achievable Limit (TAL) of 0.25 is significantly greater than in AMP7, nearly five times greater, and that presents a delivery challenge to us and our supply chain's capacity and capabilities. Experience of delivering this sort of outcome, recruitment and training is its best mitigation and we are aware of the limits of certain technical solutions. In addition, we have contracted with the supply chain in order to incentivise good performance against these PCD outputs and drive best value for customers. Further, we are using new technologies to mitigate the risk of under-delivery, using solutions such as Mecana filters and ATAC filters with chemical dosing.

8.2.3 Growth at sewage treatment works

August 2025

Relevant PCD	RAG
PCDWW27	

In addition to the core construction risks observed, there is a specific delivery risk associated with this expenditure allowance and outputs.

It is expected that the solution for each site will be bespoke based on the site-specific requirements and there is a risk that the solution identified for delivery qualifies as growth work or not. The mitigation for this involves early project start to identify the most appropriate solution. This enables us to set a fixed timeline for the solution selected so that we can switch to an alternative solution if the one identified earlier is not found to be acceptable or delivering the expected output.

Further risks to achieving this PCD are associated with the TAL, environmental capacity and the capacity of our key stakeholders.

In terms of the TAL risk, there is a risk of sites being given new sanitary parameters that are either at or above the industry recognised TAL. Our strongest mitigation to this risk is to ensure early engagement and close working with the Environment Agency and other key stakeholders to collaborate and challenge on the most appropriate sanitary limits before they are formalised. Also, we will ensure we are appraised of the capabilities of current treatment technologies and assess the cost-benefit implications of exceeding TALs.

Our environment capacity risk is that increasingly we are finding ourselves unable to increase discharge sizes from our water recycling centres to the nearest watercourse, instead finding there is only environmental capacity to discharge in an alternative waterbody. In mitigation, we will continue to develop our catchment-level planning and implement integrated catchment-level plans that identify long-term discharge capacity options. We will also collaborate with Natural England, the Environment Agency and local planning authorities to explore options, including nature-based solutions, that may increase capacity or offset environmental impacts.

Our approach to mitigating the risks of a lack of capacity in our key stakeholders is the same across our portfolio, whereby we identify key bottlenecks and resource constraints, and ensure we incorporate realise float into programme timelines to account for potential delays in high-risk approvals and consents.

8.2.4 Sanitary parameters

August 2025

Relevant PCD	RAG
PCDWW12	

This PCD involves achieving permit level outcomes rather than specific infrastructure outputs. There will be various technologies employed to do that. This may involve multiple side streams of treatment.

There is an indicative proposal in the plan for solutions but the DM process, as described in previous sections, will explore optioneering with optimisation and innovation. Broadly there is limited unique delivery risk associated with sanitary parameters. The solutions largely involve technology employed in the past, it will be delivered through existing commercial arrangements which have been renegotiated for AMP8 and on a scale which is relatively comparative with AMP7.

8.2.5 Supply interconnectors

August 2025

Relevant PCD	RAG
PCDW11b	

The main risks in resilience interconnector schemes are core risks to delivering any large-scale capital project. First and most pressing are delays outside of our reasonable control around planning. The statutory period to make a planning decision is 16 weeks, but over AMP7 we experienced instances where planning decisions were made after as much as two years.

These sorts of schemes are also highly dependent on weather conditions, as laying pipes cannot be done in highly inclement weather conditions. There are also the construction challenges in relation to ecology, archaeology, historic impact of Fens dewatering impact on ground conditions and crop land compensation. We have successfully implemented a focused risk management strategy through our SPA alliance in AMP7 that we will leverage and build on in AMP8.

The nature of the schemes also leaves us open to risks associated with commodity price fluctuations.

Further, as with all water projects across the industry, there is an ongoing challenge around the availability of products that meet the required Materials In Contact (DWI Regulation 31) approvals, which can impact both design choices and procurement timelines. To mitigate this risk, we engage early with our suppliers during the design phase to confirm product availability and have Regulation 31 compliance embedded in our procurement strategies.

These risks are actively managed by ensuring that construction programmes are realistic given the challenges faced, and where possible, risks are mitigated through collaboration with the supply chain. However, even with conservative, prudent construction programmes, there are risks that sit outside our reasonable control and there are limits to the mitigations that can be put in place. For example, the seasonality of pipelaying can be challenging as there is limited activity that can be undertaken during winter. Nevertheless, as with all aspects of Anglian Water's delivery approach, we further mitigate our risks with robust assurance processes and leverage the alliance model to form strong supply chain relationships.

There is a risk inherent in the way the PCD framework is constructed. As schemes development progresses, more environmentally friendly or efficient solutions may emerge that cannot currently be progressed due to the strict metric outputs imposed by Ofwat. Where such opportunities arise, we will seek to utilise the Ofwat change process. Although this process has not yet been tested, it is designed to support changes that serve the best interests of our customers and the environment. This approach enables us to manage the risk of being constrained by rigid framework metrics and ensures that beneficial innovations are not excluded unnecessarily.

8.3 Water enhancement

8.3.1 WINEP PCDs

8.3.1.1 Biodiversity and conservation

August 2025

Relevant PCD	RAG
PCDW1	N/A

Not applicable to Anglian Water.

8.3.1.2 Drinking water protected areas

August 2025

Relevant PCD	RAG
PCDW4	N/A

Not applicable to Anglian Water.

8.3.1.3 Water framework directive

August 2025

Relevant PCD	RAG
PCDW5	N/A

Not applicable to Anglian Water.

8.3.1.4 Water investigations

August 2025

Relevant PCD	RAG
PCDW8	

A key risk in delivering the outputs of this PCD is in respect of Habitats Directive Regulations. Following court action in AMP7, the Environment Agency is reviewing abstraction licences within the Broads SAC, the Little Ouse Valley SAC and Norfolk Valley Fens SAC. The Environment Agency has confirmed we will hear the outcome of the Broads SAC in late 2025 to inform our model requirements; however, it will not be able to share the modelling outcomes for the Little Ouse and the Norfolk Valley until late 2026 / early 2027. The obligation dates for the associated WINEP investigations are March 2027

and therefore there is significant risk we will not be able to undertake the required modelling by the obligation date, for reasons outside of our control.

Engagement with the Environment Agency is the only mitigation that we can employ as the models are essential to deliver the PCD outputs of investigations. Note: the PCD delivery date is by 2029-30 so we will be able to meet the PCD, but we would miss the formal obligation date and impacts WRMP29 development.

It is also worth noting that there is a chance that the Environment Agency will drop the obligation to do investigations over the course of the AMP, which would leave us in the position of having no WINEP obligation against which to do an investigation. If this occurs, then we would work with Ofwat and the Environment Agency to request an amendment to the regulatory framework to reflect our actual obligations.

8.3.2 Drinking water quality PCDs

8.3.2.1 Lead

August 2025

Relevant PCD	RAG
PCDW15	

The key risks in delivering this PCD output are associated with the way the output itself has been constructed. We submitted our business plans applying the best data available at the time of to forecast the level of proactive and reactive replacement that would be required across the AMP. Whilst we have confidence in our forecasts, by its very nature, reactive replacement is something that cannot be perfectly foreseen.

Anglian Water's Lead replacement programme covers not only domestic properties but non-household customers as well, for example schools. Given the unique nature of these properties and the logistical challenges associated with gaining safe access, Anglian Water has prioritised Schools within their programme, but gaining an accurate picture of the scale and cost of replacement cannot properly be known until sufficient sampling has been done. This may mean that the funding available to achieve this PCD is insufficient once the sampling has been undertaken. Given it is crucial work related to public health we are focused on maximising delivery output volume.

8.3.2.2 Raw water deterioration and taste, odour and colour

August 2025

Relevant PCD	RAG
PCDW14/PCDW13	

The delivery of projects under the Raw Water Deterioration and Taste, Odour and Colour PCD, presents a unique set of challenges. These include regulatory uncertainty, emerging treatment technologies, and delivery risks associated with planning and supply chain constraints. In response, we are taking a proactive and structured approach to manage these risks and support successful delivery.

For nitrate treatment schemes, key risks include the availability of specialist equipment and the complexity of securing planning approvals. To mitigate these, we have used AMP7 transition funding to engage early with key suppliers, working to secure manufacturing slots and building delivery confidence. We are progressing design development and lessons learned from previous nitrate schemes. This is to improve delivery including optimising design and reducing energy costs and operational costs.

PFAS treatment presents a different set of challenges. Since the Draft Determination Representations, updated guidance from the Drinking Water Inspectorate (DWI) has introduced new requirements that affect the scope of several schemes. This has created uncertainty around final treatment solutions and delivery timelines. We are actively assessing the impact of these changes and are working closely with technology providers, regulators, and other water companies to identify and validate effective treatment options. Where appropriate, we will consider the use of the interim determination mechanism provided by Ofwat to manage the financial and delivery implications of the revised scope.

Across both nitrate and PFAS schemes, we recognise the risk of programme misalignment and cost escalation. In the nitrates programme, we are exploring the use of a standardised design basis for configurations across sites where feasible. While the benefits of this approach are still being assessed, it has the potential to reduce design time and simplify procurement and construction. Further clarity on the opportunities and impact of standardisation will be developed as the programme progresses.

8.3.3 Supply and demand balance PCDs

8.3.3.1 Water supply schemes (excluding interconnectors)

August 2025

Relevant PCD	RAG
PCDW11a	
PCDW11b	

The main risks in delivering water supply schemes are core risks to delivering any large-scale capital project. First and most pressing are delays outside of our reasonable control around planning. The statutory period to make a planning decision is 16 weeks, but over AMP7 we experienced instances where planning decisions were made after as much as two years.

These schemes involve significant upgrades to existing water treatment works (WTWs), often while maintaining continuous operation. Working within live operational environments presents complex challenges, including constrained access, limited working windows, and the need to carefully sequence activities to avoid disruption to service. In addition, prolonged periods of dry weather may restrict when certain works can be carried out, particularly those requiring abstraction or discharge activities, adding further complexity to Delivery Planning.

8.3.3.2 Metering

August 2025

Relevant PCD	RAG
PCDW12	

Smart Meters are the cornerstone of our demand side management and we have been leading the industry in this area. During AMP7, we successfully met our regulatory targets and proactively delivered meters from the AMP8 programme ahead of schedule through the Accelerated Infrastructure Delivery (AID) initiative.

Due to the distinct nature of the output measured by this PCD, the approach to promoting and delivering this work differs from other areas of our Capital Delivery programme. A dedicated team is responsible for identifying replacement needs by area, coordinating delivery through the Integrated Metering Alliance, and managing post-installation issues.

While we have a strong track record in delivering meter installations and replacements, we continue to face challenges. During AMP7, the global microchip shortage had a notable impact. More critically, as the wider industry accelerates its efforts, there is a risk of resource attrition if team members perceive this as a diminishing area of focus. To mitigate this risk and retain our skilled workforce, we are investing significantly in internal initiatives to support cross-skilling, retraining, and the creation of new opportunities beyond the metering programme. These efforts are designed to ensure we retain the expertise and experience that have underpinned our success to date.

8.3.3.3 Water efficiency

August 2025

Relevant PCD	RAG
PCDW9	N/A

Not applicable to Anglian Water.

8.3.4 Resilience and security

8.3.4.1 Water resilience

August 2025

Relevant PCD	RAG
PCDW16a	N/A

Not applicable to Anglian Water.

8.3.4.2 Resilience – interconnectors

August 2025

Relevant PCD	RAG
PCDW16b	

See section 8.2.5 for information interconnector delivery risks and mitigations.

8.3.4.3 Reservoir safety

August 2025

Relevant PCD	RAG
PCDW11c	N/A

Not applicable to Anglian Water.

8.3.4.4 Security (SEMD)

August 2025

Relevant PCD	RAG
PCDW17a	

This is a AMP9 year one PCD and we do not consider it helpful to share detail at this stage.

8.3.4.5 Cyber

August 2025

Relevant PCD	RAG
PCDW17b	

To ensure compliance with the Network and Information Systems (NIS) Regulations 2018, Anglian Water must deliver against the Sector Profile and Enhanced Cyber Assessment Framework (CAF) objectives set by the Drinking Water Inspectorate (DWI).

Strong internal governance is in place to manage delivery of the NIS programme. Outside of the main Anglian Water Portfolio, Theme, and Strategic Boards, the NIS team is supported by a dedicated programme manager, with weekly delivery meetings and monthly programme boards in place. NIS compliance is also a standing item at Portfolio Board meetings, providing regular opportunities for risk escalation, decision-making, and programme oversight. Anglian Water has been using a dedicated risk assessment tool, developed prior to AMP7, to define and prioritise the sites in scope throughout each AMP period. The delivery of network security enhancements through this process is now well established.

A key delivery risk lies in the limited and highly specialised supply chain required to implement the cyber security controls Anglian Water considers most effective. For example, there is reliance on third-party communications providers to install fibre infrastructure in areas with no existing connectivity. Delays from supplier constraints or resource availability can therefore affect delivery timelines. To mitigate such delays, Anglian Water has commenced site surveys for in scope systems to understand existing site architectures and end delivery solution. Anglian Water builds resilience measures into site designs to maintain progress and minimise risk to operational continuity.

8.4 Water recycling enhancement

8.4.1 WINEP/NEP flow and monitoring PCDs

8.4.1.1 Continuous river water quality monitoring

August 2025

Relevant PCD	RAG
PCDWW2b	

River water quality monitoring is a new delivery category and requirement for water companies in AMP8. There is still uncertainty regarding the best monitor technology to be deployed to deliver the requirements. We are mitigating this risk through proactive trial engagement where we are running tests on a range of monitors.

Additional delivery risks include land access, power availability, and environmental constraints, such as Sites of Special Scientific Interest (SSSIs) and ecological protections. To mitigate these risks, AWS is engaging early with suppliers, forming new partnerships, and optimising the Delivery Plan. Additional benefits of optimising the Delivery Plan is a reduction in estimated costs by focusing on 1,258 high-priority sites and improving unit cost efficiency. The Environment Agency (EA) is being consulted to ensure alignment with this approach but have shown understanding of industry concerns around affordability and deliverability.

The Environment Agency has indicated that they are sympathetic to views from the industry regarding the deliverability and affordability of the levels of investment the AMP8 requirements are driving. If the Environment Agency requires more sites to be delivered before 2030 to meet their guidance, then the total cost could increase to £450 million which would make deliverability significantly more challenging.

The final technical guidance from the Environment Agency is currently outstanding so this will require further engagement and discussion with the Environment Agency. We are confident that constructive conversations with the Environment Agency can be continued.

8.4.1.2 Flow monitoring at sewage treatment works

August 2025

Relevant PCD	RAG
PCDWW2a	N/A

Not applicable to Anglian Water.

8.4.1.3 MCERTs monitoring of emergency overflows at network sewage pumping stations

August 2025

Relevant PCD	RAG
PCDWW3	

MCERTS delivery comprises of hundreds of outputs, making tracking and delivery against the baseline plan inherently complex. To manage this, we have adopted an output-led PCD approach, grouping outputs into delivery parcels. Delivery teams are empowered to execute these parcels flexibly and efficiently, recognising that full site-level assessment prior to release is impractical. Robust governance, reporting, and monitoring systems are in place to ensure delivery progress is tracked against the baseline plan. These include structured programme controls, regular performance reviews, and escalation mechanisms to address emerging risks. Our delivery framework enables visibility of progress at parcel and output levels, supporting agile decision-making and accountability across teams.

We continue to engage with industry partners and regulators to ensure alignment and transparency. A key challenge remains the limited availability of certified MCERTS inspectors, a known supply chain constraint that is actively factored into our resource planning. While inspector availability poses a risk to timely sign-off, our proactive planning and parcel-based delivery model provide resilience and adaptability.

8.4.1.4 Increase in flow to full treatment

August 2025

Relevant PCD	RAG
PCDWW4	

This is already covered in the scheme level section 8.2.1

8.4.1.5 Storm overflows – screen only

August 2025

Relevant PCD	RAG
PCDWW6	

This is already covered in the scheme level section 8.2.1.

8.4.1.6 Storm overflows – screen only

August 2025

Relevant PCD	RAG
PCDWW5	

This is already covered in the scheme level section 8.2.1.

8.4.1.7 Storm overflows – wetlands

August 2025

Relevant PCD	RAG
PCDWW5b	N/A

Not applicable to Anglian Water.

8.4.2 WINEP/NEP treatment PCDs

8.4.2.1 Treatment for total nitrogen removal

August 2025

Relevant PCD	RAG
PCDWW9	

Nitrogen removal introduces a new regulatory obligation for Anglian Water in AMP8. To inform solution development, we have proactively initiated nitrogen removal trials, with results expected by April 2027. While the preferred technical approach cannot be confirmed until trial data is available, mobilisation demonstrates our commitment to mitigating delivery risk and maintaining programme momentum.

To further de-risk delivery, we are leveraging performance data from existing nitrogen removal schemes, particularly those governed by percentage reduction targets. This enables us to extrapolate insights and accelerate project releases ahead of the 2027 timeline. Early release remains our core mitigation strategy, supported by frontloaded activities such as land acquisition, critical given the complexity of securing access to sensitive sites, including those designated as SSSIs.

We are also working closely with alliance partners to manage supply chain risks, particularly around key chemical inputs like ferric salts, where availability and demand pressures are being actively monitored. Our governance framework includes robust planning, scenario modelling, and contingency development, ensuring delivery teams are equipped to respond dynamically. Through this integrated and forward-leaning approach, we are confident in our ability to meet AMP8 nitrogen removal obligations efficiently and effectively.

8.4.2.2 Treatment for chemical removal

August 2025

Relevant PCD	RAG
PCDWW7	N/A

Not applicable to Anglian Water.

8.4.2.3 Nature based solutions for treatment for nutrients and/or sanitary determinands

August 2025

Relevant PCD	RAG
PCDWW11	N/A

Not applicable to Anglian Water.

8.4.2.4 Catchment solutions for nutrients and sanitary determinands

August 2025

Relevant PCD	RAG
PCDWW13a	N/A

Not applicable to Anglian Water.

8.4.2.5 Habitat restoration

August 2025

Relevant PCD	RAG
PCDB2	N/A

Not applicable to Anglian Water.

8.4.2.6 Microbiological treatment

August 2025

Relevant PCD	RAG
PCDWW14	

Delivering the microbiological treatment PCD presents a significant challenge due to newly introduced regulatory requirements for UV treatment. The Environment Agency now mandates 12 months of sampling data prior to approving any solution, a requirement that was not in place during business plan submission. This change introduces a timing risk to scheme delivery within the AMP8 window. We have consistently raised this issue at senior liaison meetings with the Environment Agency and have signalled our intent to formally request deferral of bathing water obligations beyond 2027.

Further complexity arises at bathing water and shellfish sites, where pre-sampling studies are required to determine the necessity of UV treatment. These studies can only be conducted by a single UK laboratory, creating a bottleneck in the supply chain and adding further risk to timely delivery. While these constraints are largely outside our direct control, we are actively exploring the use of historic data as a substitute for future sampling, subject to regulatory agreement.

Where appropriate, we are also considering alternative treatment solutions to UV, though these typically carry higher costs, increased energy consumption, or greater chemical usage, each presenting its own environmental and

commercial trade-offs. Despite these challenges, we remain committed to progressing delivery and are maintaining close engagement with regulators to ensure transparency and alignment. Our governance and risk management processes are in place to monitor progress and escalate issues as needed.

8.4.2.7 Septic tanks

August 2025

Relevant PCD	RAG
PCDWW15	N/A

Not applicable to Anglian Water.

8.4.2.8 25-year environment plan (wastewater)

August 2025

Relevant PCD	RAG
PCDWW17	N/A

Not applicable to Anglian Water.

8.4.3 Other WINEP PCDs

8.4.3.1 Wastewater investigations PCDs

August 2025

Relevant PCD	RAG
PCDWW18	

As a part of this PCD delivery, we are required to complete 1,525 number of wastewater investigations.

The delivery risk is driven by volume and complexity of delivery. We are currently working collaboratively with the Environment Agency to understand the primary areas of challenge, including discussions about phasing undeliverable outputs into AMP 9. We are actively working to finalise the delivery dates for our schemes with the Environment Agency.

A procurement exercise is necessary for a few schemes as the scale and type of investment cannot be delivered within our existing commercial arrangements. This additional requirement for procurement for such schemes could risk delivery timelines and increase the risk of not meeting the baseline schedule if delayed. We are mitigating this through targeting an accelerated procurement process, concluding in 2025. We have allocated all necessary resources to expedite this process as needed.

8.4.3.2 A-WINEP – Anglian Water PCD

August 2025

Relevant PCD	RAG
PCDWW23a	
PCDWW23b	N/A

We view A-WINEP as a critical enabler of environmental improvement and innovation, particularly in tackling storm overflow impacts through nature-based and partnership-led solutions. However, the success of the programme is contingent on securing sufficient match funding to complement the approximately £11 million in grant funding and the £160 million allocated to the spill reduction programme. There is a material risk that partnership funding may fall short, which would necessitate a reset of A-WINEP targets in consultation with our regulators to reflect the funding levels achieved.

In urban regeneration catchments, such as Southend, initial modelling indicates that a significant proportion of surface water runoff originates from private properties rather than highways. This presents a challenge for implementing green infrastructure solutions, which are more complex and costly in such contexts. To mitigate this, we are actively identifying Sustainable Drainage System (SuDS) opportunities and working with local authorities to develop partnership pathfinders that can unlock delivery potential.

To ensure spill obligations are met, we will pursue a blended solution approach, combining green, grey, and smart technologies where necessary. This flexible strategy allows us to adapt to local constraints while maintaining delivery momentum. We remain committed to working collaboratively with stakeholders and regulators to maximise environmental outcomes within the funding and delivery constraints of the A-WINEP programme.

8.4.4 Net zero

August 2025

Relevant PCD	RAG
PCDWW34	

Achieving the requirements of the net zero PCD presents a sector-wide challenge, with Anglian Water's principal risk centred on the limited understanding of nitrous oxide emissions. Our solutions have been developed using the best available data, supported by expert partners, but the current evidence base introduces uncertainty in forecasting performance and verifying reductions with confidence.

To mitigate this, we are prioritising the collection of a representative data set before drawing conclusions on performance. A single year of data may suggest underperformance, but could reflect anomalous conditions. Expanding the dataset will allow for more robust analysis and reduce the risk of premature or inaccurate conclusions. Should underperformance be confirmed, the appropriate mitigation will depend on the specific solution deployed and the scale of the gap.

Despite these uncertainties, we remain committed to delivering against our net zero obligations. We are investing in enhanced monitoring, scenario modelling, and adaptive planning to ensure we can respond effectively as the evidence base evolves. Our governance framework supports agile decision-making, and we continue to engage with regulators and industry partners to shape a credible and deliverable pathway to net zero.

8.4.5 Bioresources

8.4.5.1 Sludge storage (Tanks) – WINEP PCD

August 2025

Relevant PCD	RAG
PCDWW24a	N/A

Not applicable to Anglian Water.

8.4.5.2 Sludge storage (Cake pads) – WINEP PCD

August 2025

Relevant PCD	RAG
PCDWW24b	

There are several key risks for this delivery of the outputs for this PCD.

There is a lot of other capital works which the cake pad outputs are dependent on to be delivered on time which relate to the Industrial Emissions Directive (IED). Secondly the impact of weather and rainfall matters on the timing for the work. There is also a risk of local resilience and stakeholder engagement for land for cake pad storage.

There are two key mitigations we are employing to address these risks. Firstly, by planning ahead for six to nine months to identify the site work. This involves collaborative and longer-term planning to identify the potential delays and accelerating work when possible, to maximise delivery within 'windows'.

Secondary by developing scenarios for delivery. We have already started with consultations focused on time, cost and quality aspects required for landbank related aspects. We have developed multiple delivery scenarios to enable agility and resilience to guarantee timely delivery of the total outputs.

8.4.5.3 Sludge thickening and dewatering – WINEP PCD

August 2025

Relevant PCD	RAG
PCDWW25a	N/A

Not applicable to Anglian Water.

8.4.5.4 Sludge treatment (other) – WINEP PCD

August 2025

Relevant PCD	RAG
PCDWW25b	N/A

Not applicable to Anglian Water.

8.4.6 Industrial Emissions Directive (IED)

August 2025

Relevant PCD	RAG
PCDWW30	

The IED has three components of delivery:

a) Secondary containment which involves building impermeable concrete bund walls and floor to contain potential spills.

b) Process emission management through covering tanks where there is currently no containment and refurbishing odour control and gas extraction systems installation.

c) Sampling and monitoring programme.

The first two components will be delivered via the alliance partners utilising Tier 2 specialist suppliers and the final component will be primarily delivered by us.

The core delivery risks are interface and new technology risk.

The interface risk is due to the interaction with other capital works and operational activities at existing sites. This risk is being mitigated through collaborative planning sessions with delivery vehicles and operational teams to work through coordination and alignment. Planning scheduling and effective timetabling to stagger the programme in an effective way. A capital liaison manager has been recruited specifically to support management of this risk to manage coordination between delivery and operational activities.

The new technology risk relates to two areas. One is a requirement to monitor volatile organic compounds which do not have a current commercial solution to deliver. Second is the process emission technology to capture and re-use emissions at sites. The mitigation for the former involves working closely with the IED Task and Finish Group to identify and promote a solution and working closely with the EA. The later involves working closely with new technology suppliers to identify and implement innovative technologies to deliver maximum environmental benefits.

8.4.7 Other PCDs

8.4.7.1 Climate change resilience uplift

August 2025

Relevant PCD	RAG
PCDWW32	

The key delivery risk associated with this PCD is ensuring that the investment meets Ofwat's specific requirements. We need to be able to demonstrate baseline and quantifiable improvement during AMP8. None of the investments we put forward have currently been verified by Ofwat. Therefore, there is an ex-post efficiency challenge risk associated with this PCD.

Our key mitigation for this is that we will be revisiting the portfolio of investment to assess against the delivery requirements from Ofwat. We develop a robust methodology to test that all projects meet the requirements and potentially seek support from a third party to provide us with additional assurance. As part of this exercise, we will need to assess outcomes the schemes will achieve and their delivery risk to provide assurance that they can be delivered in AMP.

8.4.7.2 First time sewerage

August 2025

Relevant PCD	RAG
PCDWW29	N/A

Not applicable to Anglian Water.

8.5 PR19 PCDs

8.5.1 Carryover PCDs

Relevant PCD	RAG
PCDWW35	
PCDWW36	N/A

Originally, we were required to deliver 21 schemes as part of our PR19 wastewater WINEP obligations by 1 April 2025. Many of these schemes involve phosphorus removal and were initially proposed as wetlands. However, this solution was deemed unfeasible by the end of AMP7. Consequently, Ofwat did not allocate any allowance for this delivery in AMP7, making a penalty for non-delivery by 1 April 2025 seem unjustified to us.

We are in the process of securing an extension with the Environment Agency for the delivery dates of these schemes and expect Ofwat to consider this extension when assessing penalties. However, since an agreement on this aspect is not yet finalised with Ofwat, there remains a potential risk of a non-delivery penalty if Ofwat does not account for the EA's extended delivery dates. To mitigate this risk, we have been in communication with Ofwat since the start of April 2025, informing them of our ongoing discussions with the Environment Agency and the potential new delivery timelines.

Given the short turnaround time we might face to complete the schemes at the earliest timeline of this AMP, there is a risk of delayed delivery and resource competition with other schemes scheduled for AMP8. Of the 21 schemes under this PCD, roughly half were designed in AMP7 and will be constructed in AMP8, while the other half will require both design and construction in AMP8. Although this may require additional time for design and completion, the time requirement is not expected to be significant due to the less complex nature of the solutions. Additionally, we have sufficient resources and thus aim to accelerate the delivery and completion of all schemes on a priority basis by March 2027. We plan to execute these schemes in parallel with other projects required in AMP8.

8.6 Enhanced engagement schemes, large gated schemes, resilience schemes and high-profile schemes

8.6.1 Enhanced engagement

For both water and water recycling schemes, Ofwat states in the Delivery Plan Guidance that they are schemes where Ofwat "had concerns around cost and for which they apply enhanced monitoring (quarterly engagement) and a 25:25 cost sharing rate".

In the 'Final determinations: Expenditure allowances' document Ofwat has stipulated two projects that fall in the 'enhanced engagement' bracket:

- Combined interconnector scheme for Fenland to Norfolk Bradenham transfer (NBR6), Norfolk Bradenham to Norwich and the Broads transfer (NTB10) and Norwich and the Broads to Aylsham transfer (NAY1).
- Combined interconnector scheme for Ruthamford South to Cambridge Water transfer (CAM4) and Cambridge Water to Cambs and West Suffolk (SWC8) interconnectors.

Per page 37 of the Delivery Plan Guidance, full details required in respect of the projects are available in tables DPW4 and DPWW4 submitted with this Delivery Plan.

8.6.2 Large gated schemes

Under its large gated schemes approach category, Ofwat has listed our Colchester Water Recycling scheme. Therefore, in line with Ofwat's FDs, we have reported on the Colchester Water Recycling scheme in our Delivery Plan.

8.6.3 Resilience schemes

There are four PCDs within water resilience. These are:

- resilience Interconnectors;
- resilience;
- reservoir safety; and
- climate change uplift.

The 'Resilience interconnector' PCD applies to Anglian Water with one named scheme: East Suffolk WRZ IPZ.

The 'Resilience' PCD does not apply to Anglian Water as we did not meet Ofwat's materiality threshold.

The 'Reservoir safety' PCD does not apply to us as we did not meet the materiality threshold set by Ofwat for this PCD.

The 'Climate change uplift' PCD applies to Anglian Water. Ofwat has allowed £28.97 million for Anglian Water to spend in this category for spending on projects that are already part of the DDR (the CC uplift allowance was introduced at DD stage and companies proposed projects under this allowance at DDR).

In line with Ofwat's feedback, we will report on all of the schemes under this £28.97 million allowance, that meet the £1 million materiality threshold set by Ofwat, in data table DPW5.

8.6.4 High-profile schemes

Following the submission of the draft Delivery Plan, Ofwat, in its feedback to companies, has split 'high profile' schemes into two categories.

First, Ofwat expects us to report on 'most critical high profile' projects. Ofwat expects us to report on the ten most critical high profile projects; each project may consist of more than one scheme. We name and report on these projects in tables DPW4 and DPWW4, for water enhancement and wastewater enhancement respectively.

Second, Ofwat requires that we report on 'water resilience' schemes in table DPW5 and 'Growth at STW' schemes in table DPWW5. We have reported on the former in line with Section 6.6.3. For the latter, we have reported on all schemes that meet the £10 million materiality threshold set by Ofwat in its feedback.

In its feedback, Ofwat has given guidance around the selection of the high-profile projects. Ofwat states that these should be determined subject to scale (size or costs), timing, complexity, criticality for growth, stakeholder priority and/or risks to delivery.

Given the scale and complexity of the AMP8 programme, we have analysed our capital delivery programme and identified schemes across multiple high-profile areas using the below methodology.

Growth at STWs

We have reported on the Bedford and Cambridge STWs in line with Ofwat guidance. In addition to these schemes, we are including Peterborough and Whitlingham STWs in our list of most critical, high-profile projects. We selected our two largest growth schemes (excluding Bedford and Cambridge STWs) because they play a critical role in supporting both regional and national development targets. These schemes are located on large, complex sites that demand intricate design and construction solutions. Due to their scale and strategic importance, they attract heightened attention from stakeholders, including regulators, local authorities, and the public.

Microbiological treatment

Microbiological treatment has been prioritised over other investment areas due to the specific and emerging risks associated with the PCD and the new regulatory requirements, particularly around UV treatment. The risks is this investment area are more complex than in other programmes, making this area a key focus for delivery assurance. Of the eleven schemes in this programme, seven exceed the £14 million spend threshold, a level we have chosen as it is the median spend for these schemes. Sudbury and Manningtree have been selected for enhanced reporting due to their elevated delivery risk: both are at early maturity stages and are being delivered by a new partner, introducing uncertainty. As a result, we consider these schemes as high profile and will report on these two microbiological treatment schemes.

Phosphorus removal

We are delivering 185 projects as part of this PCD. The average project has a PE equivalent of 15,000. We have selected Cotton Valley, as it has the largest PE output in the phosphorus removal programme and is within the Oxford-Cambridge arc, which is a key geographical area for growth. This STW alone is 23 times larger than the average phosphorus removal project; it is our largest project, and it alone accounts for 12% of the overall PE equivalent delivered.

Supply excluding interconnectors

We are delivering a total WAFU benefit of 50.2 ml/d across 21 projects. Given the importance of these supply schemes for strategic water supply, regional development and housing growth, we have selected projects that, cumulatively, account for more than 50% of the entire programme. These projects are Lincolnshire East Groundwater, Lincolnshire East Surface Water, and Ruthamford South Surface Water.

9. Our reporting suite

Price Review 2024 (PR24)

This executive summary provides an overview of our business plan for the regulatory period 2025-2030, known as AMP8.

A Framework for the Future: Reforming the Water Industry

This document outlines our submission to the Cunliffe Call for Evidence (Executive Summary).

Thriving East

The Thriving East report covers research from Capital Economics on the region served by Anglian Water.

Our Service Commitment Plan

This plan responds to Ofwat's 2022/23 assessment of water company performance. This report focuses on performance across nine commitments.

Sustainable Finance Impact Report (SFIR)

Our SFIR charts progress against our Key Performance Indicators, tied to sustainable investments.

A year of progress on river health

This report provides an annual update against our Get River Positive commitments and other environmental performance measures related to river health.

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