

# WSX00 – Navigation document

Business plan  
2025-2030



**Wessex Water**  
YTL GROUP

FOR YOU. FOR LIFE.

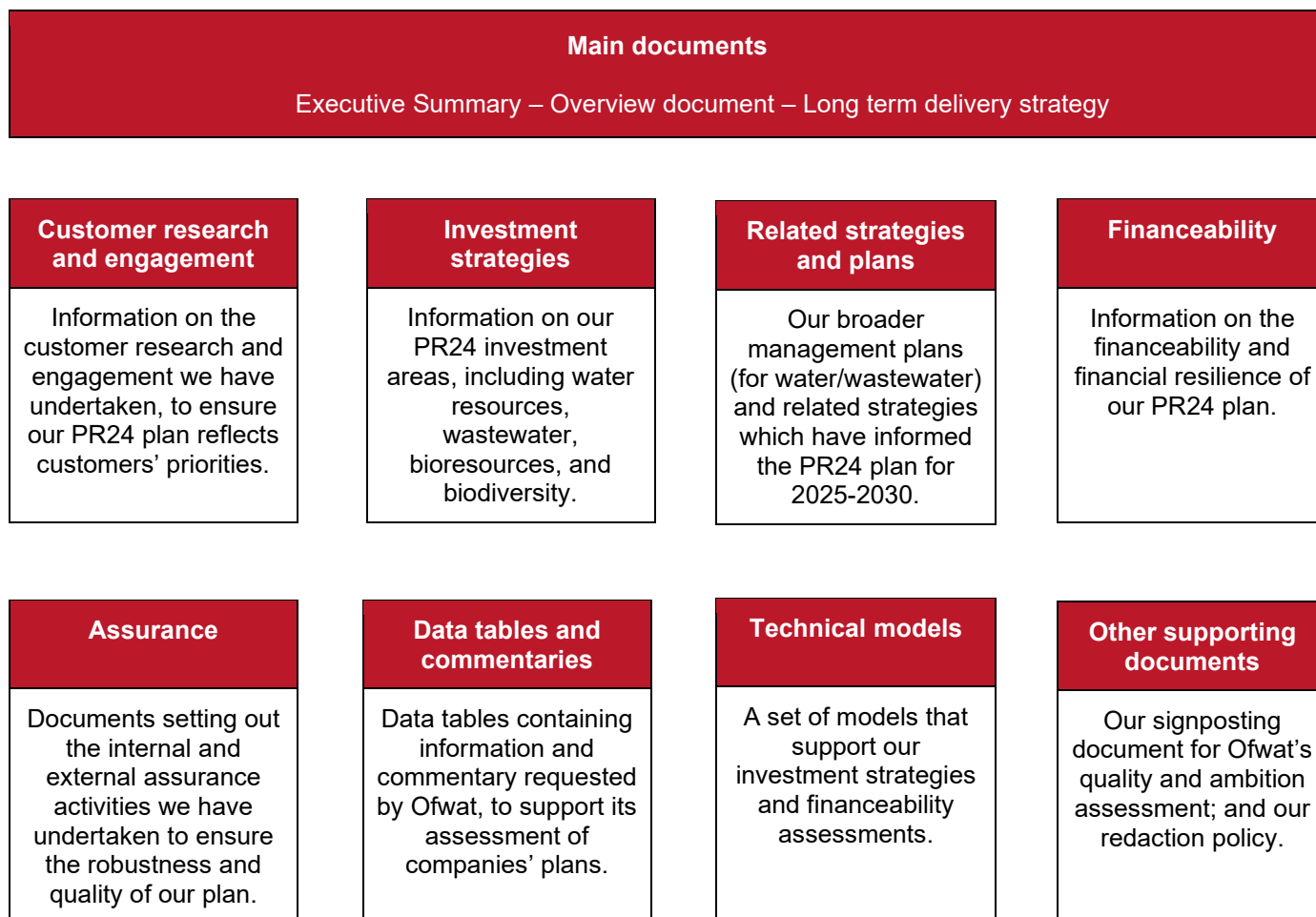
# PR24 Business Plan navigation document

This document sets out our PR24 business plan documents for the 2025-2030 period.

Our plan consists of three key documents: our Executive Summary (WSX01) – *Striking the Balance*; an overview document (WSX02) summarising our full plan in more detail; and our long term delivery strategy (WSX03), which frames our plan in the context of our longer-term ambitions. These are underpinned by a set of supporting documents which provide further commentary, information, and assurance over the components of our plan; and a set of data tables and Excel models containing quantitative information. Each document has a reference number to assist readers.

We have grouped our business plan documents, to help signpost readers with a particular interest in certain aspects of our plan to the relevant set of documents. Figure 1 below summarises how the documents fit together.

Figure 1: Summary of PR24 business plan documents



The individual documents that support each of these areas are listed in the tables below. The full list of documents, ordered by reference number, is set out in Table 1 at the end of this document, along with a link to where you can access each document.

**(1) PR24 business plan - main documents**

<b>WSX01</b>	Striking the balance (Executive Summary)
<b>WSX02</b>	An overview of our business plan
<b>WSX03</b>	Long term delivery strategy

**(2) PR24 business plan - customer research and engagement**

<b>WSX04</b>	A summary of our customer research
<b>WSX05</b>	Affordability and Acceptability testing
<b>WSX06</b>	Customer research triangulation
<b>WSX07</b>	You said we did
<b>WSX64</b>	Wessex Water Customer Challenge Group report
<b>WSX65</b>	Continuous customer feedback and insight

**(3) PR24 business plan – investment strategies**

<b>WSX08</b>	Base cost assessment commentary and analysis
<b>WSX09</b>	Annexes - Base cost adjustment claims
<b>WSX10</b>	Maintaining our services commentary and analysis
<b>WSX11</b>	Annexes - Maintaining our services
<b>WSX12</b>	Water resources strategy and investment
<b>WSX14</b>	Water networks plus strategy and investment
<b>WSX15</b>	Annexes - Water networks plus strategy and investment
<b>WSX16</b>	Wastewater Networks plus strategy and investment
<b>WSX17</b>	Annexes - Wastewater networks plus strategy and investment
<b>WSX18</b>	Bioresources strategy and investment
<b>WSX19</b>	Annexes - Bioresources strategy and investment
<b>WSX20</b>	Residential retail strategy and analysis
<b>WSX21</b>	Annexes - Residential retail

<b>WSX22</b>	Developer services strategy and analysis
<b>WSX23</b>	Our route to net zero
<b>WSX25</b>	Improving biodiversity
<b>WSX26</b>	Price control deliverables (PCDs)
<b>WSX29</b>	Transition and Delivery
<b>WSX30</b>	Direct Procurement for Customers assessment
<b>WSX37</b>	Resilience, risk management and decision frameworks
<b>WSX38</b>	Annexes - Resilience, risk management and decision frameworks

#### **(4) PR24 business plan - related strategies and plans**

<b>WSX59</b>	Our strategic direction statement – Water – a new direction
<b>WSX60</b>	Our drainage and wastewater management plan
<b>WSX61</b>	Our water resources management plan
<b>WSX63</b>	Vulnerability strategy - Every Customer Matters

#### **(5) PR24 business plan - financeability**

<b>WSX31</b>	Risk and return
<b>WSX32</b>	Annexes - Risk and return
<b>WSX33</b>	Financial resilience and financeability
<b>WSX34</b>	Annexes - Financial resilience and financeability
<b>WSX35</b>	Financial assumptions underpinning the plan
<b>WSX36</b>	Annexes - Financial assumptions underpinning the plan
<b>WSX39</b>	Estimating the cost of equity for PR24 - report by KPMG
<b>WSX40</b>	Inference analysis as a cross-check on allowed returns - report by KPMG
<b>WSX41</b>	RORE commentary and analysis
<b>WSX43</b>	Annexes - RORE commentary and analysis

**(6) PR24 business plan - assurance**

<b>WSX44</b>	Our assurance strategy and assurance statements
<b>WSX45</b>	Annexes - assurance reports

**(7) PR24 business plan - data tables and commentaries**

<b>WSX46</b>	Data tables
<b>WSX47</b>	Outcomes - tables commentary
<b>WSX48</b>	Risk and return - tables commentary
<b>WSX49</b>	Costs Wholesale Water - tables commentary
<b>WSX50</b>	Costs Wholesale Wastewater - tables commentary
<b>WSX51</b>	Water resources - tables commentary
<b>WSX52</b>	Bioresources - tables commentary
<b>WSX53</b>	Retail tables - tables commentary
<b>WSX54</b>	Long Term Strategies - tables commentary
<b>WSX55</b>	Developer Services - tables commentary
<b>WSX56</b>	Supplementary - tables commentary
<b>WSX57</b>	Summary for board presentation - tables commentary
<b>WSX58</b>	Past delivery - tables commentary

**(8) PR24 business plan - technical models**

<b>WSX27</b>	PCD modelling spreadsheet
<b>WSX42</b>	RORE modelling
<b>WSX68</b>	PR19 Innovation funding reconciliation model
<b>WSX69</b>	Ofwat financial model – Ofwat view on notional structure and cost of capital
<b>WSX70</b>	Ofwat financial model – Wessex Water view on notional structure and cost of capital
<b>WSX71</b>	Bill waterfall model
<b>WSX72</b>	Revenue reconciliation model

<b>WSX73</b>	RCV reconciliation model
<b>WSX74</b>	Revenue forecasting incentive model
<b>WSX75</b>	Bilateral entry adjustment (BEA) model
<b>WSX76</b>	2023-24 ODI performance model for use in the PR24 business plans
<b>WSX77</b>	2024-25 ODI performance model for use in the PR24 business plans
<b>WSX78</b>	Residential retail reconciliation model
<b>WSX79</b>	PR19 Water trading incentive model
<b>WSX80</b>	Developer services model
<b>WSX81</b>	Water industry national environment programme (WINEP) reconciliation model
<b>WSX82</b>	Cost of new debt reconciliation model
<b>WSX83</b>	Gearing outperformance sharing mechanism model
<b>WSX84</b>	Cost reconciliations model
<b>WSX85</b>	Tax reconciliation model
<b>WSX86</b>	Land sales model
<b>WSX87</b>	RPI-CPIH Wedge True Up model
<b>WSX88</b>	Strategic regional water resources reconciliation model - West Country north sources and transfers (Cheddar two)
<b>WSX89</b>	Strategic regional water resources reconciliation model - West Country southern water transfer (Poole) & Mendip Quarries
<b>WSX90</b>	Strategic regional water resources reconciliation model - West Country south sources and transfers

#### (9) PR24 business plan – other supporting documents

<b>WSX66</b>	Signposting document for quality and ambition assessment
<b>WSX67</b>	Redaction policy

Table 1 – Full list of PR24 business plan documents ordered by reference number.

Reference number	Title
<b>WSX00</b>	Navigation document ( <i>this document</i> )
<a href="#"><u>WSX01</u></a>	Striking the balance (Executive Summary)
<a href="#"><u>WSX02</u></a>	An overview of our business plan
<a href="#"><u>WSX03</u></a>	Long term delivery strategy
<a href="#"><u>WSX04</u></a>	A summary of our customer research
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WSX13	[Not used]
<a href="#"><u>WSX14</u></a>	Water networks plus strategy and investment
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<a href="#"><u>WSX21</u></a>	Annexes - Residential retail
<a href="#"><u>WSX22</u></a>	Developer services strategy and analysis
<a href="#"><u>WSX23</u></a>	Our route to net zero
WSX24	[Not used]
<a href="#"><u>WSX25</u></a>	Improving biodiversity
<a href="#"><u>WSX26</u></a>	Price control deliverables (PCDs)

Reference number	Title
<a href="#">WSX27</a>	PCD modelling spreadsheet
WSX28	<i>PCD storm overflows data request – submitted to Ofwat separately</i>
<a href="#">WSX29</a>	Transition and Delivery
<a href="#">WSX30</a>	Direct Procurement for Customers assessment
<a href="#">WSX31</a>	Risk and return
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<a href="#">WSX52</a>	Bioresources - tables commentary
<a href="#">WSX53</a>	Retail tables - tables commentary
<a href="#">WSX54</a>	Long Term Strategies - tables commentary



Reference number	Title
<a href="#">WSX55</a>	Developer Services - tables commentary
<a href="#">WSX56</a>	Supplementary - tables commentary
<a href="#">WSX57</a>	Summary for board presentation - tables commentary
<a href="#">WSX58</a>	Past delivery - tables commentary
<a href="#">WSX59</a>	Our strategic direction statement – Water – a new direction
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<a href="#">WSX61</a>	Our water resources management plan
WSX62	<i>Energy data request – submitted to Ofwat separately</i>
<a href="#">WSX63</a>	Vulnerability strategy - Every Customer Matters
<a href="#">WSX64</a>	Wessex Water Customer Challenge Group report
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