

Welcome to Ofwat's business plan for 2015-16 to 2019-20. This plan sets out our overall approach for delivering our strategy, '[Trust in water](#)' over the next five years.

We update our business plan every year so that we always look five years ahead. It may change significantly from year to year, as circumstances change and our priorities evolve. So our work in 2016-17 to 2019-20 should be used as an indication only. It is based on our current best estimates and assumptions.

We consult on and publish our work programme for each year in our forward programme.

More information about who we are and what we do can be found on our website at [www.ofwat.gov.uk](http://www.ofwat.gov.uk).

This interactive PDF contains bookmarks to allow you to navigate between sections



Introduction

Delivering our strategy

What we need to do

How we plan to do it

Resourcing the plan

Being flexible to change

! Throughout this plan we provide links to further information. Look out for these pop ups

Ofwat is the economic regulator of water and wastewater services in England and Wales. We are a non-ministerial government department founded in 1989.

We oversee licensed private companies delivering water, sanitation and drainage services to more than 55 million people every day – in their homes, places of work and throughout their daily lives. So it is vital work.

Between them, the private companies we regulate (the ‘water sector’) have an annual turnover of more than £11 billion each year. It has about 30,000 employees – with many more employed in the supply chain. So it is also a big business.

The water sector also collects, stores, treats and distributes billions of litres of drinking water and wastewater each year. So it relies on – and has a big impact on – our natural environment.



© Raymond Spekking

Overview  
2015-16 to  
2019-20

Our role

Our organisation

This interactive PDF contains  
bookmarks to allow you to  
navigate between sections



Introduction

Delivering our  
strategy

What we need  
to do

How we plan to  
do it

Resourcing  
the plan

Being flexible  
to change

! To find out more  
about us, visit  
[ofwat.gov.uk/  
aboutus](https://ofwat.gov.uk/aboutus)



© Getty Images

Water and wastewater are vital public services. So, maintaining the trust and confidence of customers and wider society in these services is essential.

Customers and society want:

- good quality service at a fair price;
- services where and when they want it;
- prices that are affordable and good value; and
- services and prices that are sustainable over the long term.

Sustainability over the long term is important as water and wastewater services rely on and impact our natural environment. And the infrastructure can last for decades.

## Price and services 2015-20

### £44 billion investment

in improving services, improving resilience and protecting the environment. This equals an average of £2,000 of investment for every household over the next five years



Photo © Highways Agency

### 50 beaches with improved water quality for bathing



Photo © Environment Agency

In recent years, we recognised the risks of this trust and confidence being eroded. So we informed, supported and challenged the sector to:

- be more open;
- be more focused on what customers want; and
- make sure that fair financial rewards are only linked to excelling at delivering what customers want.

### 33% fewer properties flooded by wastewater from sewers



Photo © iStockPhoto

### 370 million litres of water saved each day by tackling leakage and promoting efficiency

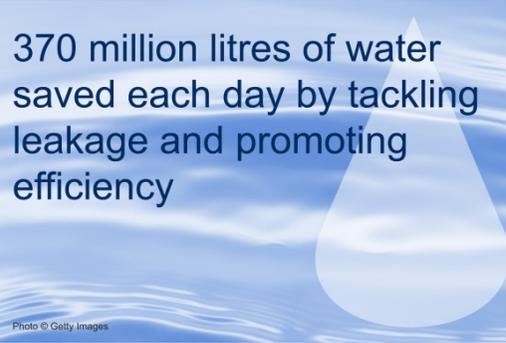


Photo © Getty Images

These changes have led to good results for customers, society and the environment.

### 1 million more people

receiving assistance through schemes to help them with paying their bill

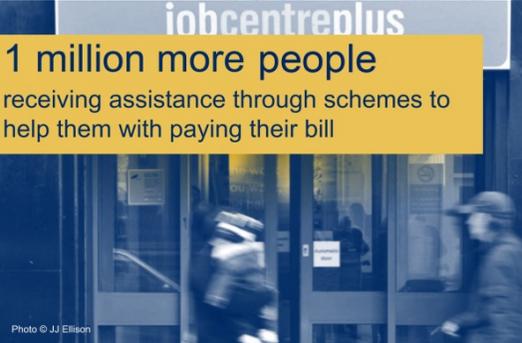


Photo © JJ Ellison

### More for less



5% average drop in water bills over the next five years





But water companies face growing pressures – including increased demand for water, more informed and demanding customers and tougher environmental standards.

So, if we are to build and maintain trust and confidence, then over the next five years (and beyond) the companies we regulate need to build on these foundations and do more. That means:

- becoming more open;
- being more responsive to customers;
- having strong relationships with everyone they work with – from communities to suppliers;
- challenging themselves to work differently to provide better services for less; and
- making better use of scarce resources and protecting our natural environment.



© Leonard G

This change will not be easy.

While some companies have responded already, they will all need to take more responsibility and step up to that challenge.

Some will struggle to adapt and progress.

Our approach to regulation will support companies to be more agile and responsive – and allow us to step back where monopolies step up or customers can shop around.

But if companies do not step up to the challenge, we will be ready to step in to make sure customers' and wider society's interests are protected.

! Find out more about the [challenges facing the sector](#)



In a sector with an annual turnover of £11 billion, billions of pounds of savings at play and a huge impact on everyone's daily lives, the economy and natural environment, we must make the right changes to ensure trust and confidence is maintained over the long term.

We cannot deliver this alone. It will require coordinated action by many stakeholders, supported by open and honest conversations, partnerships, collaboration and strong relationships.



© Hotblack

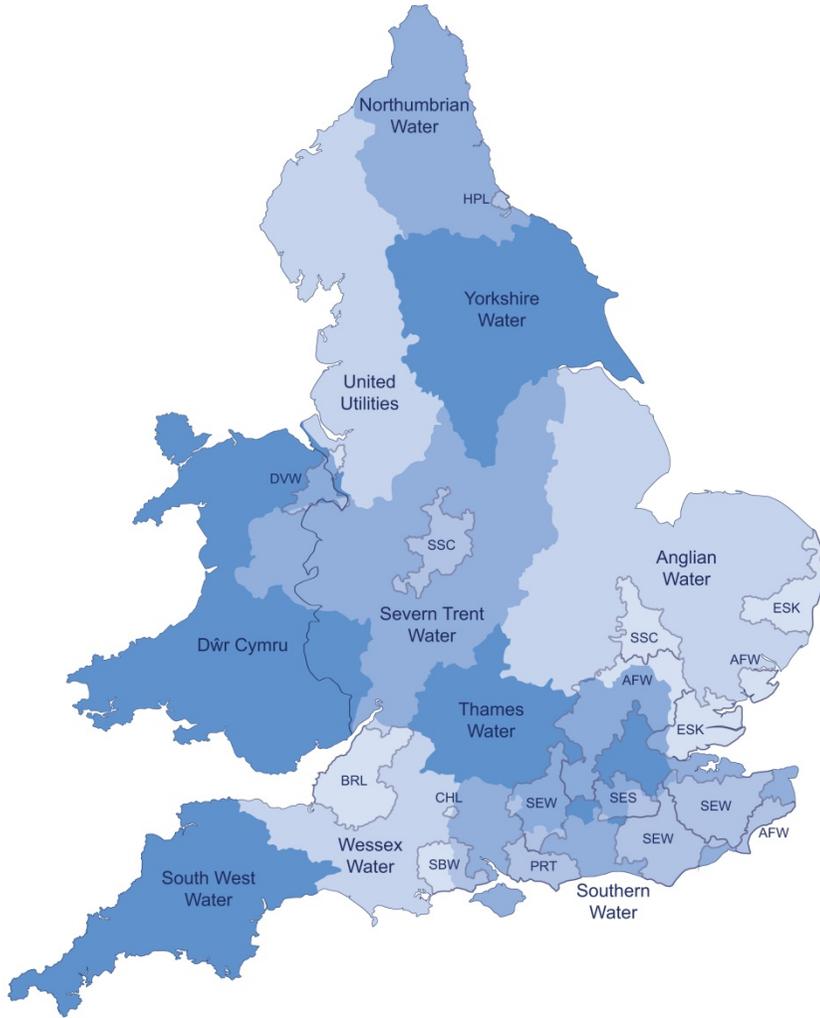
Ofwat's role is to inform, support and challenge water and wastewater companies to constantly improve the price and service they offer to customers, society and the environment – and to act as a safety net, stepping in where necessary to protect customers' and wider society's interests.

To deliver our legal duties, we will make full use of our legal powers and tools – such as:

- enforcing licences and the law;
- setting prices; and
- resolving disputes.

We also use our wider tools to influence, encourage and provoke the companies into action.

To deliver our strategy, it is not just what we regulate that is important. But also how we do it.



We are also in a unique position with strong links to Government, business, policy makers and customers. So we can bring together the right people and partners to help make sure companies maintain trust and confidence.

We make sure that we and others are informed about companies' performance so we can all hold them to account.

! Find out more about the [information and assurance](#) water companies must provide about their performance



We have delivered strong and effective regulation of the water sector for more than 25 years.

We are recognised as a world leader in economic regulation with a unique combination of leading edge skills, expertise and tools.

We constantly learn, adapt what we do and work with others to get better results from a sector operating in a dynamic environment.

Our skilled staff are passionate and enthusiastic about making a difference for customers, society and the environment.

Our achievements in 2014-15 provide us with a strong foundation for the next five years. But we need to go further.

To build and maintain trust and confidence in providing these vital public services, we will need to:

- work with others; and
- develop strong relationships based on a shared understanding of what we want to achieve.

To achieve our vision for Ofwat, we will work in new and more flexible ways. We want to be able to respond quickly to new circumstances, while never taking our focus from protecting customers' and society's interests.



Turning our strategy into reality

How we will regulate

How we will focus on what matters

This interactive PDF contains bookmarks to allow you to navigate between sections



! To find out more about [our achievements in 2014-15](#), look at our annual report and accounts

Introduction

Delivering our strategy

What we need to do

How we plan to do it

Resourcing the plan

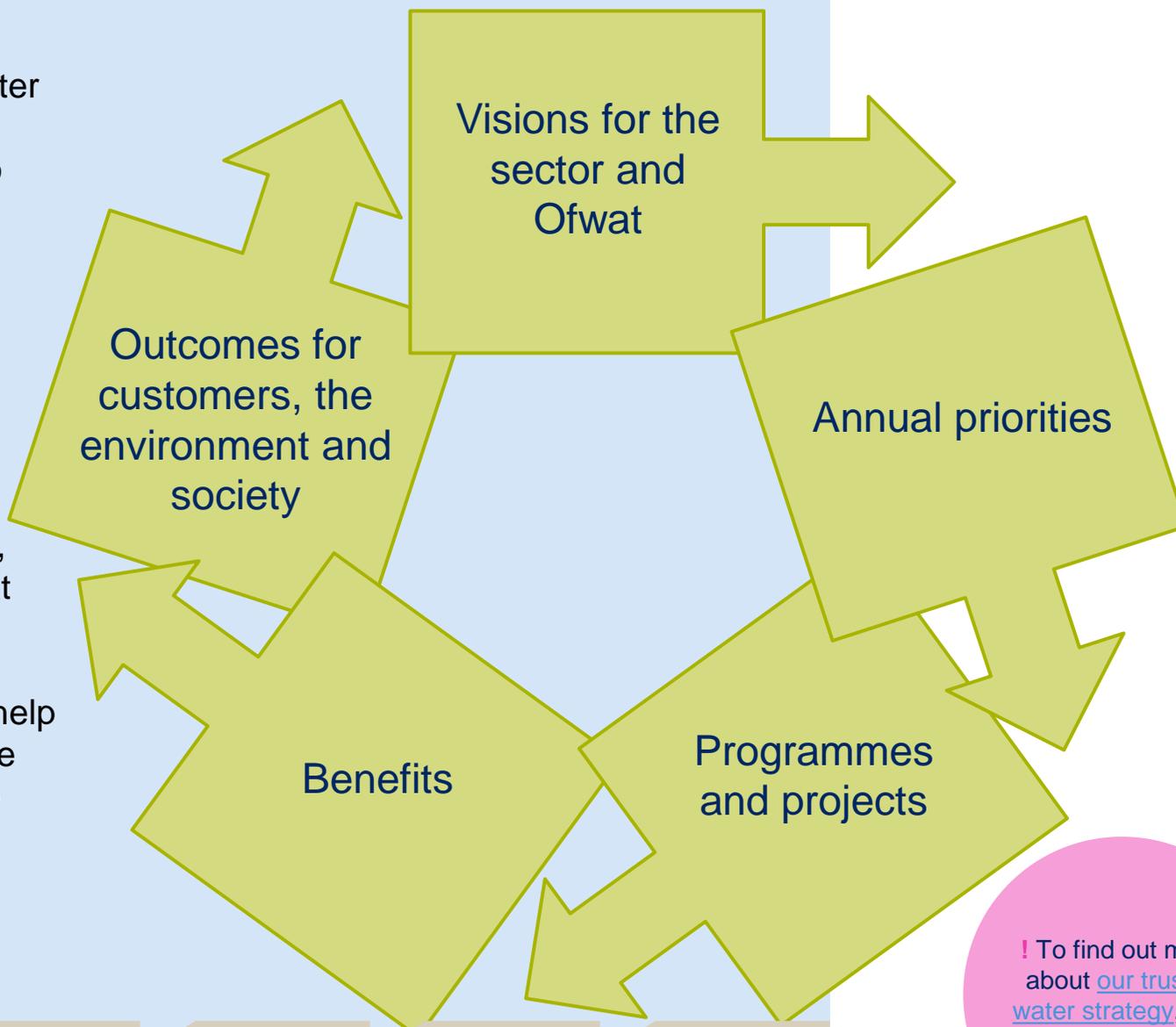
Being flexible to change

Our shared vision for the water sector – and our vision for Ofwat – are what we work to achieve.

Our annual priorities are the areas on which we need to focus on most to achieve the best results.

Our work, based on strong working relationships, will focus on the benefits that matter most.

The benefits we deliver will help us make progress to what we want to achieve and how we want to work.



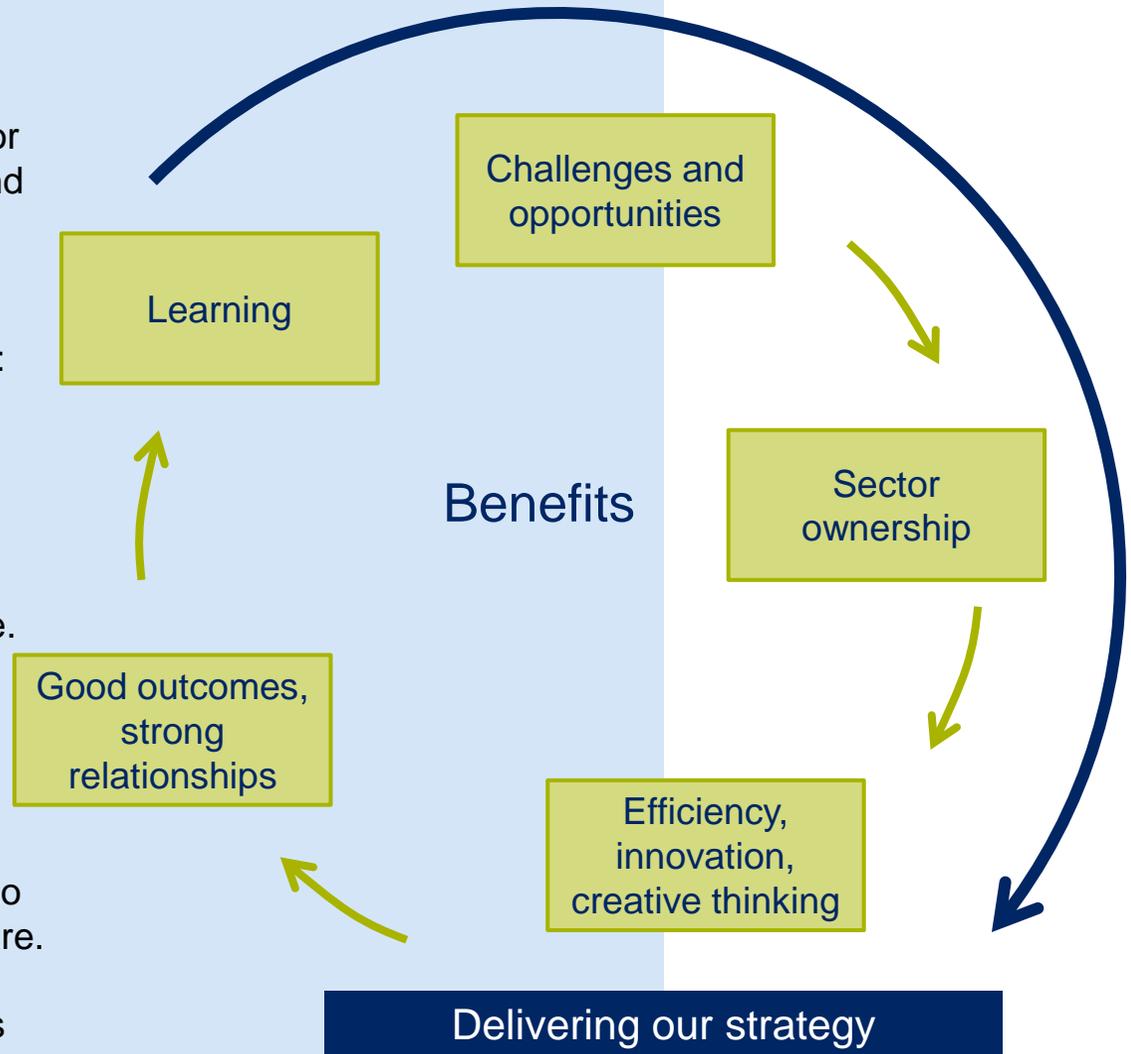
! To find out more about [our trust in water strategy](#), visit our website

Using our regulatory tools we inform, support and challenge companies to do the right thing for customers, the environment and society now and in the long term.

Markets and regulation can be complementary. We use regulation to make markets work better: revealing better information, more choices, resilient services and creating rewards and penalties for efficiency, greater productivity and innovation.

Some markets will not be effectively competitive. Regulation can still help them to work better and ensure sustainable delivery for customers, the environment and society.

We have an important role to make sure the companies are performing – and that it is clear to see how they are doing and how resilient they are. This helps us to take proportionate action to protect customers. This transparency also helps others hold companies to account.



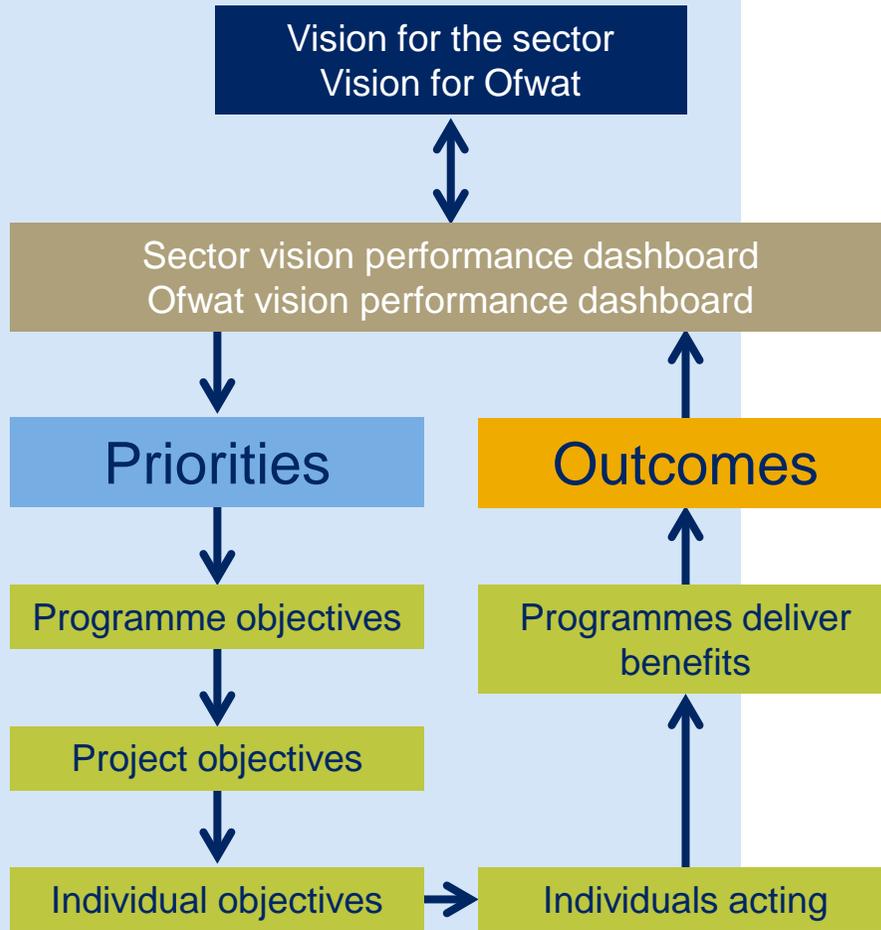
We will use performance dashboards for the water sector and for Ofwat to help decide our annual priorities for contributing to the shared sector vision and delivering the Ofwat vision.

Our priorities will determine our programmes and projects – and their objectives. This will inform the objectives of each of our people.

By working on our programmes and projects, our people will deliver the benefits.

These benefits will help us make progress towards the visions.

We will monitor the progress we make using the sector and Ofwat dashboards.



Using intelligence and analysis, we have identified a clear set of priorities for our work during 2015-16.

Our priorities and the tools we use to regulate will evolve over time. But our regulatory model and principles of economic regulation will guide us in everything we do.

We also comply with our legal duties, obligations and powers determined by the UK Parliament and National Assembly for Wales.

Our research, analysis and decisions are all independent of Government – although we operate within the overall strategic and policy framework set out by the UK Government and Welsh Government both for the water sector and overall.



© eNil

Our priorities for 2015-16

A new approach to regulation

Our principles of economic regulation

Our regulatory model

! To find out more about our legal duties and powers, visit [legislation.gov.uk](http://legislation.gov.uk)

This interactive PDF contains bookmarks to allow you to navigate between sections



! Visit the [UK Government](http://www.uk.gov) and [Welsh Government's](http://www.welsh.gov) websites for details of their role



© Dwayno

1. Implement the Water Act 2014 reforms and prepare for the 2019 price review.
2. Maintain customer confidence through a period of change.
3. Maintain investor confidence through a period of change.
4. Monitor water sector performance.
5. Ensure that Ofwat has the skills, experience, systems, processes and culture that support our new strategy.

! Read more about [our priorities for 2015-16](#) on our website

Introduction

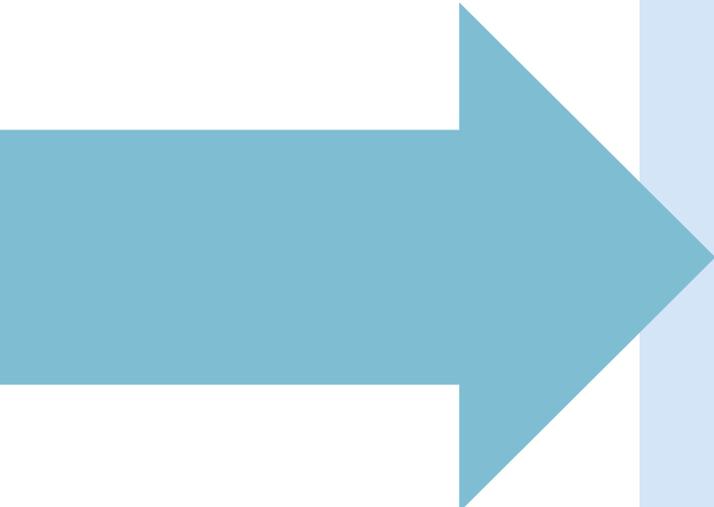
Delivering our strategy

What we need to do

How we plan to do it

Resourcing the plan

Being flexible to change



Effective economic regulation can make sure investors, company managers and customers all benefit: customers get service they value, managers get more freedom to lead and innovate and all that creates opportunities for better returns for investors.

The original model of regulation has served customers well for more than 25 years. But our view is that companies can provide even better services if their plans are driven by customers, not just the demands of the regulator. That means we need to move towards a new approach to regulation – still clear about the results we want to see but giving more freedom about how companies get there.

We are developing a more flexible approach: more targeted and proportionate. We will use a wider range of tools, from performance dashboards and incentives, as well as the traditional price controls and licence enforcement. It will give companies more freedom to innovate and react. This will depend on good quality information being available so everyone can see how companies are doing.

This is a journey. We will constantly review progress – including what skills we need.



**Outcomes focused:** we focus on the things that really matter to customers, the environment and society now and in the future.



**Relationships focused:** we recognise that it is not just what the water sector does but how it does it – we want to see companies stepping up and taking responsibility for their relationships being open, honest, fair and transparent.

**Using all of our tools:** we will continue to use our traditional tools (price controls, determinations, licensing, enforcement), but will also use broader tools to shine a light on issues and provoke debate.



**Pro-market:** we use our tools to align the interests of capital and company management with those of customers. We will make appropriate use of market mechanisms to deliver benefits for customers, the environment and wider society.

**Proportionate and targeted:** we will focus our regulatory intervention where it is most needed. We will facilitate and encourage the water sector stepping up and assuring us that it is delivering good outcomes and building strong relationships. We will step in where necessary to protect customers.

© Getty Images, Hotblack, Creationc

Moving from a model that was:		Towards a model that is:	Supported by:
Prescriptive	➔	Framework-based	Variable assurance
Interventionist	➔	Targeted	A risk-based approach informed by market intelligence
One size fits all	➔	Proportionate	Two-way, proactive stakeholder engagement
Regulator focused	➔	Customer focused	Strong working relationships with stakeholders
Administrative	➔	Pro-market	Transparency

Building on significant changes we have already made, we are moving away from prescriptive, 'one size fits all' approaches to regulation that focus the water sector on the regulator. Instead, we will use approaches that are based on frameworks that align interests of companies and capital with customers ('pro-market') – with proportionate and targeted action by us, supported by robust intelligence and assurance and a greater focus by companies on their customers. We are also adopting a strategic role in providing information on sector performance. This will be supported by us seeking and maintaining stronger relationships with our stakeholders and greater transparency in our regulatory work.

We have broken our priorities down into discrete but interlinked packages of work ('projects'). And to help deliver them, we have organised the projects into themed areas ('programmes').

We have a number of key milestones in 2015-16 – and the four years after that.

By delivering our programmes we will deliver a range of benefits and ensure we make progress towards the visions.

And by working collaboratively or in partnership with our stakeholders we will deliver in the most effective and efficient ways – and provide opportunities for learning and growth for our people and for others.



This interactive PDF contains bookmarks to allow you to navigate between sections 

## Strategy and Planning

Establishing our strategy, using it to drive business activity both within Ofwat and in the sector more widely, and monitoring progress towards our vision for the sector and our vision for Ofwat.

### Retail Market Opening

Developing and opening a market that allows all non-household customers in England – and those eligible in Wales – to choose their supplier for water and wastewater retail services from April 2017.

### Water 2020

Developing future markets and ways of regulating, including delivering the upstream reforms set out in the Water Act 2014 and our approach to the 2019 price review

### Thames Tideway

Establishing and operating the regulatory framework for the Thames Tideway Tunnel, in the best interests of customers, the environment and society.

### Casework

Using our determination, dispute resolution and enforcement tools to protect customers, hold companies to account and make markets in the sector work better.

### Finance and Governance

Helping companies to develop and demonstrate service, financial and corporate resilience – and ensuring changes in ownership are in the best interests of customers.

## Business Transformation

Making Ofwat a modern, efficient and effective organisation with the right culture, structures, systems, processes and ways of working to support our people in delivering our strategy.

## Compliance and Assurance

Improving how we assure ourselves and others that we comply with our own policies and external requirements – and respond to stakeholder expectations.

The programmes that make up our portfolio will evolve.

We anticipate the business transformation and compliance and assurance programmes becoming a single continuous improvement programme by 2018-19.

We may separate the 2019 price review delivery programme from Water 2020 in 2017-18.

! Further information on what each programme will deliver and how is in our [forward programme for 2015-16](#)

## Resource pools

Our people are organised into ‘resource pools’, which reflect the skill set each of them primarily brings to Ofwat.

Each resource pool has a Strategic Resource Manager who ensures the right mix of skills and experience at the right level within their pool to enable delivery of our strategy.

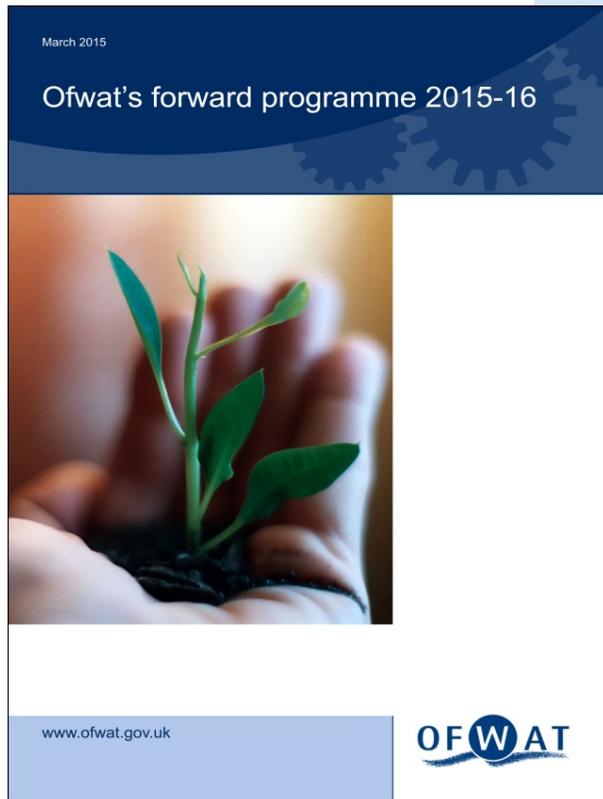
We choose people from different resource pools to work on programmes and projects, reflecting the needs of the work. We are open to bringing in external people as needed to deal with peaks in our workload or highly specialist skill needs.

## Decision making and accountability (‘Governance’)

Our Chief Executive is accountable to Ofwat’s Board for the efficiency and effectiveness of our portfolio of programmes and for ensuring Ofwat has the capability to deliver now and in the future. Our Senior Leadership Team helps our Chief Executive to do this.

We devolve decision making on programmes to Senior Responsible Owners for each programme, who are accountable to the Chief Executive. Our governance framework helps all Ofwat staff understand our governance.





'Ofwat's forward programme 2015-16' sets out the key work for each of our programmes – except compliance and assurance – for 2015-16. This includes the following.

- Consult on the approach to our resilience duty – and finalise our approach.
- Consult on our proposed approach to assessing mergers.
- Consult on the short- to medium-term challenges facing the water sector and ways to address these challenges.
- Consult on the supplier of last resort arrangements to support the UK Government's retail exit work.
- Implement a new corporate website.
- Award the licence to the preferred bidder for the Thames Tideway Tunnel Infrastructure Provider.
- Host the first cross-sector strategic discussion, using our new sector assessment framework.
- Consult on the full suite of documents for the operation of the new market.
- Consult on initial proposals for areas of regulatory change in the 2019 price review.
- Publish findings of our work looking at customer vulnerability.
- Finalise licences for service providers operating in the new market.

! Further information on what each programme will deliver and how is in our [forward programme for 2015-16](#)

2016-17	2017-18	2018-19	2019-20
<p>Publish our high-level framework for the 2019 price review and development of upstream market reforms set out in the Water Act 2014.</p> <p>Set monopoly companies' price controls for non-household retail services.</p> <p>Publish annual results of water sector performance – and host stakeholder event to discuss next steps.</p> <p>Review a service area delivered by monopoly companies.</p> <p>Establish a roadmap and stakeholder working group to review, agree and implement modernised licences.</p> <p>Establish an independent adjudicator to make decisions on the non-strategic complaints and disputes that Ofwat receives.</p> <p>Publish Ofwat's five-year business plan, forward programme and annual report and accounts.</p>	<p>New market for water and wastewater retail services opens for eligible non-household customers.</p> <p>Consult on our methodology for the 2019 price review – and publish our final methodology.</p> <p>Publish annual results of water sector performance – and host stakeholder event to discuss next steps.</p> <p>Review a service area delivered by monopoly companies.</p> <p>Publish Ofwat's five-year business plan, forward programme and annual report and accounts.</p>	<p>Monopoly companies send us their business plans for the next price control period.</p> <p>Publish the results of our risk-based review of monopoly companies' business plans.</p> <p>Publish annual results of water sector performance – and host stakeholder event to discuss next steps.</p> <p>Review a service area delivered by monopoly companies.</p> <p>Consult on and publish revised board leadership, governance and transparency principles for regulated and holding companies.</p> <p>Publish Ofwat's five-year business plan, forward programme and annual report and accounts.</p>	<p>Publish our draft decisions ('determinations') of monopoly companies' price controls for the next price control period.</p> <p>Publish our final determinations of monopoly companies' price controls for the next price control period.</p> <p>Publish annual results of water sector performance – and host stakeholder event to discuss next steps.</p> <p>Review a service area delivered by monopoly companies.</p> <p>Publish Ofwat's five-year business plan, forward programme and annual report and accounts.</p>

## Vision for the sector: Customers and wider society have trust and confidence in vital public water and wastewater services

Programme activity	Benefits	Outcomes
<p>Water 2020: developing future markets and ways of regulating, including delivering the Water Act 2014 requirements on developing upstream reform, and developing our approach to the 2019 price review.</p> <p>Retail Market Opening: delivering the Water Act 2014 reform on opening a new non-household retail market in England.</p> <p>Casework: using our casework tools to protect customers, hold companies to account and make markets in the sector work better.</p> <p>Finance and Governance: helping to enable and embed best practice in financial and corporate resilience, and developing and implementing frameworks to monitor financial, corporate and service resilience and company performance.</p> <p>Thames Tideway: establishing and operating the regulatory framework for the Thames Tideway Tunnel, in the best interest of customers, the environment and society.</p> <p>Strategy and Planning: establishing our strategy and using it to drive business activity both within Ofwat and in the sector more widely.</p>	<p>A competitive non-household retail market, helping to incentivise retailers to be more efficient, improve service and reduce customer consumption leaving more water for the environment and improved resilience.</p> <p>More direct engagement with customers, through greater competition, regulatory incentives and changing culture across the sector.</p> <p>Service providers that are rewarded for thinking creatively and innovating.</p> <p>There is a more effective market for water. This enables water to be valued, used more efficiently and there are more diverse sources of water supply.</p> <p>Targeted and effective enforcement action that remedies the most serious consumer harm and detriment, both to customers in general and, where appropriate, to individuals.</p> <p>A systematic approach to providing early warning, clear operational/financial measures, and a robust approach to reporting and escalating issues.</p> <p>Companies have high-quality boards, effective leadership and decision making that enables agile responses to events ('corporate resilience').</p> <p>Thames Water has the right incentives to manage the Thames Tideway Tunnel and ensure its customers only finance efficient and effective costs.</p> <p>Co-creation of transparent information on the water sector's performance strengthens relationships with key stakeholders.</p>	<p>Customers and their representatives are engaged and empowered in regulatory decision making.</p> <p>Fair distribution of benefits and costs between current and future customers, investors and taxpayers.</p> <p>Customers can use services when they need them.</p> <p>Sector mitigates its impact on the environment and on climate change.</p> <p>Costs are kept down for customers, contributing to overall affordability.</p> <p>Customers realise the full benefits of competition through more efficient service provision, improved service, creative thinking and innovation.</p> <p>Customers experience less detriment and benefit from better protection.</p> <p>Fair dealing throughout the water and wastewater cycle.</p> <p>Companies focus on the needs and desires of their customers, maintain a high standard of corporate governance – and comply with their obligations.</p> <p>Investors are confident in the independent economic regulator, and in the water sector, which enables investment – and relationships in the sector are based on trust.</p>

Vision for Ofwat: Working at the leading edge, trusted and respected, challenging ourselves and others to build trust and confidence in water

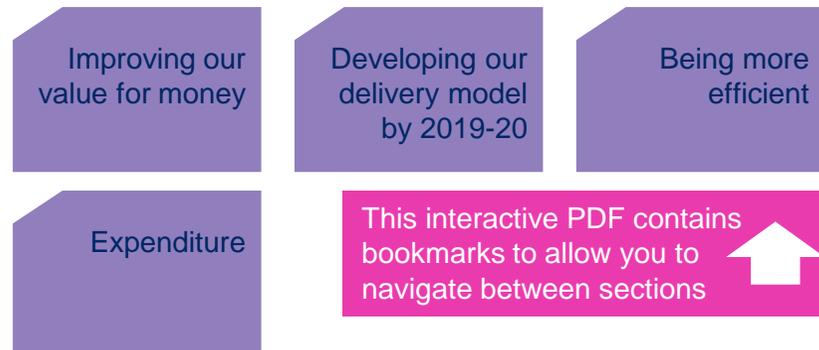
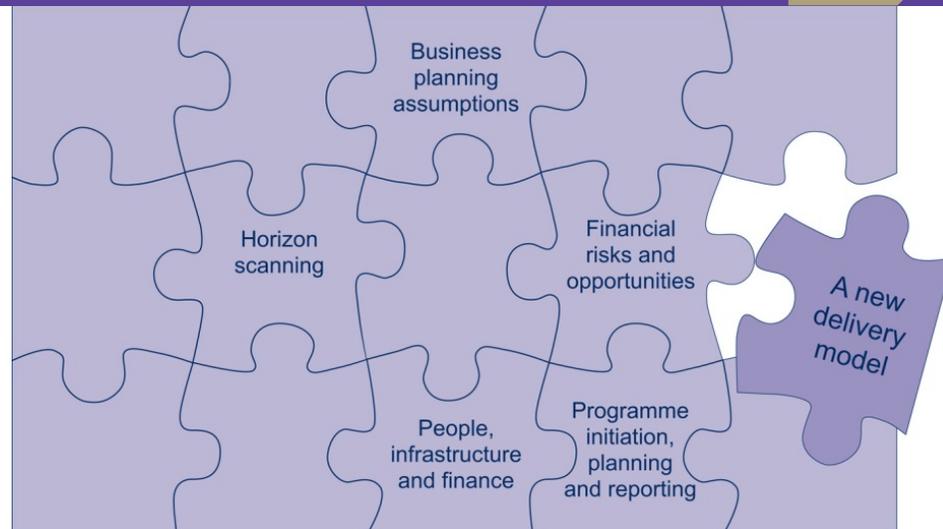
Programme activity	Benefits	Outcomes
<p>All programmes: develop and embed our ways of working, values and culture ensuring that our physical and virtual working environment supports our people.</p> <p>Business Transformation: making Ofwat a great place to work and ensuring we have the right culture, structures, systems, processes and ways of working to support our people in delivering our strategy. Also making sure that our physical and virtual working environment supports our people.</p> <p>Compliance and Assurance: improving how we assure ourselves and others that we are delivering the strategy, complying with our own policies and external requirements – and responding to stakeholder expectations. Also monitoring delivery to milestones and to budget, and also adopting our new ways of working, and living our values and behaviours.</p> <p>Strategy and Planning: establishing our strategy, using it to drive business activity both within Ofwat and in the water sector more widely and monitoring progress towards our vision for the sector and our vision for Ofwat.</p>	<p>We have people with the right mix of skills and experience. We use our people flexibly to bring the best mix of people together for any piece of work. We partner with others where it makes sense to do so. We develop and share our knowledge. We learn continuously. We attract talent through our reputation and retain it through the excellent culture of the organisation and development opportunities we offer.</p> <p>We have the management information we need to prioritise and reprioritise to make best use of our limited resources to deliver our strategy.</p> <p>Timely and effective decisions, reflected in feedback from those dealing with us on such matters.</p> <p>Investors' have confidence in an independent economic regulator that is operating efficiently and effectively. The UK and Welsh Governments are confident that our regulation is delivering the outcomes in line with the strategic and policy steers they have set out for us, and that we are operating efficiently and effectively.</p>	<p>Ofwat is able to implement its strategy which helps build a strong reputation in the water sector.</p> <p>Increased trust and confidence among internal and external stakeholders through our culture of assurance, transparency, clear accountability and compliance and demonstrating value for money.</p> <p>Ofwat is able to deliver targeted and proportionate regulation.</p> <p>Ofwat is able to deliver efficient regulation.</p> <p>Increased trust and confidence among customers and wider society that Ofwat regulates in their interests.</p>

We have an ambitious strategy and work programme in the best interests of customers, the environment and wider society.

To deliver these, we need to challenge ourselves more than ever to improve our value for money and be more efficient. We also need to develop a more diverse and flexible delivery model. This includes:

- developing our people, culture, infrastructure and wider organisational capability;
- exploring opportunities for joint working in delivering more of our work; and
- managing financial risks and opportunities to ensure we remain financially secure.

We are funded from licence fees paid by the companies we regulate. From 2015-16, the amount we are allowed to recover through those fees is set by the UK Government as part of the Comprehensive Spending Review. We have clear plans for resources over the next five years – which will mean we can continue to deliver for water and wastewater customers across England and Wales – and these are subject to agreement by the UK Government.



To improve our value for money over the next five years, we will concentrate on the following key areas.



© Steved\_np3

Work with the UK Government to secure the resources we need – and the flexibility we need in using them – to deliver for customers, the environment and wider society.

Make sure that we have the right the mix of skills and experience among our in-house staff – and we are making appropriate and efficient use of secondees, interim staff and contractors.

Develop our skills in partnership working, to allow us to work more effectively alongside others.

Improve the quality of our work and make savings by using modern, agile ways of working. For example, reducing our office accommodation and travel and subsistence costs.

Improve our management information so that we learn more about the costs of all of activities and the benefits they generate, so that we are more efficient and agile.

Over the five years of the business plan, we will develop a more innovative and collaborative delivery model to develop our people and to manage peaks of workload.

Building on the lessons of working with a delivery partner on the 2014 price review, we will explore a range of potential collaborative delivery approaches given the significant peaks in our workload expected in 2018-19 and 2019-20 to deliver the 2019 price review.

We will seek to collaborate and work more flexibly with partners, including through the UK Regulators' Network, to maximise resilience by sharing, providing, outsourcing or jointly delivering services.

We will also explore opportunities to provide services to and with others. Potentially, this could include developing international work on economic regulation, which could generate revenue, develop our people and expand our corporate knowledge.





Save £0.5 million in our accommodation costs in Birmingham from 2015-16 and achieve savings in our London accommodation costs from 2016-17.

Following the completion of significant business improvement work in 2015-16 to 2017-18, make savings in 2018-19 and 2019-20 by combining our Business Transformation and Compliance and Assurance programmes into a single programme of continuous improvement.

Deliver savings by getting the right balance between internal and specialist external resources.

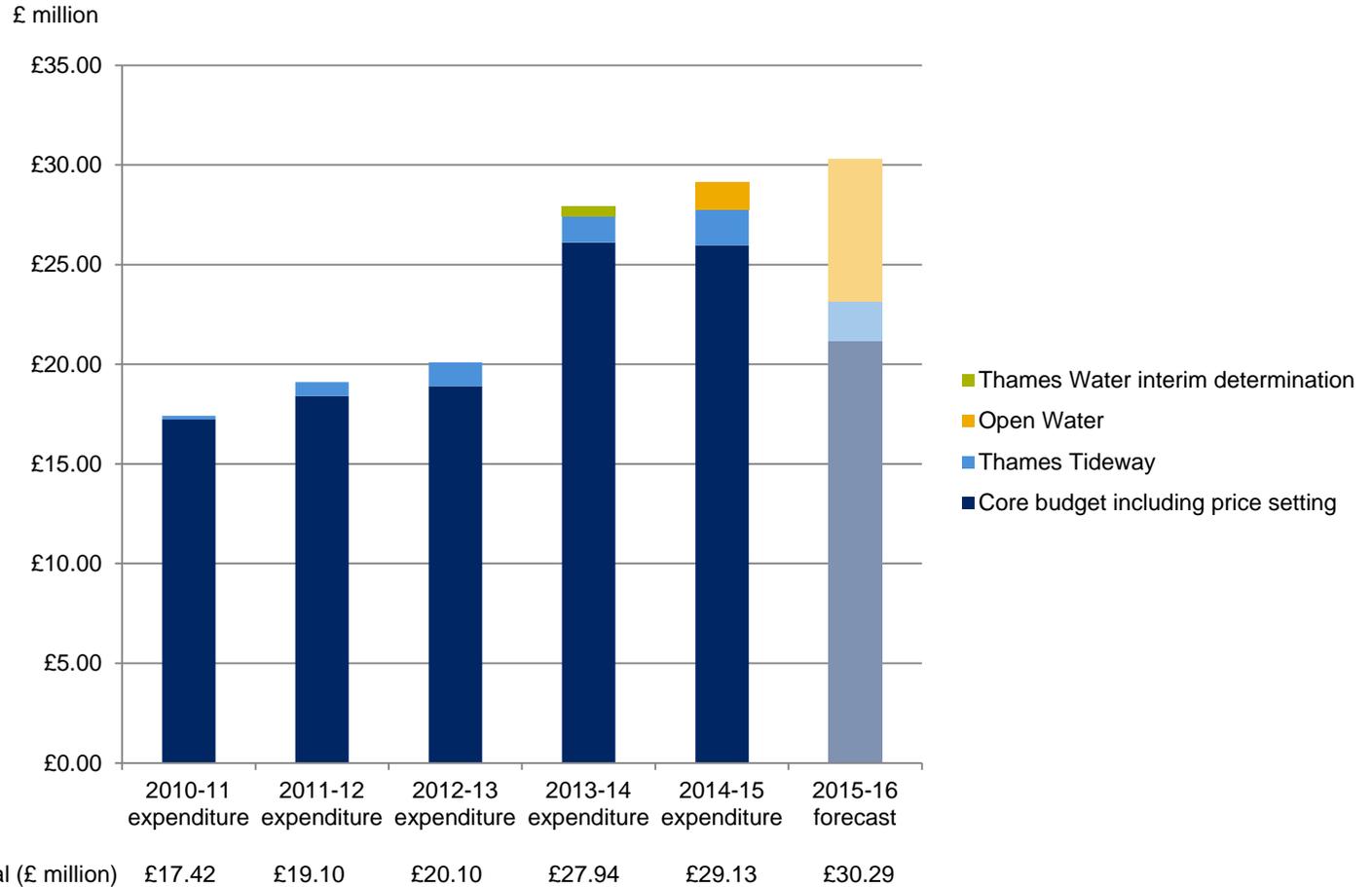
Reduce our travel and subsistence costs by improving our infrastructure and ways of working.

We constantly seek more efficient ways of delivering our work.

We have already identified a number of areas where we can make significant savings.

We have developed a five year financial plan to inform the UK Government's decision on our resources under the Comprehensive Spending Review. We will add the agreed budgets to this plan at the end of the Review.

Our forward programme for 2015-16 sets out our planned licence fees for 2015-16.

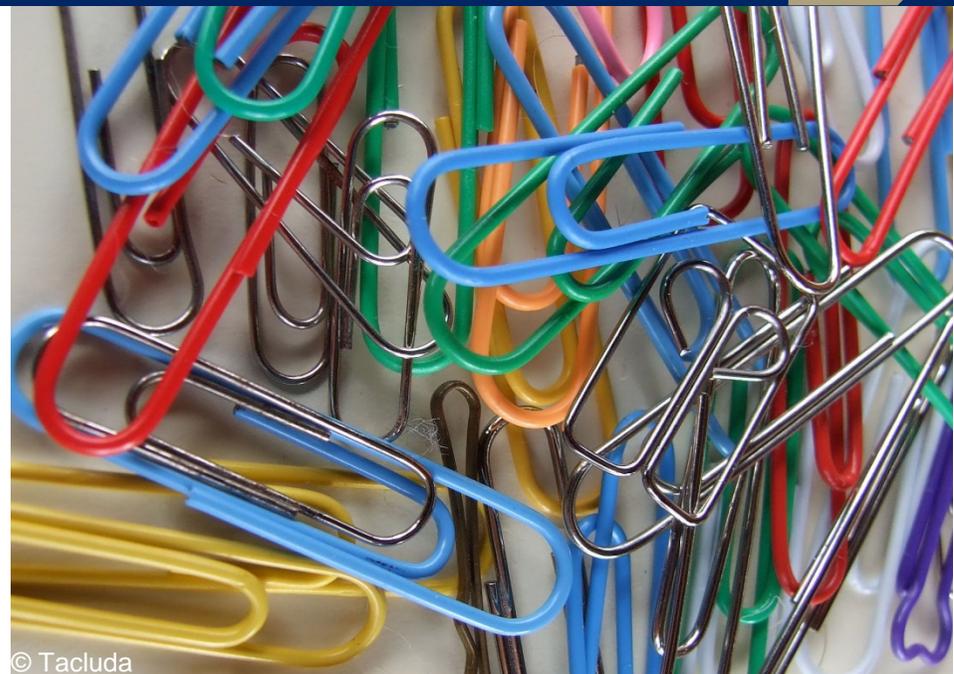


In delivering our business plan, we will be agile, flexible and efficient in responding to changes in our environment.

Through much stronger relationships with our stakeholders and using the strategic assessment framework we are developing with partners, we will share information on progress against the shared vision for the water sector our vision for Ofwat. This will support conversations internally and with stakeholders about progress and drive further action.

Internally, we will also focus more on managing strategic risks and opportunities, prioritising our work, testing our decisions and horizon scanning. This will inform regular stocktakes with the Senior Leadership Team, Board and stakeholders.

Together, these changes will enable us to change our plans where necessary and continue the journey with our stakeholders towards trust in water.



© Tacluda

Key stocktake  
points in 2015-16

This interactive PDF contains  
bookmarks to allow you to  
navigate between sections



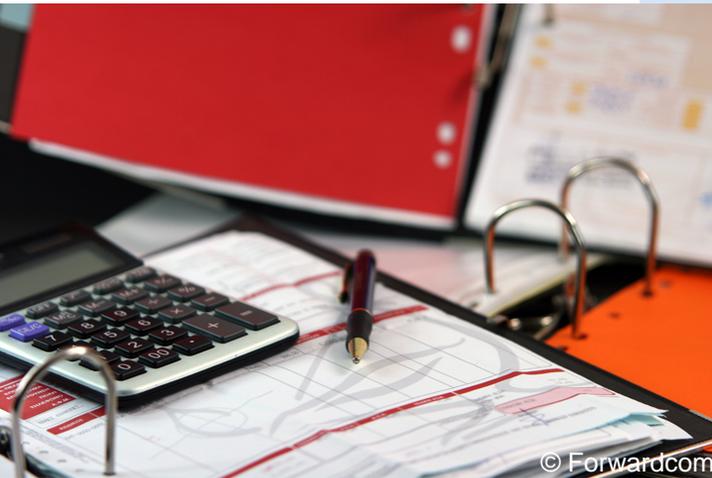
! Further  
information on  
our [risks and  
opportunities](#) is  
available on our  
website

Introduction

Delivering our  
strategyWhat we need  
to doHow we plan to  
do itResourcing  
the planBeing flexible  
to change

# Key stocktake points 2015-16

Back to top



New UK Government priorities following General Election 2015 – after 7 May 2015 **COMPLETE**

Welsh Government's water strategy – May 2015 **COMPLETE**

Outcome of Joint Governments' Review Programme – examining the implications of the Welsh Government's proposal to align the legislative competence for water in Wales with the national border – throughout 2015-16

Trust in water stakeholder event – autumn 2015

UK Government Comprehensive Spending Review – autumn 2015

! If you have any questions about this plan, contact us at [mailbox@ofwat.gsi.gov.uk](mailto:mailbox@ofwat.gsi.gov.uk)

Introduction

Delivering our strategy

What we need to do

How we plan to do it

Resourcing the plan

Being flexible to change