
PR24

NORTHUMBRIAN
WATER *living water*

ESSEX & SUFFOLK
WATER *living water*

GUIDE TO OUR PLAN

NES80

The background features a vibrant green color with a large, white, stylized graphic of water cascading over a rounded hill. The water is depicted with multiple parallel white lines that create a sense of movement and depth. The overall design is clean and modern, emphasizing the theme of water.

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1. OVERVIEW

Chapter 10 of [Ofwat's methodology](#) sets expectations for company Business Plans and narrative.³

We agree with Ofwat's objectives for clarity and transparency for stakeholders. We are required to provide a very large amount of information to explain how we have met all the requirements, often at a level of detail that only very few of our stakeholders will understand. This means that a Business Plan that attempts to include all this information risks either being inaccessible to most readers, or not providing the detail that technical assessors need.

That is why we kept our main Business Plan document more focused and more accessible than at PR19. This narrative explains our plans succinctly and summarises how we will meet Ofwat's key PR24 ambitions (to focus on the long-term; to deliver greater environmental and social value; to reflect a clearer understanding of customers and communities; and to drive improvements through efficiency and innovation).

Our Business Plan includes the following documents:

- Our [main Business Plan](#) (NES01), which explains our plans in summary. We have kept this short to help readers understand a summary of our plans without unnecessary detail.
- Our [Long-term strategy](#) (NES_LTDS), including annexes and models to explain our approach.
- A series of **eight appendices** (NES02 to NES09), which describe our plans and how we have met the methodology requirements in more detail in each area. This includes providing the evidence required to meet Ofwat's Quality and Ambition Assessment tests. We have written these to support people working in Ofwat on these particular topics in understanding our Business Plan and how we have tested and scrutinised this.
- A series of **enhancement cases**, which explain in more detail how we have made our decisions about the enhancement investments that we will make in 2025-30. This includes providing the evidence Ofwat asks for in their PR24 methodology. We have carried out benchmarking for these cases, and we provide a detailed cost benchmarking report, NES 66 (not to be published).
- Our **customer research insight summaries** which, along with our [line-of-sight report \(NES45\)](#), provide the evidence from our customer engagement. We published all of our individual research reports in [our research library](#) over the last year, and have included our [qualitative](#) and [quantitative](#) affordability and acceptability research reports in full with this submission (NES49 and NES50).
- **Supporting evidence** for our appendices. This includes independent reports and assessments, including for example: our [full assessment of DPC suitability](#); our work on assessing deliverability; our work on climate change resilience and managing extreme weather risks; and our evidence on the cost of capital.
- **Assurance and challenge** reports, including the [independent challenge report from Water Forum](#) (NES47) and the assurance and challenge from our providers.
- **Data tables, models, and data table commentaries**. We have included all the models and data tables required, as well as commentaries for each block of tables.

In this guide, we explain how we have labelled and cross-referenced between these documents. We provide hyperlinks to all the documents as published on our website, and use codes (such as “NES80”, for this document) to help Ofwat staff to find the right documents in the submission.

2. OUR REFERENCING SYSTEM

Across our Business Plan documents, we have referenced as follows:

- We have provided a unique code for each document in our Business Plan – for example, NES80 for this document. All these codes are listed in Table 4.
- For links to other documents within the Business Plan - we have provided both a hyperlink to the document published on our website, and a reference to the unique code in brackets. This helps Ofwat staff to find the correct document within the submission folders (rather than needing to refer to published versions each time).
- For links to documents outside our Business Plan, we have provided hyperlinks to documents published by others (including, for example, where documents are already published on the Ofwat website). We have not resubmitted these documents as part of our Business Plan. Where it is particularly relevant, we have used footnotes to explain page references or additional important points.

Ofwat set a limit of 80 documents for our submission, with some documents excluded from this limit. We have numbered the documents including within this limit as NES01 to NES80. There are **74 documents** in total within this.

We also include some other documents which are excluded from this limit:

- Table commentaries, which are labelled from NES_COM1 to NES_COM12.
- Long-term strategy documents, which are labelled from NES_LTDS to NES_LTDS9.
- Business Plan tables and additional information requests, labelled from NES_BPT_01 to NES_BPT_03. We also include an additional table commentary as required for the energy costs data request, NES_COM13.
- Models, labelled from NES_M_01 to NES_M_19.
- Our signposting Excel form in support of this guide (NES_S_01).

3. MEETING OFWAT’S EXPECTATIONS FOR FORMAT AND CONTENT

Ofwat’s sets out its expectations for company Business Plans and narratives in section 10.3 of its [PR24 methodology](#).

TABLE 1 – TESTING AGAINST OFWAT REQUIREMENTS

Requirement	Our plan
Convincing main Business Plan limited to 300 pages	Our Business Plan (NES01)
Guide to reading the plan with hyperlinks	Our guide to reading the plan (this document, NES80)
Clear cross-referencing	Document labels, coding, and hyperlinks (as set out in this document, NES80)
Clear succinct commentaries in 12 separate PDF documents	Documents NES_COM1 to NES_COM12
Overall limit to the number of documents (80)	We have submitted 74 documents, as well as our Business Plan tables/models, commentaries, and Long-term strategy (which are excluded).
Limit of 30MB per document	No documents more than 30MB
Searchable PDF format for most documents	We have used this throughout, with links from tables of contents too.
Filenames, for example, NES01	We have complied with this format and have applied a similar filename format to evidence documents we have not submitted.
No video files	We have not submitted any video files.
All the relevant data and information	We have provided this (see A2 – data, information and assurance , NES03).
Publication	We have published the Business Plan documents in full on our website .

4. MEETING OFWAT EXPECTATIONS FOR THE QUALITY AND AMBITION ASSESSMENT

Our Business Plan includes eight appendices, which summarise the evidence Ofwat needs to examine each topic in turn. These are needed to explain these topics in sufficient depth to meet the quality and ambition assessment criteria and to explain the evidence and processes we needed to be confident in our Business Plan (and so provide Board assurance). We have structured these appendices to broadly align with the Ofwat QAA assessment, to make this as easy as possible for assessors, and have included tables at the front of each appendix to explain where each of the QAA criteria are discussed.

Table 2 summarises the minimum “quality” expectations from Ofwat and where these can be found across our plan. This table is identical to the signposting Excel document, NES_S_01.

TABLE 2 – QUALITY ASSESSMENT OF BUSINESS PLANS

Test area	Minimum expectations	References
Data, information, and assurance	The plan is accessible and follows a clear structure, meeting our requirements as specified in our guidance, such as page and document limits where specified.	NES80 , section 3
	The company's PR24 Business Plan is fully consistent with the Long-term strategy and the company presents a single adaptive strategy, rather than multiple alternate plans.	NES03 section 6.4 and NES LTDS
	The company provides sufficient and convincing evidence to demonstrate how its track record of performance, or lessons learnt from poor performance, support the credible delivery of the proposals in its plan.	NES07 and NES05
	The company's full Board provides an assurance statement that meets our Board assurance requirements as specified in our guidance.	NES02 , section 8 (supported by evidence in NES02 , section 6)
	The company provides the data and information as requested in our methodology and Business Plan tables. This data and information are consistent, accurate and assured using effective internal systems, controls and processes.	NES02 , section 7
Long-term strategy	The Long-term strategy has been developed in line with our guidance and has taken account of any feedback.	NES LTDS
Customer engagement, affordability, and acceptability	The company's plan provides sufficient and convincing evidence that its customer engagement activities meet our standards for research, challenge, and assurance.	NES08

	The company's plan explains how it has taken account of views on the affordability of its proposals for all customers, including for those who struggle, or at risk of struggling, to pay their bills.	NES08 and NES02 , section 5.1
	The company's Business Plan and Long-term strategy demonstrates that its proposals are likely to be fair and affordable for both current and future customers.	NES02 , Section 5.2 and NES04
	The company's plan provides sufficient and convincing evidence that it has followed our guidance for testing customers' views of the affordability and acceptability of its proposals.	NES08
	The company's Business Plan includes plans for supporting customers to pay their bills using social tariffs and other methods.	NES02 , section 5
	The Business Plan sets out the benefits of the company's proposals, specifically:	
	The impact on performance levels delivered through base for all performance commitments;	NES05 , section 3
	The impact of enhancement expenditure on performance commitments for 2025-30 and the longer term (i.e. to at least 2050); and	NES05 , section 3
	The benefits of any price control deliverables proposed	NES04 , section 6.3
	The Business Plan is consistent with the achievement of statutory requirements and relevant government targets.	NES04 , section 4.2 and NES03 , section 6.5 and 6.6
Costs	The Long-term strategy is consistent with the achievement of statutory requirements and relevant government targets. For Welsh water companies this includes demonstrating how they have considered the outputs of the collaborative approach.	NES LTDS
	The Business Plan and Long-term strategy include investment options which are consistent with the company's finalised water resources management plan (WRMP). Where have you addressed any feedback previously provided on these?	NES LTDS and enhancement cases
	The Business Plan and Long-term strategy include investment options which are consistent with the company's finalised Water Industry National Environment Programme/National Environment Programme (WINEP/NEP). Where have you addressed any feedback previously provided on these?	NES LTDS and enhancement cases

	If applicable, the Business Plan and Long-term strategy include investment options which are consistent with the company's finalised drainage and wastewater management plans (DWMP). Where have you addressed any feedback previously provided on these?	NES LTDS and enhancement cases
	The company proposes to use direct procurement for customers (DPC) to deliver eligible schemes, in line with our 'DPC by default' approach.	NES07 , section 4.3.2
	The company provides sufficient and convincing evidence that the investment proposals within its PR24 Business Plan are deliverable. This should take into account delivery in the 2020-25 period and any measures the company has put in place.	NES07 , sections 4 and 5
Outcomes	For ODI rates for common PCs the company uses: <ul style="list-style-type: none"> • our view of indicative marginal benefits, or provides compelling evidence for any alternatives; and 	NES05 , section 4
	<ul style="list-style-type: none"> • our view of indicative benefit sharing factors, or alternatives supported by sufficient and convincing evidence consistent with the considerations we have set out in our final methodology. 	NES05 , section 4
	If the company's Business Plan includes bespoke performance commitments, the company sufficiently demonstrates how it has responded to any feedback we have provided on its bespoke performance commitment submission. The company should also provide complete, consistent and well-evidenced incentive rates for bespoke performance commitments, demonstrating how its proposals are consistent with our final methodology and any relevant guidance.	NES05 (we are not proposing any bespoke performance commitments).
Risk and return	The Business Plan uses our early view of the allowed return on capital or provides compelling evidence that another rate is more appropriate.	NES06 , section 4 and 5
	The company's plan provides sufficient and convincing evidence that the overall Business Plan provides an appropriate balance of risk and return.	NES06 , section 3
	If the company's Business Plan includes bespoke uncertainty mechanisms and notified items then these meet the expectations we have set out in our methodology.	NES06 NES04 , section 6

The company's Board provides assurance that its Business Plan is financeable on the basis of the notional structure and this is supported by sufficient and convincing evidence that demonstrates financeability and the steps taken to provide this assurance.

[NES06](#), section 4 and [NES03](#), section 6.9 for Board assurance summary

The Business Plan provides sufficient and convincing evidence to support PAYG and RCV run-off cost recovery rates. RCV run-off rates are within our expectations set out in Chapter 8 of the final methodology and take account of intertemporal fairness and considerations of affordability for customers now and in the future.

[NES06](#), section 6.3

The company's Board has provided assurance that it will maintain financial resilience during 2025-30 and in the long-term, taking account of its Business Plan under its financing and capital structure. We also expect this to be supported by sufficient and convincing evidence of the steps taken to provide this assurance and of the steps to improve financial resilience where necessary.

[NES06](#), section 6.2 and [NES03](#)

The Business Plan sets out the company's dividend policy for 2025-30 and the policy is in line with our expectations.

[NES06](#), section 7

The Business Plan sets out the company's policy for performance related executive pay during 2025-30 and the policy is in line with our expectations and Board leadership, transparency and governance principles.

[NES06](#), section 7

Table 3 summarises the “ambition” assessment expectations from Ofwat and where these can be found across our plan. This table is identical to the signposting Excel document, NES_S_01.

TABLE 3 – AMBITION ASSESSMENT OF BUSINESS PLANS

Test area	Minimum expectations	Evidence and references
Stretch and efficiency	Evidence demonstrating that a stretching performance from base expenditure allowances will be delivered.	<ul style="list-style-type: none"> We rank second on comparative efficiency and service performance relative to other Water and Sewerage Companies and our plan proposes a further £400m of efficiencies to be delivered in AMP 8 (see NES01, figure 17) We describe our approach to setting Performance Commitment Levels (PCLs) in our appendix A4 – Outcomes (NES05) and our approach to setting base cost allowances in our appendix A3 – Costs (NES04). We set out base cost allowances at the sector upper quartile using Ofwat’s proposed PR24 cost models and apply that efficiency target across all price controls individually as per Ofwat’s methodology. We also apply an ambitious 0.8% per annum frontier shift assumption (see A3 – Costs (NES04) section 4.8, cost assurance (NES72) and EI report on frontier shift, NES73). We seek stretching service improvements from base costs in line with our ‘National Leader’ definition (see A4 – Outcomes (NES05) section 2.2) and to prioritise improvements reflecting customer preferences (see Customer research insight summaries, NES42 to NES44). We propose additional ‘enhancement’ expenditure in just two areas which are required to meet statutory targets, leakage and demand management (see our demand management enhancement case, NES15) and pollutions (see pollutions enhancement case, NES37). In both instances NWL currently operates in the upper quartile of the sector (leakage in Essex and Suffolk and pollutions in Northumbria). We accept upward cost pressures in relation to the DWI transformation plan and do not request additional enhancement funding. Given volatility in input prices and the difficulty of forecasting efficient costs we propose an end-of-period true-up for a wider range of input costs (wages, power, chemicals, plant and materials). This will maintain strong incentives for efficiency whilst avoiding over or under estimation of efficient costs given the large volatility in costs in recent years. Independent challenge and assurance in this area has been provided by the Water Forum (NES47) and their Independent Technical Advisor (ITA), NES48.

Evidence demonstrating that the expenditure proposals are efficient and consistent with our stretching efficiency benchmarks, and evidence on cost adjustments, if any.

- We rank second on comparative efficiency relative to other Water and Sewerage Companies under Ofwat's base cost models and our plan proposes a further £400m of efficiencies to be delivered in AMP 8 (see [NES01](#), figure 17).
- We describe our approach to setting base cost allowances and enhancement costs in our appendix [A3 – Costs](#) (NES04).
- We set out base cost allowances at the sector upper quartile using Ofwat's models and with an ambitious 0.8% per annum frontier shift assumption (see appendix [A3 – Costs](#) (NES04), section 3.8, [cost assurance](#) (NES72) and [EI report on frontier shift](#), NES73).
- We do not propose any symmetrical cost adjustment claims for special factors outside of management control.
- We include enhancement cases for [asset health](#) (NES35), [demand management](#) (NES15), and [NHH demand management](#), NES36).
- We have undertaken a wide range of benchmarking of our enhancement costs where possible incorporating, inter alia, pre-estimation benchmarking of our cost curves, benchmarking with other companies cost curves, market testing and benchmarking with historical PR19 unit costs and econometric models. We adjust cost estimates where these benchmarks do not suggest that we are efficient. In total 80% of our enhancement costs in our plan have been subject to some cost benchmarking (and all base costs). In some instances suitable cost benchmarks are not readily available and we will review any new information that arises in the Draft Determinations as we consider that Ofwat will have access to more information and benchmarking across companies' plans.
- Independent cost benchmarking reports (NES66) are provided relating to our enhancement cases as well as enhancement [cost assurance](#) (NES68).

Evidence justifying enhancement expenditure, which is based on adaptive plans, meets customer and environmental needs and makes progress towards delivering relevant government targets.

- Our [Long term strategy](#) (NES_LTDS) sets out our plans to 2050, incorporating the most recent versions of our [Water Resource Management Plans](#) and [Drainage and Wastewater Management Plan](#) as well as our plans to deliver [net zero](#) and long-term resilience.
- The LTS sets out the four long-term investment areas needed to ensure that we meet long term targets using adaptive planning. It identifies all the different trigger and decision points and potential adaptive pathways that relate to our 25 year plan. It also tests those against a range of common and bespoke scenarios.
- We are one of the only companies to [consult publicly](#) (NES_LTDS3) on a full draft of our LTS and our final LTS reflects the findings from that consultation exercise.
- Our [PR24 Business Plan](#) (NES01) sets out the enhancement investments that are needed now to support the first five years of that LTS and these are also explained in our LTS and appendix [A3 – Costs](#) (NES04).
- The [Water Forum](#) (NES47) and their [ITA](#) (NES48) checked and confirmed the broad alignment of our PR24 targets with the LTS.
- Independent assurance on our LTS was provided by [Sustainability First](#) (NES74).
- All our enhancement cases reference the customer engagement that we have undertaken and the evidence of customer support for those cases. Our customer insight summaries and [line of sight](#) (NES45) documents provide evidence of the alignment to customer preferences and priorities.

Evidence demonstrating that best value solutions will be delivered, by considering wider environmental and social benefits, costs, risks, opportunities for third party funding and the affordability of customers' bills.

- Our appendix [A3 – Costs](#) (NES04) and enhancement cases describe how we have considered wider public value benefits in our assessment of options to deliver best value solutions.
- We implemented a new Copperleaf system in 2022-23 to support the wider consideration of benefits and worked with Frontier economics to use the best possible ‘value’ models to support assessments of wider environmental and societal benefits. We have used this system in the assessment of the options we are presenting in our Business Plan.
- Our options appraisal framework, as highlighted in our appendix [A3 – Costs](#) (NES04) and individual enhancement cases, considers nature based and partnership solutions first and traditional engineering solutions last.
- We have established new partnerships with the River’s Trust and others to support the delivery of the plan. These sit alongside existing successful partnerships such as the Northumbria Integrated Drainage Partnership.
- Our appendix [A1 – customer affordability](#) (NES02) describes how we will ensure that the plan is affordable including through a fourfold increase in our affordability support for customers and a new £20m hardship fund provided by shareholders.

Enhancing affordability

Evidence of proposals to further enhance affordability overall.

- Our [affordability appendix](#) (NES02) sets out our approach to ensuring the affordability of our plans overall and for residential customers struggling to pay. This focusses on ensuring that no customer spends more than 5% of their income on water bills.
- Our plan already includes stretching catch-up and frontier-shift efficiency assumptions amounting to c.£400m of efficiencies that we will need to find in the plan.
- Our [affordability appendix](#) (NES02) and [main plan](#) (NES01) explain how our proposals should place us amongst the best in the sector in the level of support we are providing relative the scale of the water affordability challenge in our regions, see [NES01](#) Figure 20.
- We are proposing a four-fold increase in support from around £40m this period to around £170m in the next period including a new £20m hardship fund from shareholders.
- We explain in our [affordability appendix](#) (NES02) how we will increase awareness of this support, which has been a challenge historically, and what approaches we will use to support customers with affordability challenges including new initiatives, partnerships and innovations.

Evidence of proposals to enhance affordability for residential customers struggling to pay.

Evidence of proposals to enhance affordability for future customers.

- We explain in our [LTS](#) (NES_LTDS) the actions we can seek to ensure water and wastewater bills remain affordable in the long-term.
- Our package of affordability support will be more than sufficient to meet the challenge to 2030, potentially allow us to make progress on the affordability challenges to 2035 and beyond but we recognise that new innovations and other solutions will be needed in the future given the challenges we expect to face.

Evidence of high value and innovative proposals to support customers, such as voluntarily sharing outperformance, making other contributions from investors, or delivering charging innovation. Please give specific references for each proposal submitted.

- Our plan includes a range of proposals to support customers and share benefits. These include:
 - A £20m shareholder funded hardship fund to support affordability (see [main plan](#), NES01, and [affordability appendix](#), NES02).
 - A proposal to reinvest any outperformance on capital maintenance including additional funding through our [asset health enhancement case](#) (NES35).
 - A proposal to share financing outperformance through the indexation of the risk free rate, which we estimate could be worth more than £90m for customers if interest rates fall as forecast (see [main plan](#), NES01).
 - A proposal to increase our support for customers if they experience repeat sewer flooding (see [outcomes appendix](#), NES05) which is one of the worst service failure a customer can experience.
 - A proposal to reinvest any gains through the biodiversity ODI in line with our existing Bluespaces programme which we also propose to continue through the non-statutory WINEP (see [outcomes appendix](#), NES05).

5. LIST OF DOCUMENTS AND HYPERLINKS

TABLE 4 – LIST OF ALL DOCUMENTS

Code	Document title/hyperlink	Notes
NES01	Business Plan	
NES02	Appendix A1 - customer affordability	
NES03	Appendix A2 - data, information, and assurance	
NES04	Appendix A3 - costs	
NES05	Appendix A4 - outcomes	
NES06	Appendix A5 - risk and return	
NES07	Appendix A6 - deliverability	
NES08	Appendix A7 - customer and stakeholder engagement	
NES09	Appendix A8 - resilience	
NES10	A2-01 data assurance report	Note – there is no NES11 or NES12
NES13	A3-01 Enhancement case WWN – WINEP Phosphorus	
NES14	A3-01 Enhancement case WR - water supplies	
NES15	A3-02 Enhancement case WN - demand management	
NES17	A3-04 Enhancement case WR - WINEP long term environmental destination	
NES18	A3-05 Enhancement case WR - WINEP protected areas and biodiversity	
NES19	A3-06 Enhancement case WR - WINEP water framework directive (water)	
NES20	A3-07 Enhancement case WN - lead replacement	
NES21	A3-08 Enhancement case WN - raw water deterioration (Geosmin)	
NES22	A3-24 Enhancement case WR - reservoir drawdown capacity	
NES23	A3-09 Enhancement case WN and WWN - security	

NES24	<u>A3-10 Enhancement case WN - climate change resilience process enhancements</u>	Note – there is no NES25
NES26	<u>A3-12 Enhancement case WWN - growth at wastewater treatment works</u>	
NES27	<u>A3-13 Enhancement case WWN - storm overflows</u>	
NES28	<u>A3-14 Enhancement case WWN - WINEP protected areas and bathing waters</u>	
NES29	<u>A3-15 Enhancement case WWN - WINEP 25 year environment plan</u>	
NES30	<u>A3-16 Enhancement case WWN - WINEP monitoring</u>	
NES31	<u>A3-17 Enhancement case WWN - WINEP septic tanks</u>	
NES32	<u>A3-18 Enhancement case WN and WWN - flooding and power resilience</u>	
NES33	<u>A3-19 Enhancement case WWN - first time sewerage</u>	
NES34	<u>A3-20 Enhancement case BIO – WINEP sewage sludge</u>	
NES35	<u>A3-21 Enhancement case WN and WWN - asset health investment</u>	
NES36	<u>A3-22 Enhancement case WN - NHH demand</u>	
NES37	<u>A3-23 Enhancement case WWN - pollutions</u>	
NES38	<u>A6-01 Assessment of DPC suitability</u>	
NES39	<u>A3-25 Enhancement case WWN - WINEP chemicals and emerging contaminants</u>	
NES40	<u>A6-03 Deliverability of PR24 schemes (Jacobs)</u>	
NES42	<u>A7-01 PR24 Customer Research - Common PCs Insight Summaries</u>	
NES43	<u>A7-02 PR24 Customer Research - Enhancements and Other Service Area Summaries</u>	
NES44	<u>A7-03 PR24 Customer Research - Prioritisation of Common PCs</u>	
NES45	<u>A7-04 PR24 Line of Sight</u>	

NES46	<u>A7-05 Independent report from Customer Engagement Panel</u>	
NES47	<u>A7-06 Water Forum report</u>	
NES48	<u>A7-07 Independent expert challenge report</u>	
NES49	<u>A7-08 Affordability and Acceptability Qualitative Research report</u>	
NES50	<u>A7-09 Affordability and Acceptability Quantitative Research report</u>	
NES51	<u>A6-05 Water UK AMP8 Deliverability Report</u>	
NES52	<u>A8-01 Climate Resilience Phase A - Mott MacDonald</u>	
NES53	<u>A8-02 Climate Resilience Phase B - Mott MacDonald</u>	
NES54	<u>A8-03 Storm Arwen report - Jacobs</u>	Note – there is no NES55
NES56	<u>A6-05 OneFuture North East (CENE)</u>	
NES57	<u>A5-04 Estimating the Customer Benefit of Indexing the Risk-Free Rate</u>	
NES58	<u>A5-05 Analysis of relative risk at PR14, PR19, and PR24</u>	
NES59	<u>A5-01 Estimating the Cost of Equity for PR24 (August 2023)</u>	
NES60	<u>A5-06 Commentary on the balance sheet cost of debt model</u>	
NES61	<u>A5-03 Assurance report for tax (tables RR5 and PD10)</u>	
NES62	<u>A6-06 Assurance Report for PR19 Enhancement Performance Commitments</u>	
NES63	Cost benchmarking report (unpublished – commercially sensitive)	
NES64	<u>Bioresources Strategy</u>	
NES65	<u>Letter to the EA on phasing</u>	
NES66	<u>Ofwat letter on PR24 cost uncertainty</u>	
NES67	<u>AMMA Report 2023</u>	
NES68	<u>A2-2 Enhancement Cost Assurance</u>	

NES69	<u>Assurance letter on financeability (First Economics)</u>	
NES70	<u>Stantec report on AMP8 deliverability</u>	
NES71	<u>AMP8 readiness review letter</u>	Note – there is no NES72 or NES73
NES74	<u>Long-term strategy independent assurance</u>	
NES75	<u>Environment Strategy</u>	
NES76	<u>Open Data Strategy</u>	
NES77	<u>KPMG – Northumbrian Water business plan and legal obligations</u>	
NES78	<u>Customer summary – Northumbrian Water</u>	
NES79	<u>Customer summary - Essex & Suffolk Water</u>	
NES80	<u>Guide to the plan</u>	74 documents in total
NES_COM1	<u>Outcomes Tables Commentary</u>	Table commentary
NES_COM2	<u>Risk and Return Tables Commentary</u>	Table commentary
NES_COM3	<u>Wholesale Water Costs Tables Commentary</u>	Table commentary
NES_COM4	<u>Wholesale Wastewater Costs Tables Commentary</u>	Table commentary
NES_COM5	<u>Water Resources Tables Commentary</u>	Table commentary
NES_COM6	<u>Bioresources Tables Commentary</u>	Table commentary
NES_COM7	<u>Retail Tables Commentary</u>	Table commentary
NES_COM8	<u>Developer Services Tables Commentary</u>	Table commentary
NES_COM9	<u>Long-term Strategy Tables Commentary</u>	Table commentary
NES_COM10	<u>Supplementary Tables Commentary</u>	Table commentary
NES_COM11	<u>Summary Tables Commentary</u>	Table commentary
NES_COM12	<u>Past Delivery Tables and Reconciliation & Feeder Models Commentary</u>	Table commentary
NES_COM13	<u>Energy Costs Tables Commentary</u>	Additional table commentary for energy costs request
NES_LTDS	<u>Long-term strategy</u>	Long-term strategy documents
NES_LTDS1	<u>Long-term strategy annexes</u>	Long-term strategy documents

NES_LTDS2	<u>Scenarios & strategies Arup report - published</u>	Long-term strategy documents
NES_LTDS3	<u>Shaping our future: developing our long-term strategy 2025-2050</u>	Long-term strategy documents
NES_LTDS4	<u>People Panels #2: Personas and scenarios (April 2022)</u>	Long-term strategy documents
NES_LTDS5	<u>People Panels #3: Aims and measures (May 2022)</u>	Long-term strategy documents
NES_LTDS6	<u>People Panels #4a: Long term strategy metrics and ambition – part 1 (May 2022)</u>	Long-term strategy documents
NES_LTDS7	<u>People Panels #4b: Long term strategy metrics and ambition – part 2 (June 2022)</u>	Long-term strategy documents
NES_LTDS8	<u>Long-term strategy – Young People Panel and Innovation Festival (August 2023)</u>	Long-term strategy documents
NES_LTDS9	<u>Long-term strategy - model</u>	Long-term strategy documents, Excel
NES_LTDS10	<u>Long-term strategy model assurance letter</u>	Long-term strategy documents
NES_BPT_01	<u>Business Plan tables</u>	Excel
NES_BPT_02	<u>Additional information request - energy costs</u>	Excel
NES_BPT_03	<u>Additional information request - PCDs storm overflows</u>	Excel
NES_M_01	<u>Financial model</u>	Excel
NES_M_02	<u>Bill waterfall model</u>	Excel
NES_M_03	<u>ODI performance model 2023-24</u>	Excel
NES_M_04	<u>ODI Performance model 2024-25</u>	Excel
NES_M_05	<u>RFI model</u>	Excel
NES_M_06	<u>Residential retail reconciliation model</u>	Excel
NES_M_07	<u>WINEP reconciliation model</u>	Excel
NES_M_08	<u>Developer Services reconciliation model</u>	Excel
NES_M_09	<u>Cost of new debt indexation model</u>	Excel
NES_M_10	<u>Cost sharing – total costs model</u>	Excel
NES_M_11	<u>Land sales model</u>	Excel
NES_M_12	<u>RPI CPIH wedge true-up model</u>	Excel

NES_M_13	<u>Bioresources revenue reconciliation model</u>	Excel
NES_M_14	<u>RCV adjustments feeder model</u>	Excel
NES_M_15	<u>Revenue adjustments feeder model</u>	Excel
NES_M_16	<u>PR24 Balance Sheet COD model</u>	Excel
NES_M_17	<u>RORE analysis for Table RR30</u>	Excel
NES_M_18	<u>RORE Chart Tool</u>	Excel
NES_M_19	<u>Financial model with actual gearing</u>	Excel
NES_M_20	<u>Financial model – updated from PR19 for capital allowances</u>	Excel
NES_S_01	<u>Signposting form [Excel document to support NES80]</u>	Excel
