Minutes of Board meeting

Meeting held on 24 July 2025 (**in person/hybrid**)
Westferry House, 11 Westferry Circus, Canary Wharf, London E14 4HD

Board members / standing attendees

Iain Coucher	Chair
Mark Bayley	Non-executive Director
Alison Munro	Non-executive Director
Nicola Bruce*	Non-executive Director
David Jones	Non-executive Director
Jonathan Kini*	Non-executive Director
David Black	Chief Executive
Chris Walters	Executive Director, Senior Director of Price Review
Helen Campbell	Executive Director, Senior Director of Sector Performance
Jenny Block	General Counsel and Board Secretary
Olivia McCormick	Observer, Boardroom Apprentice

Other attendees

Mark Wiltsher	Senior Director, Communications
Jas Bilen	Senior Director, Corporate Enablers
Juliet Young	Chief Economist
Lia Murphy	Director, Wales and Government Engagement
Elinor Mathieson	Director, Regulatory and Corporate Finance
Andy Chesworth	Director, PR24
Richard Bulmore	Adviser, Ashurst LLP
Sam Whittaker	Adviser, Lazard LLP
John Goddard	Adviser, L.E.K. Consulting LLP

*Attended via Teams

1. Opening Items and Declarations

1.1 The minutes of the Board meeting held on 26 June were approved subject to some amendments, and the summary of progress against action points was noted.

1.2 There were no interests to declare by reference to the matters for discussion at the meeting.

2. Chief Executive's Report

2.1 The Chief Executive presented his report which covered key developments since the last Board meeting which the Board noted and discussed. The Board received updates on a range of matters, in particular:

- the Chief Executive's appearance at the Trade and Business Select Committee on growth and regulation alongside Ofgem and the Environment Agency, and before the Public Accounts Committee alongside Defra and the Environment Agency;
- the conclusion of the Office of Environment Protection (OEP)'s investigation into Ofwat, the Environment Agency and Defra in relation to the regulation of combined sewer overflows in England;
- the approach taken by companies to the recently introduced rule in relation to executive pay; and
- the ongoing Competition and Markets Authority (CMA) price control redeterminations.

2.2 The Board noted the quarterly portfolio report and the update on progress made and an assessment of our activities in Q1 2025-26 across Ofwat's portfolio.

2.3 The Board considered the proposed joint EA, Ofwat and Defra Memorandum of Understanding relating to the ongoing management of issues relating to Storm Overflows, and gave its approval for it to be signed by the Chief Executive.

2.4 The Board discussed and approved an increased in the expenditure cap in the existing contract for legal support services for PR24.

3. Updates from Committee chairs

Casework Committee

3.1 The chair of the Casework Committee reported on the recent meeting held in July at which the Committee discussed ongoing casework relating to Ofwat's investigations into wastewater treatment works and networks.

4. Chair of ARAC annual report

4.1 The Chair of ARAC presented to the Board her annual report on the work of the Committee during the 2024-25 financial year which the Board noted and approved subject to some minor amendments.

5. Cunliffe final report

5.1 The Executive presented to the Board a paper summarising the key implications for economic regulation of the Independent Water Commission's (IWC's) final report. The

Chief Executive summarised key themes of the report and initial stakeholder reactions. As Ofwat, he noted that we were keen to embrace the direction signalled by the report, subject to the Government's response, and could see significant opportunities for the proposed new regulator to rebuild trust in the sector and in a new regulatory framework. There are inevitably questions about how quickly the new regime can be implemented and bed in.

5.2 The Executive summarised the anticipated next steps from the Government's perspective and prospective timeline for the development of new strategic policy and objectives statements by both governments, and of the White Paper in the autumn. All relevant stakeholders were preparing to stand up teams to support the various strands of activity. The Board agreed with the importance of ensuring that the process of taking forward the proposals in relation to Wales had equal prominence in our forward work.

5.3 The Board noted the importance, alongside engaging closely with both governments on future policy and organisational changes and transition, of ensuring that we did not lose sight of delivery of the programme of investment established through the price review (PR24), alongside delivery of the portfolio of major projects. The Board recognised the UK Government's strategic priorities of investment, delivery and growth.

5.4 The Board agreed with the need to prioritise our focus in policy terms and agreed that this should include asset health and resilience, the ongoing development of a supervisory approach to regulation (including the use of data via common platforms) and the development of future price reviews. There were other areas where our input was helpful and necessary, given integration with other areas, but it was not expected that we would lead, such as in relation to the proposed regional planning regime.

5.5 The Executive discussed with the Board the shape of the work already underway including with respect to engagement with our staff which had been welcomed. It was important to maintain transparency and an open dialogue and it was appreciated that we would not always know the answers to questions or yet have details on potential next steps.

5.6 The Board noted the next steps to return to the Board with a comprehensive plan for deployment of our resources in the coming months and further details of work we intended to prioritise.

6. Update on Thames Water

6.1 The Board received an update on the position of Thames Water.

Jenny Block
Board Secretary
24 July 2025