

23 July 2026

Dear All EFRA committee,

I wanted to get in touch as I begin my first day as Chief Executive of South East Water and share my priorities for the business.

South East Water has one clear task: to deliver safe and reliable water to its customers . I know that the public has lost confidence in it. My key priorities are to respond to immediate customer concerns around the resilience of their water service as well as planning for future investment.

The transition period between CEO Designate and CEO has provided me with the time to observe the company, listen to colleagues, speak with customers, meet with stakeholders, and think about the challenges ahead. I'm arriving into this new role confident that I have the right experience to turn around day to day performance and rebuild trust with customers.

I will be overseeing the design and implementation of an ambitious transformation plan to realise these priorities. This plan spans the entire business, our relationships with customers and key stakeholders, including the Government and Ofwat, as well as strengthening our executive leadership team.

The initial commitment I am making to customers is over the next nine months. I am asking customers to judge progress on fixes to the day to day performance of the business, driving operational excellence and having transparent and authentic engagement. In the medium to long-term, I will ensure that we embed customer centricity in the organisation, transform the business by making it fit for the future, whilst delivering the largest ever investment programme in the company's history

I will also be strengthening the company's leadership team, bringing in new directors with proven delivery records in utilities and regulated businesses, while retaining experienced executives with deep knowledge of the company and its operations.

Turning around South East Water will not happen overnight. We will be judged by our actions, not our words, and that is exactly how it should be. Alongside improving day-to-day service, we will deliver our largest-ever investment programme to modernise the business, strengthen our network and improve resilience for the future.

I know that delivering lasting change will require us to work closely with customers, regulators, community partners and other stakeholders. I look forward to building that relationship with you and welcome your perspectives as we move forward.

Thank you for your continued engagement and support.

Kind regards,

John Halsall

Chief Executive Officer

South East Water