



Our performance
summary for 2017/2018



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1. **About this document**

What's in this document?



In this document, we will take you through what our customer outcomes are, the performance commitments which sit under them and the process we went through to develop the customer outcomes.

We'll then take you through a summary of how we have performed against the promises we made to you in 2015 – where we have done well and where we can improve. You can read more about how we have performed against our customer outcomes in our annual performance report 2017/2018. Here is a link to our reports page www.yorkshirewater.com/reports

How do we make sure this document is correct?



It is important to us that our customers and stakeholders can be sure of the quality of the information we publish so that they have trust and confidence in us. You can view our assurance plan which shows you how we check and review our information to make sure that what we publish is correct. Here is a link to our final assurance plan www.yorkshirewater.com/sites/default/files/Yorkshire%20Water-Final-Assurance-Plan-2018.pdf

How do we make this document easy to read?



We are committed in making sure our publications are easy to read and understand. To do this, Plain English Campaign have reviewed this document for clarity. We have gained the Crystal Mark for this report bringing us closer in achieving our commitment to you.

The Yorkshire Forum for Water Customers (the forum) monitor and challenge progress on our performance commitments. The forum was set up in 2012 and is made up of important groups in Yorkshire who collectively represent our customers. They are an independent customer-challenge group.

You can find more information about the forum and its members here www.yorkshirewater.com/customerforum

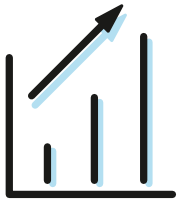
You can contact us in the following ways.

 Email: publicaffairs@yorkshirewater.co.uk

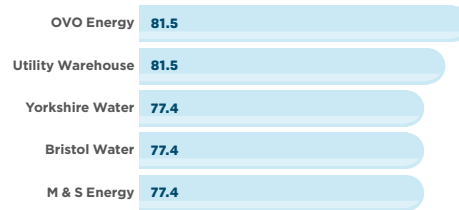
 Sending comments via our website link: www.yorkshirewater.com/contactus

 Or posting them to us:
Regulation Department
Yorkshire Water,
Western House,
Western Way,
Buttershaw,
Bradford BD6 2SZ.

2. Performance highlights



Joint third highest performing company out of all the utilities in the UK customer satisfaction index
77.4 points out of 100



(2016/2017: 80.0)



Continuing to meet and exceed our Performance Commitments
22 of 26



Continued reduction in operational emissions, to lowest recorded levels
288 KT CO₂e

An externally verified leader in the **BITC Corporate Responsibility Index 5 stars**



Business in The Community Corporate Responsibility Index (2016/2017: 5 stars)

We pay at least the **Living Wage**



Total tax contribution
£119.9m

(2016/2017: £121.6m).



Average bills second lowest in the country, **increased by less than inflation**

(2016/2017: £366).

3.

Understanding our performance










We spoke with over 30,000 customers to ask them what they wanted us to focus on. Together we created seven key themes, known as customer outcomes, which they wanted us to deliver. To measure progress on these seven customer outcomes, we developed 26 key performance indicators, known as performance commitments.

These commitments are our promises to you and we'll be measured against them by Ofwat, our regulator and the independent Yorkshire Forum for Water Customers. The diagram below shows our seven customer outcomes and 26 performance commitments.

To make sure we deliver against the performance commitments, we have developed a number of rewards and penalties in consultation with our customers. For example, if we fail to deliver on our promises, this could affect our reputation, customers could view us negatively and we may have to pay a financial penalty.

The boxes shaded in burgundy on the diagram show which of the performance commitments carry a reward or penalty.

These are our customer outcomes

						
We provide you with water that is clean and safe to drink	We make sure that you always have enough water	We take care of your waste water and protect you and the environment from sewer flooding	We protect and improve the water environment	We understand our impact on the wider environment and act responsibly	We provide the level of customer service you expect and value	We keep your bills as low as possible

These are our performance commitments

Drinking water quality compliance	Leakage	Internal flooding	Length of river improved	Energy generation	Quality of customer service (SIM)	Number of people who we help to pay their bill
Corrective actions	Water use	External flooding	Visitor satisfaction		Service commitment failures	Value for money
Drinking water quality contacts	Water supply interruptions	Pollution incidents	Working with others	Waste diverted from landfill	Overall customer satisfaction	Bad debt
Stability and reliability factor - water quality	Stability and reliability factor - water quality	Stability and reliability factor - waste water networks	Bathing water quality			
			Land conserved and enhanced			
			Stability and reliability factor - waste water quality			

 These performance commitments have a reward or a penalty attached to them

4.

Penalties and rewards

What do we mean by reward or penalty?

Out of our 26 performance commitments, we agreed some would carry a financial penalty as well as have a reputational impact. We have designed these incentives to reward performance that beats a stretching target and to penalise us if our performance falls short.

We have 14 performance commitments that carry a reward or penalty. Although performance commitments with a reputational incentive don't offer a reward or penalty, poor or good performance can affect how we are seen as a company making them just as important.

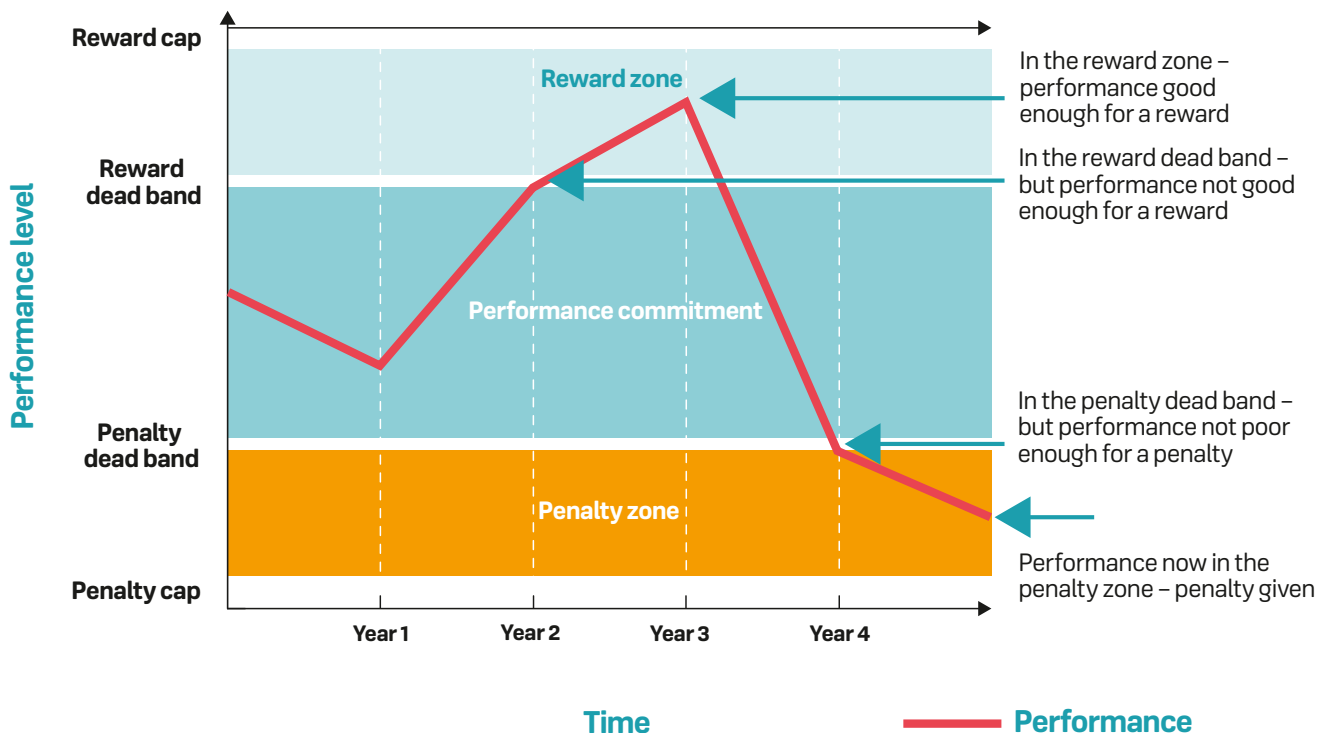
So, how does it work?

For performance commitments which have a financial incentive, if we overperform, we can earn a financial

reward (where the performance moves into the reward zone as shown on the diagram below) or receive a financial penalty if we underperform (where the performance moves into the penalty zone as shown on the diagram below).

There is a reward cap, which is the maximum reward we can achieve in any given year for each performance commitment and an equivalent cap on any penalty, which is the maximum we can be penalised. There is also a reward and penalty dead band. This acts as a buffer between the target and the reward and penalty zones.

This is so that we aren't immediately rewarded or penalised for small moves away from the target performance which in some cases can be caused by natural factors such as the weather.



5.

Summary of our performance

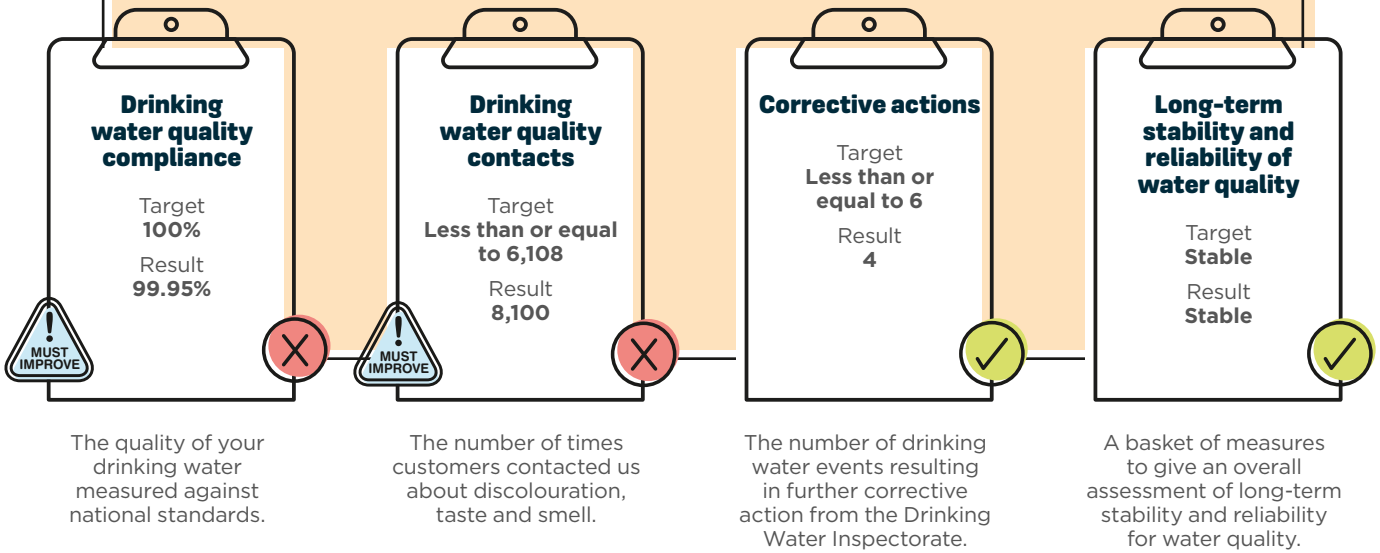
Performance commitment table

We achieved 22 out of 26 performance commitments this year. The table below summarises the target and actual performance for each performance commitment. We explain in a little more detail what went well and where we need to improve on the next page.

Outcome	Performance Commitment	Unit	2017/2018 Performance Achieved	Our target	Commitment met
We provide you with water that is clean and safe to drink	Drinking-water quality compliance	%	99.95%	100%	No
	Corrective action	Number	4	Less than or equal to 6	Yes
	Drinking-water quality contacts	Number	8,100	Less than or equal to 6,108	No
	Long-term stability and reliability factor of water quality	Classification	Stable	Stable	On track
We make sure that you always have enough water	Leaks	Megalitres per day	300.28	Less than or equal to 297.1Ml/d	No
	Water use	Litres per household per day	135.85	Less than or equal to 140.4 l/h/d	Yes
	Water-supply interruptions	Minutes	6.58 (mins:secs)	Less than 12 minutes	Yes
	Long-term stability and reliability of water networks	Classification	Stable	Stable	On track
We take care of your waste-water and protect you and the environment from sewer flooding	Internal Flooding	Number	1,682	Less than or equal to 1,919	Yes
	External flooding	Number	9,296	Less than or equal to 10,487	Yes
	Pollution incidents (category 1 and 2) - Serious	Number (category 1 and 2)	3	Less than or equal to 4	Yes
	Pollution incidents (category 3 only) - Minor	Number (category 3)	202	Less than or equal to 211	Yes
	Long-term stability and reliability of waste-water networks	Classification	Stable	Stable	On track
We protect and improve the water environment	Bathing water	Number	18	15	Yes
	Working with others	Number	12	3	Yes
	Visitor satisfaction	Survey	Survey published 96%	-	Yes
	Land conserved and enhanced	Ha.	11,479	11,689 hectares by 2020	On track
	Length of river improved	km	Programme began	More than or equal to 440km by 2020	On track
	Long-term stability and reliability of waste water treatment	Classification	Stable	Stable	On track
We understand our impact on the wider environment and act responsibly	Waste diverted from landfill	%	99.4%	95%	Yes
	Energy generation	%	11.4%	More than or equal to 12%	No
We provide the level of customer service you expect and value	Measure of customer service - Service Incentive Mechanism (SIM)	Score	84.3	83.4	Yes
	Overall customer satisfaction	%	94% (water) 89% (waste water)	To improve 2015-2020 performance on average compared to 2010-2015	On track
	Service commitment failures	Number	12,203	Average of 2015-2020 performance to be less than the average of the last 3 years of 2010-2015	On track
We keep your bills as low as possible	Helping you pay	Number	28,853	More than or equal to 26,902	Yes
	Bad debt	%	3.10%	Less than or equal to 3.16%	Yes
	Value for money	%	76% (water), 79% (waste water)	To improve 2015-2020 performance on average compared to 2010-2015	On track



We provide you with water that is clean and safe to drink



Drinking Water Quality Compliance

Making sure the water supplied to customers is of the highest quality is vital to us. We set ourselves the highest-possible target of achieving 100% compliance. We are pleased that our focus on appearance of water in 2016 continued to show benefit in 2017 and the standard of drinking water is still very high. Drinking-water quality in Yorkshire remains excellent with 99.953% of hundreds of thousands of samples meeting tight regulatory standards.

Drinking water quality contacts

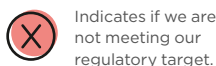
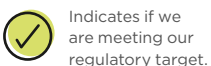
In 2017/2018 we have continued our programme of flushing water mains to remove sediments that may have built up over time. This programme, as well as other initiatives has contributed to a further reduction in the number of times customers contact us about the quality their drinking water. The improvement wasn't enough to meet the extremely challenging target, but our initiatives continue to reduce the number contacts we receive.

Corrective Actions

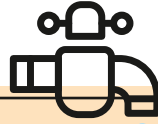
We investigate every instance of suspected deterioration of water quality, and we share the outcome of our investigations with the Drinking Water Inspectorate and health authorities. In 2017 there were four events for which corrective actions were needed following the investigation. This outcome was better than the target.

Long-term stability and reliability of water quality

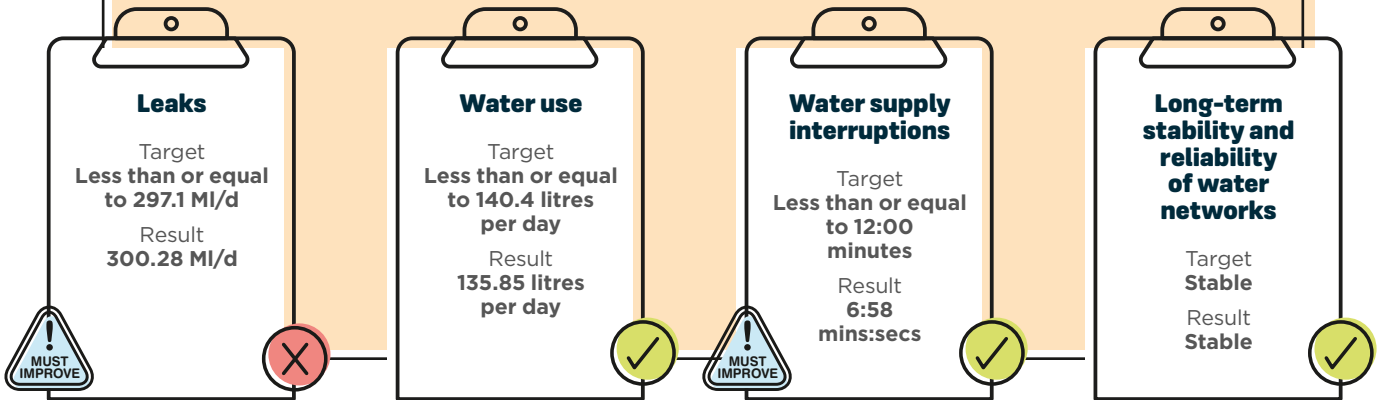
We continue to invest to maintain and improve our treatment and network assets all the way across Yorkshire. The stability and reliability factor is made up of a basket of measures monitoring water quality of our assets. Our performance in 2017 continued to be at our target level of 'stable'.



Although we are meeting our regulatory targets we are committed to going beyond these in the future making sure we deliver the best possible service to our customers.



We make sure that you always have enough water



The amount of water lost from our network including when it's being transported between the treatment works and customer homes and businesses.

Average use (litres) of each person in the region.

Minutes lost due to water supply interruptions for 3 hours or more, per property served.

A basket of measures to give an overall assessment of long-term stability and reliability for water networks.

Leaks

We actively measure, monitor and reduce leaks as the main source of water waste. We have almost halved leaks since 1995 and this year we narrowly missed our performance commitment to make sure leaks are no higher than an average of 297.1 mega litres a day (MI/d) throughout the year. This is approximately equivalent to 118 Olympic size swimming pools 2 meters deep. In December we announced to reduce leaks by over 40% by 2025. We have recruited over 100 leakage inspectors, put new detection technology (such as satellites and drones) into practice to find leaks, and installed 600 extra loggers which listen for bursts in pipes to find leaks.

Water Use

It is more important than ever that we all take care of water and consider how we use it. An increasing population means extra demand for water each day, while more extreme weather patterns due to climate change increase the risk of droughts happening. In 2017/2018 the average water use by a person in Yorkshire was 135.8 litres per person per day (compared to a UK average of 139 litres per person per day).

Water supply interruptions

Interrupting the water supply to customers may be essential for emergency, planned maintenance work or significant asset failure, but is something we aim to reduce as far as possible. Our performance commitment for water-supply interruptions is measured by the average number of minutes that are lost due to interruptions to the water supply lasting three hours or more for each property we serve. At just under 7 minutes in 2017/2018, we have performed well ahead of the performance commitment of 12 minutes and improved further on the 2016/2017 performance of nearly 10 minutes.

Long-term stability and reliability of water networks

We treat and supply around 1.3 billion litres of drinking water each day, delivered by operating and maintaining over 50 water treatment works and a network of 31,000km of water mains. We have maintained 'stable' status in our performance commitment for the stability and reliability of our network. In particular, climate change presents a growing threat to maintain the balance between how much we can supply and how much you need, but we are well placed to manage this threat.



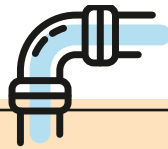
Indicates if we are meeting our regulatory target.



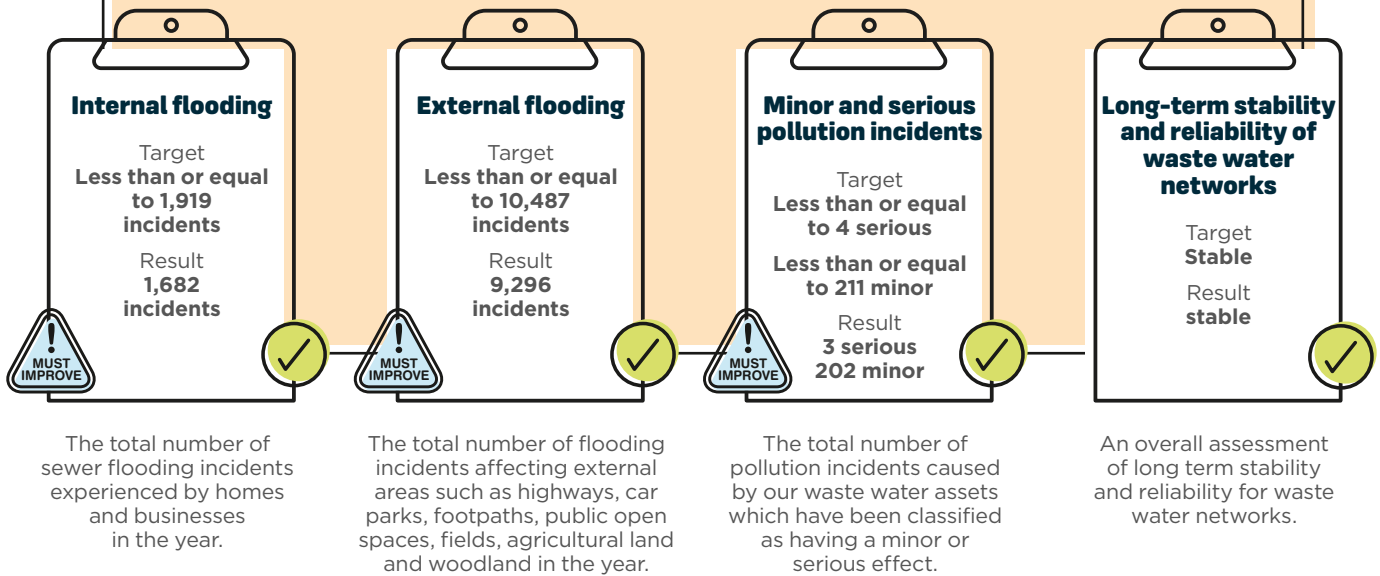
Indicates if we are not meeting our regulatory target.



Although we are meeting our regulatory targets we are committed to going beyond these in the future making sure we deliver the best possible service to our customers.



We take care of your waste water and protect you and the environment from sewer flooding



The total number of sewer flooding incidents experienced by homes and businesses in the year.

The total number of flooding incidents affecting external areas such as highways, car parks, footpaths, public open spaces, fields, agricultural land and woodland in the year.

The total number of pollution incidents caused by our waste water assets which have been classified as having a minor or serious effect.

An overall assessment of long term stability and reliability for waste water networks.

Internal flooding

Each day we collect, treat and return one billion litres of waste water safely back into the environment. The way in which we do this improves river water quality and biodiversity in our region. We also play our part in managing flood risk in our region by providing the public drainage network and working with other flood management agencies to manage short-term incidents and long-term plans.

External flooding

We know that internal and external sewer flooding of homes is one of the worst things customers can experience from our activities and we continue to work hard to prevent this happening. In 2017/2018 we met and bettered our commitments for both internal and external sewer flooding.

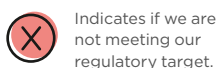
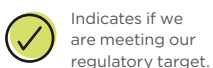
Minor and serious pollution incidents

Sewer performance is affected by the weather and so will always vary. However, we are working hard to reduce the number of times each year that these changes result in pollution events. Serious pollution incidents are classed as

category 1 or 2 by the Environment Agency. Other (or minor) pollution incidents are classed as category 3. While we have continued to reduce the numbers of both serious and minor incidents during 2017, we have a responsibility to the environment and so a desire to cut these numbers further for 2018. During 2017 we were prosecuted for two incidents that occurred in previous years, at Doncaster (at our Sandy Lane Pumping Station) and Scarborough (at our Hinderwell waste-water treatment works). We were fined a total of £645,000. Substantial fines like this serve to remind us of our role in protecting the environment and the need for good operational management at all times. We continue to focus on proactive network maintenance, targeting hotspots, customer awareness and improving our response times and service.

Long-term stability and reliability of waste water networks

Stability and reliability of the sewer network is still stable. This is assessed against a number of indicators; most of these continue to show stable or improving performance apart from one, internal flooding due to blockages and collapses. This is a focus for the coming year to bring this indicator back in line with expectations.



Although we are meeting our regulatory targets we are committed to going beyond these in the future making sure we deliver the best possible service to our customers.



We protect and improve the water environment

We collect, treat and return over one billion litres of water safely back into the environment each day. Protecting and improving the water environment is of utmost importance to us.



The number of Yorkshire's bathing water sites that exceeded the requirements of the EU bathing water standards.

Survey published measuring satisfaction of visitors with access to our recreational land and visitor facilities.

The number of solutions we deliver through working with other agencies, organisations or individuals. These can be delivered through various measures including joint funding, shared resources, investigations and feasibility studies.

Bathing water

We achieved our commitment to maintain at least 18 beaches at the 'Excellent' or 'Good' standard

Visitor satisfaction

We own approximately 28,000 hectares of land and manage this to protect water quality while also improving biodiversity and providing recreation opportunities. Lots of our land is open to the public and we provide visitor facilities at many of our reservoirs. Visitors continue to report high levels of satisfaction (96% in 2017/2018) when surveyed.

Working with others

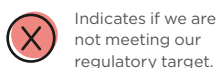
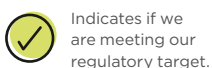
We have a long history of working in partnership to achieve our aims, especially in terms of how we manage our land and work with our tenant farmers and other land owners. We want to do more of this sort of thing across other areas of the business so we have set ourselves a target to deliver more projects in partnership than ever before. This year we have successfully delivered 12 projects in partnership with others including the following. Runswick Bay coastal defence scheme - the sea wall protecting the village of Runswick Bay in North Yorkshire needed repairing and upgrading after being damaged in a storm surge in 2013.

Rotherham lead replacement trial - over the last few decades, we have invested significant amounts in managing the risk from lead through a plumbosolvency control programme, and by replacing or lining our mains and communication pipes.

Nidd aqueduct - Our aqueduct in Nidderdale had become partially blocked by gravelly debris washing into the aqueduct during storms. Normally, we would have to pay for this debris to be hauled away. However, after checking with the council and Natural England, we reached an agreement with local land owners to place piles of the debris at specific locations so that it could be used to improve paths and tracks in the area.

Nidderdale Upper Landscape Partnership - we are partners in this four-year project which brings together a wide range of partners across Nidderdale to improve the area's businesses, recreational facilities and natural environment.

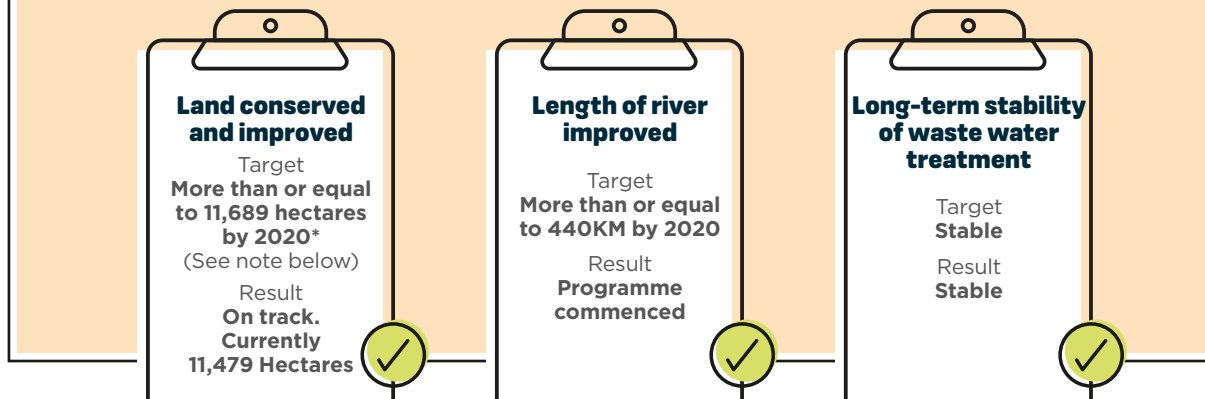
Working in partnership to reduce flood risk - Our Flood Steering Group has continued to identify opportunities to work in partnership to reduce the risk.



Although we are meeting our regulatory targets we are committed to going beyond these in the future making sure we deliver the best possible service to our customers.



We protect and improve the water environment



The amount of land in Yorkshire where we play an active role to conserve and improve it. This is a 5 year commitment which will be confirmed in 2020.

The amount of river length in Yorkshire we will improve between 2015-2020. This is a 5 year commitment which will be confirmed in 2020.

A basket of measures to give an overall assessment of long-term stability and reliability treating waste water.

Land conserved and enhanced

We have a number of programmes in place to conserve and improve our land to protect biodiversity. With our 'Beyond Nature' programme, we have now over 3,500 hectares of land signed up to Beyond Nature Management plans. This is a partnership approach to managing the farm tenancies on our land. The programme aims to deliver farming in a way which not only supports agriculture but also improves water quality, biodiversity and carbon storage. Read more about this here on our website: www.yorkshirewater.com/about-us/newsroom-media/high-woodale-farm-nidderdale-beyond-nature-2017

We have worked with a variety of stakeholders to support our conservation aims, including working with:

- The Wild Trout Trust to train local angling groups across Yorkshire on river restoration techniques.
- The Yorkshire Dales Rivers Trust on creating wetland and natural flood-management interventions in Wharfedale.
- The Yorkshire Wildlife Trust in protecting West Beck site of special scientific interest (SSSI) on the River Hull.

We continue to work with groups such as the Yorkshire Invasive Species Forum and the North York Moors National Park Authority on helping sustainably manage and control invasive plants along our rivers, to reduce river-bank erosion and protect biodiversity.

*Note: We reduced the value by 47 Ha to reflect that we have removed SSSI land as we no longer own it.

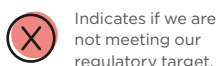
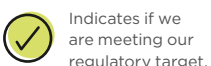
Length of river improved

Our commitment to improve 440km of river by 2020 is still on track and will be delivered through the successful completion of the national environment programme by March 2020.

Long-term stability of waste water treatment

We have continued to deliver our programme of environmental investment and investigation needs to 2020. This programme focuses on the investment needed to improve our waste-water treatment capabilities and protect the environment. The programme also includes investigations to understand and inform future investment needs. The outcomes of these contribute the commitment to improve 440km of river by 2020, which is still on track, and to continue to maintain a 'stable' rating in the overall assessment for waste-water treatment stability and reliability. This needs effective long-term planning and asset management to make sure our service is resilient and sustainable. In particular, we continue to manage the growing challenges faced by population growth and more extreme and prolonged rainfall events.

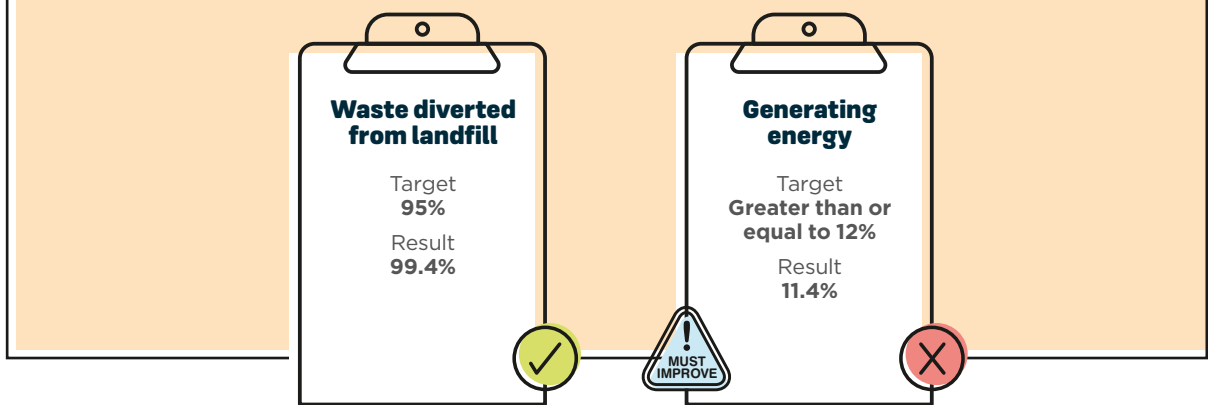
Five of our more than 600 waste water treatment works did not meet their discharge permit conditions in 2017, meaning we kept to requirements by 98.3%. This was an improved performance with 2016 when we had seven failing waste water works or 97.6%.



Although we are meeting our regulatory targets we are committed to going beyond these in the future making sure we deliver the best possible service to our customers.



We understand our impact on the wider environment and act responsibly



Waste from our Yorkshire Water activities that is recycled or reused.

The amount of electricity we generate through renewable technology expressed as a percentage of total energy consumption.

Waste diverted from landfill

We know that it's important to reduce waste in order to keep bills low for customers, reduce our effect on the environment and stay efficient. During 2017/2018, we have been successful maintaining the high rates of recycling from our offices, construction sites and operational sites at 99.4%, which is better than our performance commitment to divert at least 95% of our waste. We continue to work on a range of projects which not only divert waste from landfill but then also aim to use this waste as a resource elsewhere (known as circular economy principles). For example, this year we put into practice a grit-washing process. Grit is captured and removed from waste water as it enters the treatment works.

Energy Generation

Electricity accounts for approximately 64% of our operational emissions and is one of our largest operating costs. We work to reduce our electricity consumption as far as possible and make the most of our self-generation of renewable energy.

Our consumed electricity increased in 2017/2018, from 570GWh to 598GWh from the previous year. We work hard to reduce this and to make the most of energy we generate. In 2017/2018, we supplied 11.4% of our needs through self-generated energy. This was a two-year high compared

with 2015/2016 where it was 11.3% and 2016/2017 where it was 10.4%. However, this falls short in achieving our performance commitment of generating 12% of our energy needs from renewables'.

With a strong improvement in generation performance on the previous year it is expected that the 12% target will be achieved in 2018/2019 as long as our capital projects meet their expected delivery dates. We continue to increase our long-term energy generation capacity towards our aim of 17% by 2020.

- We have begun delivering our £72m sludge-treatment and anaerobic digestion facility at our Knostrop treatment works in Leeds. We expect this to be completed in 2019.
- We are also developing a framework contract to supply solar power to a number of Yorkshire Water sites.

Indicates if we are meeting our regulatory target.

Indicates if we are not meeting our regulatory target.



Although we are meeting our regulatory targets we are committed to going beyond these in the future making sure we deliver the best possible service to our customers.



We provide the level of customer service you expect and value



Measured by our regulator Ofwat's Service Incentive Mechanism.

The overall percentage of our household customers satisfied with their water and waste-water services. This is based on the independent yearly survey and report from CCWater. We have a commitment to improving customer satisfaction levels to make sure on average our performance between 2015 and 2020 is better than our performance during 2010 to 2015.

By law, we must meet specific standards, on the service we provide to customers. Our commitment is to improve on these, reducing the total number of events where we have failed to meet the guaranteed standards of service.

Measure of customer service

Customer service is measured by Ofwat via an independent assessment. The measure gives us, and other water companies, a score out of a 100 worked out using two measures. The first is out of 25 and based on the number of phone calls about service failures and complaints received in writing. The second is based on a satisfaction score out of 75 collected through surveys with customers every three months about the way we handled any contact with them. We were pleased to again improve our score from 83.4 points in 2016/2017 to 84.3 points in 2017/2018.

Our overall position for the whole basket of measures (the service incentive mechanism) compared with others will be available when all companies publish their annual performance reports. Taken as a stand-alone measure, customer satisfaction is measured out of 5. This score was above the industry average at 4.42 helped by the billing score which was industry-leading.

Overall customer satisfaction

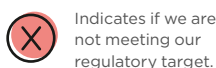
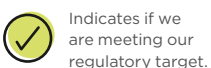
The independent Consumer Council for Water (CC Water) survey water-industry customers about customer satisfaction with their water and waste water-services. The latest results will be published in July 2018. The results

showed that 94% of customers said they were satisfied with our water services and 89% with our waste water services. The scores are similar to last year we remain better than the industry average and are still well on track to achieving our commitment to improve performance on average between 2015 and 2020.

For those that still choose to phone us, they receive a great service thanks to new training and coaching of our staff. When surveyed, 92% of customers reported their billing query to be sorted out. This is industry best and well above the average of 85%.

Service commitment failures

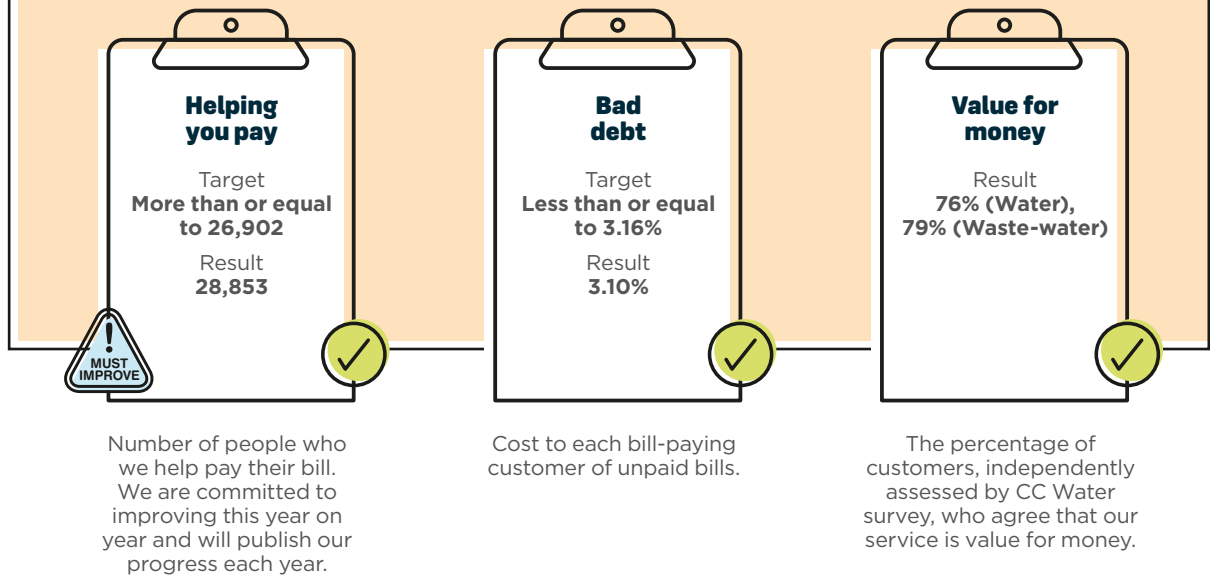
By law, we have to meet specific minimum standards for customer service, such as meeting appointment times. This is called the guaranteed standards of service (GSS). The number of failures this year is 12,203 which is higher than last year but is still on track to meet this performance commitment (for our average 2015 to 2020 performance to be less than the average of the last three years of 2010 to 2015). Of note, appointment failures significantly increased, up by 77%. This was mainly due to several severe weather events. The number of external flooding events increased by approximately 12%.



Although we are meeting our regulatory targets we are committed to going beyond these in the future making sure we deliver the best possible service to our customers.



We keep your bills as low as possible



Helping you pay

We recognise that many customers are struggling with the cost of living. Our customer bills are some of the lowest in the country and we are committed to keeping them low. We have capped our bill price rises to the retail price index each year until 2020. We increased average bills by less than the rate of inflation compared to the previous year and we will continue to make sure any rises in our average joint water and waste-water bill are no more than the value of the Retail Price Index.

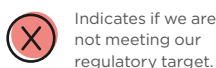
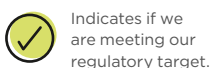
Our support to customers who struggle with the cost of living includes a 'social tariff' support scheme, Water Support. Water Support is aimed at customers whose household income is assessed as being 'low' and have a bill that is greater than a set threshold (£420 in 2016/2017). Under the scheme, we can then cap the bill at the cost of the average Yorkshire Water bill. We have increased the number of customers we help through this and other schemes year on year, from 22,735 in 2015/2016 to 28,853 in 2017/2018.

Bad debt

We run a range of schemes to help customers who genuinely cannot afford to pay their bills and we have strong processes in place for managing debt for those who choose not to pay their bills. In 2017/2018 we met our performance commitment (to make sure that the cost to customers of bad debt was kept below 3.16% of the average bill). We maintained our leading approach to managing debt, the cost of debt was 3.10% of the average bill (approximately £11).

Value for money

The independent Consumer Council for Water (CC Water) survey water-industry customers about value for money. The latest results will be published in July 2018. The results show that 76% of customers agreed that our water service is value for money and 79% that our waste-water service is value for money. Although this is a slight reduction from last year, we are still better than the industry average and are still well on track to achieving our commitment to improve performance on average between 2015 and 2020.



Although we are meeting our regulatory targets we are committed to going beyond these in the future making sure we deliver the best possible service to our customers.

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