

# Improving outcomes for customers

Our service  
commitment plan



YorkshireWater

Published November 2024

# How to view this document

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Our contents page links to every section within this document. Clicking on a specific section will instantly take you to it.

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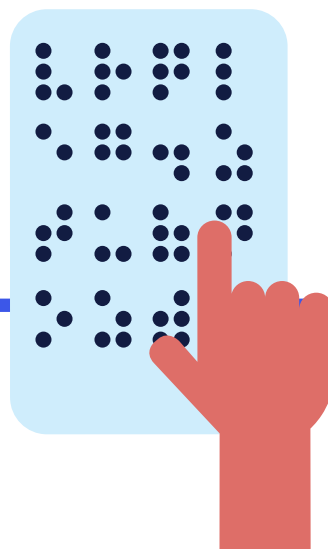
There are also many other clickable links within this document which we've made easy to spot by underlining and **highlighting** them in blue.

## Accessibility matters. That's why we want all of our customers to be able to engage, navigate, and understand our Service Commitment Plan.

By using assistive technology like screen readers, text-to-text speech programmes and Braille displays, we can provide equal access to anyone with visual, mobility, or cognitive impairments.

### We've taken steps to ensure this document supports additional accessibility needs:

- Screen readers will recite content in a logical order, as well as identifying headers and providing alternative text for images.
- Table of contents and bookmarks to aid navigation.
- Easy-to-read text that's structured using headings, clear paragraphs and tables.
- Comfortable colour contrast.



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Western House, Western Way, Bradford, BD6 2SZ

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# Our commitment to improving performance

**We have delivered improvement on most of our key performance measures across the past financial year. We remain committed to driving improvements in our performance commitments and speeding up that improvement to ensure we can meet the high standards expected by our customers, stakeholders and regulators.**

In areas where we are not yet meeting our regulatory performance commitments, we have ongoing dialogue with our regulators.

You can read about our 2023/2024 performance within our published Annual Performance Report ([Yorkshire Water, Annual Performance Report 2023/2024, published July 2024](#)).



We have seen continued success in leakage reduction on our clean water network – staying on track to achieve a 15% reduction between 2020 and 2025. We have made very good progress in delivering our large capital programme for the year, including delivering a new sewer at Ilkley and starting on site at many projects which will complete in 2025. Our investment across Yorkshire reflects the need to address the impact of climate change and a growing population.

We are now in the final year of the 2020 to 2025 period. We will invest almost £800m in our infrastructure across the region this year, which includes £180m to reduce storm overflow use and improve water quality in our region's rivers – a key area our customers really care about. This will bring further improvements for our region, and delivery of new schemes is a priority for the Board and our Executive team. We are also working closely with our colleagues, partners and supply chain to ensure we are prepared for the proposed increased investment across AMP8.

**At such a crucial time for the sector we will continue to strive for improved outcomes for Yorkshire, helping us work towards 'A Thriving Yorkshire. Right for customers. Right for the environment.'**



**Nicola Shaw, CBE**  
CEO

# Yorkshire Water's performance

This table provides a summary of Yorkshire Water's performance for the 12 key common performance commitments for 2023/2024 and our current forecast performance for 2024/2025. In 2023/2024, we delivered improved performance in seven of the 12 areas covered by the key performance commitments. Our performance in six areas met the performance commitment level (PCL), representing an improvement from 2022/2023.

This service commitment plan focuses on the actions we are taking to further improve performance in those areas we are not yet meeting the PCL: priority services, per capita consumption, water supply interruptions, water quality, internal sewer flooding and pollution.

As a result of our focus on sustained improvement, in 2024/2025 we are estimating that we will deliver further performance improvements in 10 of the 12 areas covered by the key performance commitments. Even though we expect to see improvements, our performance is expected to be below the required level in six of the 12 areas due to the amount of stretch built into the PCLs.

Performance Commitment (PC)	Customer Satisfaction (C-MeX Rank)	Priority Services	Leakage (Ml/d)	Per Capita Consumption (l/h/d)	Supply Interruptions (mins:secs)	Water Quality (CRI score)	Mains Repairs (per 1,000km of mains)	Unplanned Outage (%)	Internal Sewer Flooding (per 10,000 sewer connections)	Pollution Incidents (per 10,000km sewer)	Sewer Collapses (per 1,000km of sewer)	Treatment Works Compliance (%)
Actual 2023/2024	▲	▲	▲	▲	▼	▼	▲	▲	▼	▼	▼	▲
Projected estimates 2024/2025	▲	▲	▲	▲	▲	▲	▲	▲	▲	▼	▼	▲

**Key:**

- Performance at or better than PCL
- Performance lower than PCL
- Performance maintained or improved compared to previous year
- Deterioration in performance compared to the previous year



# Improving performance over the long-term

## Looking further ahead

While the focus of this service commitment plan is to improve performance within AMP7 (2020 to 2025), we are also aware that consistently achieving better outcomes requires a longer-term approach, with significant investment and changes to our working practices.

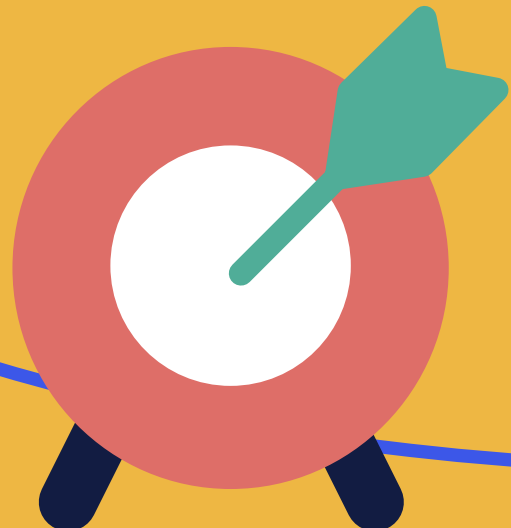
**We have therefore made progress on longer-term actions which will help continue to improve our performance. For example:**

- A thorough refresh of our company strategy, to focus on our customers and the environment and setting out our ambition over the next 10 years.
- Development and publication of our long-term strategy to 2050, which sets out our longer-term intentions with respect to service improvement.
- Implementation of a major modernisation programme to focus on improved planning and scheduling of our field teams, and to move us to more proactive rather than reactive asset management.
- A Performance Excellence programme throughout the business ensuring that we are all pulling together every day, with a clear escalation route for ideas for improvement from every area of the business.
- A large investment programme supported by our shareholders to improve the health of our bathing waters and high priority river sites.

We are currently waiting for the Final Determination for the AMP8 period (2025-2030). We are developing our plans to continue to deliver for customers and the environment over this period and beyond.



# Our service commitment plan



# Introduction to the plan

**The water sector operates in 5-year funding cycles, known as Asset Management Periods (AMPs). The current AMP, known as AMP7, runs from 2020 to 2025. We engaged with over 30,000 customers to develop a package of 44 performance commitments for 2020 to 2025, which align with our ambitions and challenge us to change the way we work to meet both customers' expectations and the complex long-term challenges that we face as a business.**

On some of these commitments, we aren't meeting the targets we set, and we have been speaking with Ofwat, the Drinking Water Inspectorate, the Environment Agency and the Department for Environment, Food and Rural Affairs (Defra) about the action we are taking to improve outcomes for our customers in the short-term.

Each year Ofwat looks at the performance of the 17 largest water and wastewater companies in England and Wales across a set of key performance and expenditure metrics. This information provides transparency for customers and wider stakeholders to see how we're performing across our commitments. Within the report, Ofwat assess each company as either leading, average or lagging, based on performance against targets. This year Ofwat has not categorised any companies as 'leading'. It rated 14 companies as 'average' and three as 'lagging'. Yorkshire Water has been classed as an average company, which is an improvement in our rating from 'lagging' in the previous year.

# We know that making long-term, lasting change takes time, but we are committed to doing more of what our customers expect.

We are publishing this service commitment plan to reassure customers and stakeholders that we understand the areas where we are underperforming and that we have plans in place to continue to improve performance.

We previously published a service commitment plan in November 2023, which followed on from our 2022/2023 performance.

This service commitment plan looks at areas where Yorkshire Water's 2023/2024 performance is below our performance commitment level (covers six measures) and sets out our plan to improve performance.

The combined output of all the actions in the plan will enable us to continue to improve our performance for the remainder of this AMP (2020 to 2025) and provide a good foundation to drive further improvements in the next AMP (2025 to 2030).

The Yorkshire Water Board takes full and collective responsibility and ownership of this plan. The Board has reviewed and challenged the forecasted performance and the action being taken to achieve this. The Board intends this plan to be stretching and ambitious, yet also achievable and realistic. This document replaces the previous service commitment plan we published in November 2023.



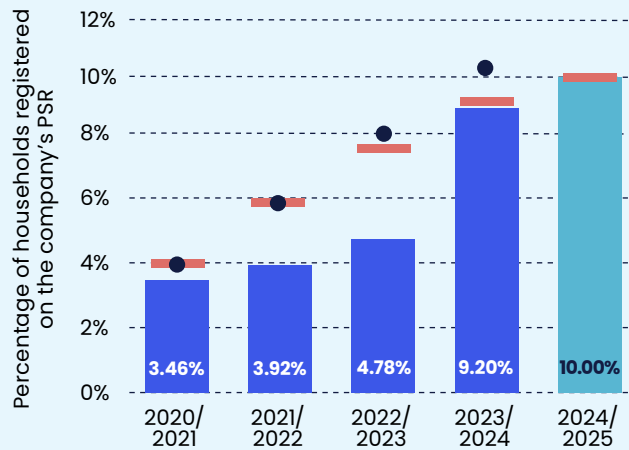
# Priority Services Register

The Priority Services Register (PSR) is a free service provided to customers in vulnerable circumstances. This can be a situation which is temporary or permanent and impacts the ability for a customer to access or benefit from our services.

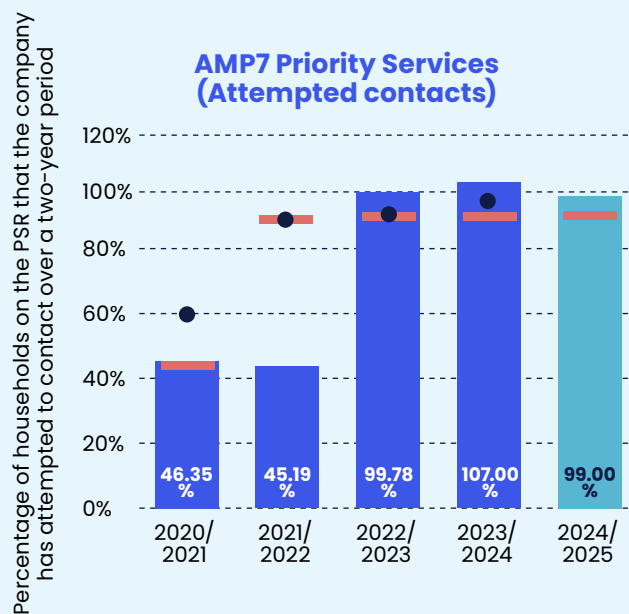
This performance commitment has three elements that are measured and reported separately, however all three must be achieved to pass the performance commitment overall. It is made up of these three measures:

- 1. PSR reach:** percentage of households that the company supplies with water and/or wastewater services that are registered on the company's PSR.
- 2. Attempted contacts:** percentage of distinct households on the PSR that the company has attempted to contact over a two-year period.
- 3. Actual contacts:** percentage of distinct households on the PSR that the company has actually contacted over a two-year period.

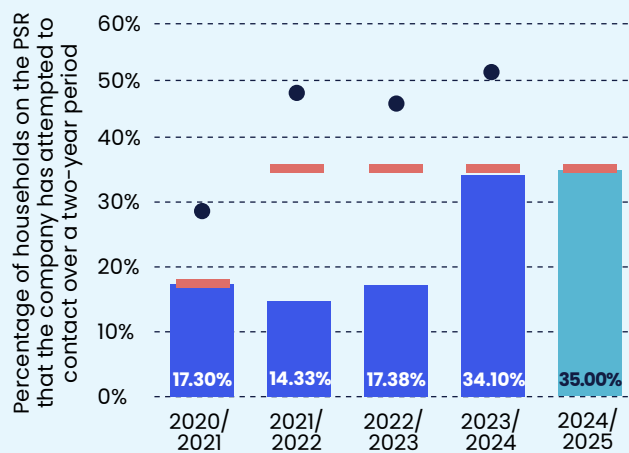
AMP7 Priority Services (Reach)



AMP7 Priority Services (Attempted contacts)



AMP7 Priority Services (Actual contacts)



**Key:**

- YW Performance
- YW's Regulatory Target
- Industry Average

## Where are we now?

The number of customers we have supported has increased on a yearly basis throughout AMP7. In 2022/2023, we had 4.8% of households on our PSR register and this increased to 9.2% in 2023/2024. In 2023/2024, we met two of the elements within this commitment: reach and attempted contact. Achieving 'actual contacts' with customers to verify their PSR services has been the challenge. Despite ensuring that all customers who have been registered on the PSR for more than two years have been contacted at least twice via letter; that we have attempted customers with a mobile number with at least one text; that we have emailed customers with an online account; and introduced a pilot to outbound call to over 1,000 customers; we have slightly under achieved our 35% actual contact target (performance was 34.1%). For 2023/2024 to date (to the end of September 2024), we have 9.2% reach, 16% attempted contacts and 22% actual contacts. We are forecasting to meet all of the performance commitment levels for all three elements.

## What is affecting our performance?

We need to make it easier for customers to confirm their continued need to remain on the register so that this doesn't require additional customer effort.





## What is our plan to improve performance?



We have identified some new actions for the final year of this AMP, to ensure we continue to identify those customers that would benefit from being on our register. We continue to offer PSR sign-up to anyone who contacts us and shows a need, as well as delivering several campaigns a year through media channels to encourage relevant customers to sign-up. This messaging is also included in our annual billing communication and envelopes, as well as during community outreach and partnership work. Implementing automated processes within our Customer Management System to support attempted contact of customers on the register will support attempted and actual contact made.

## What is our confidence in our plan?

By using our action plan to build a more robust incident management process, we can be confident that we are meeting the needs of PSR customers. We are confident we will achieve our target in 2024/2025.

# Priority Services Register Action Plan

Reference	Action	Estimated Contribution H/M/L	Status	Percentage of action completed to date
<b>PSR-001</b>	Train all front line field teams and partners to spot vulnerability and offer a doorstep PSR sign up service.	High	In Progress	70%
<b>PSR-002</b>	Continue to work with the cross-industry groups to maximise data sharing.	High	In Progress	75%
<b>PSR-003</b>	Ensure all WaterSure medical customers are included within the Priority Services Register.	High	Complete	100%
<b>PSR-004</b>	Continued advertising of services through media and community engagement work.	Medium	Complete	100%
<b>PSR-005</b>	Build a more robust model for temporary alternative water supplies during an incident. See also the action WSILMR-012.	High	Complete	100%
<b>PSR-006</b> 	Action learning from the Consumer Council for Water (CCW) and Ofwat joint incident research project following the Goole incident in November 2023.	Medium	In Progress	100%
<b>PSR-007</b> 	Publish the draft version of our vulnerable customer strategy, which will set out our objectives and approach for supporting those with extra help needs.	Medium	Complete	100%
<b>PSR-008</b> 	Attain ISO22458 accreditation which is the international standard for inclusive service.	Medium	Complete	100%
<b>PSR-009</b> 	Implement an automated process within our Customer Management System for attempted contacts of all PSR customers in advance of them being on the register for over 2 years.	High	Complete	100%

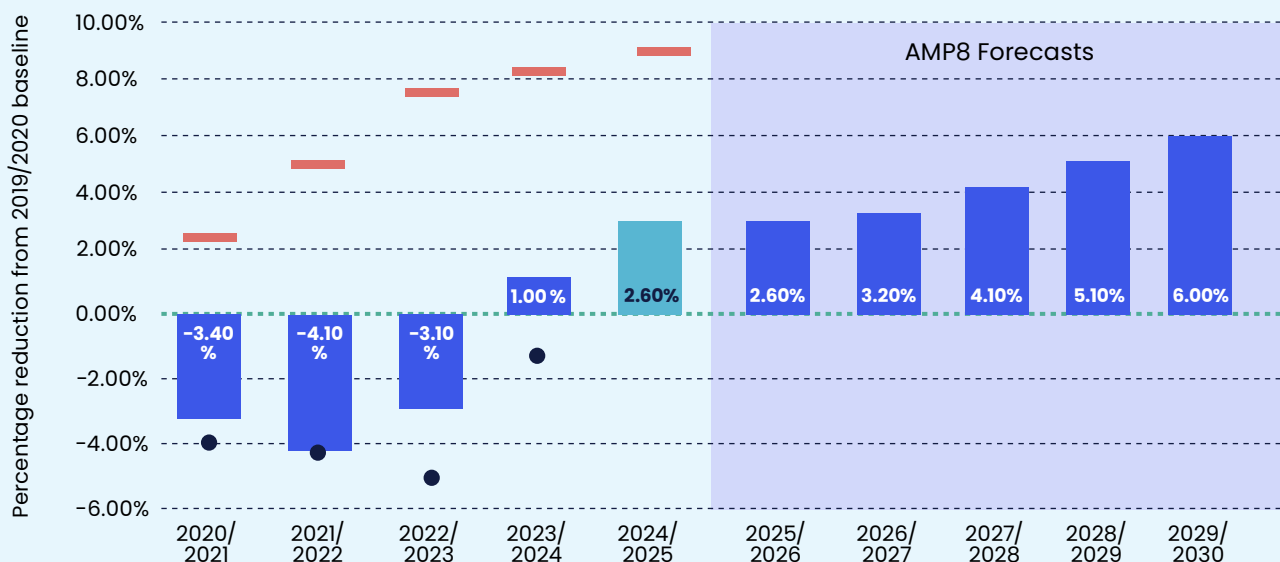
Reference	Action	Estimated Contribution H/M/L	Status	Percentage of action completed to date
<b>PSR-010</b> 	Throughout Quarter 3, Yorkshire Water will undertake outbound communication with 40,000 customers (attempted contacts). This is in addition of the embedded automated process detailed within action PSR-009.	High	In Progress	50%
<b>PSR-011</b> 	Promote the priority services register to customers as part of the winter communications campaign and within the annual billing process.	Low	In Progress	25%

# Per Capita Consumption (PCC)

Per Capita Consumption (PCC) is a measure of how much water the average person uses each day. We have targets to reduce water usage each year from our 2019/2020 reported baseline level. Our baseline is calculated as an average of 2017/2018, 2018/2019 and 2019/2020 performance expressed in litres per person per day (l/p/d) and only covers household usage.



Per Capita Consumption (PCC)



**Note:** AMP8 Forecasts are based on the targets contained within Yorkshire Water's Draft Determination Representation as submitted to Ofwat in August 2024. A negative number in this chart shows that per capita consumption has increased from the baseline. Performance from 2023/2024 is showing a reduction in consumption compared to the baseline, and shows an improved performance position.

**Key:**

- YW Performance
- YW's Regulatory Target
- Industry Average



## Where are we now?

We continue to be the leader in PCC performance across the industry. At the end of 2023/2024, our three-year rolling performance is 126.9 l/h/d. This is equivalent to a 1% reduction from our baseline of 128.2 l/h/d. This does not meet our target of a 8.3% reduction compared to our baseline. The average PCC across the water industry in 2022/2023 was 140.4 l/h/d.

For 2024/2025 year to date (to September 2024), PCC was 126.0 l/h/d and showing a 1.7% reduction from our baseline. We continue to improve our performance, but we will not meet the performance commitment level for the year.

Covid-19 changed the way we live and work with a direct impact on per capita consumption. The targets set pre Covid-19 are no longer achievable, but we do expect to see a reduction in the next three years and have a focus on this important topic, engaging with both customers and government. In addition, Ofwat has proposed an adjustment factor in the Draft Determination to account for the impact of Covid-19 on performance. The reporting in this service commitment plan does not take into account the proposed adjustment.

## What is affecting our performance?

Residential use has increased because of Covid-19 and the resulting increase in home working. The high temperatures during the summer of 2022 also meant much higher daily demand – indeed the highest we have seen for two decades.

## What is our plan to improve performance?

We are working hard to help our customers use less water. Overall, linking the use of water efficiency products and services with improved customer access to their water usage information will provide the foundations needed to effectively communicate, educate and innovate with our customers on water use reduction so we can achieve our future targets.

## What is our confidence in our plan?

While we are confident in our own actions to continue to reduce demand, a step-change in use of water will ultimately require a national campaign with Government support in communications and policy change. We have consistently been at the forefront of PCC performance over the previous two AMPs but despite this good performance, the PCC targets applied in Ofwat's Draft Determination are unrealistic and over-stretching and we forecast that we would be in significant penalty (around £35-40m) by the end of AMP8 in spite of frontier performance. We have proposed an ambitious target for AMP8 which strives for additional stretch and requires us to undertake significant activities to meet that forecasted performance. However, this level of activity will only be possible if Yorkshire Water is sufficiently funded to undertake those activities. As a frontier company, reaching the next level in PCC performance will be more costly as it will need to change the behaviour of those customers who have shown themselves to be least inclined to change.

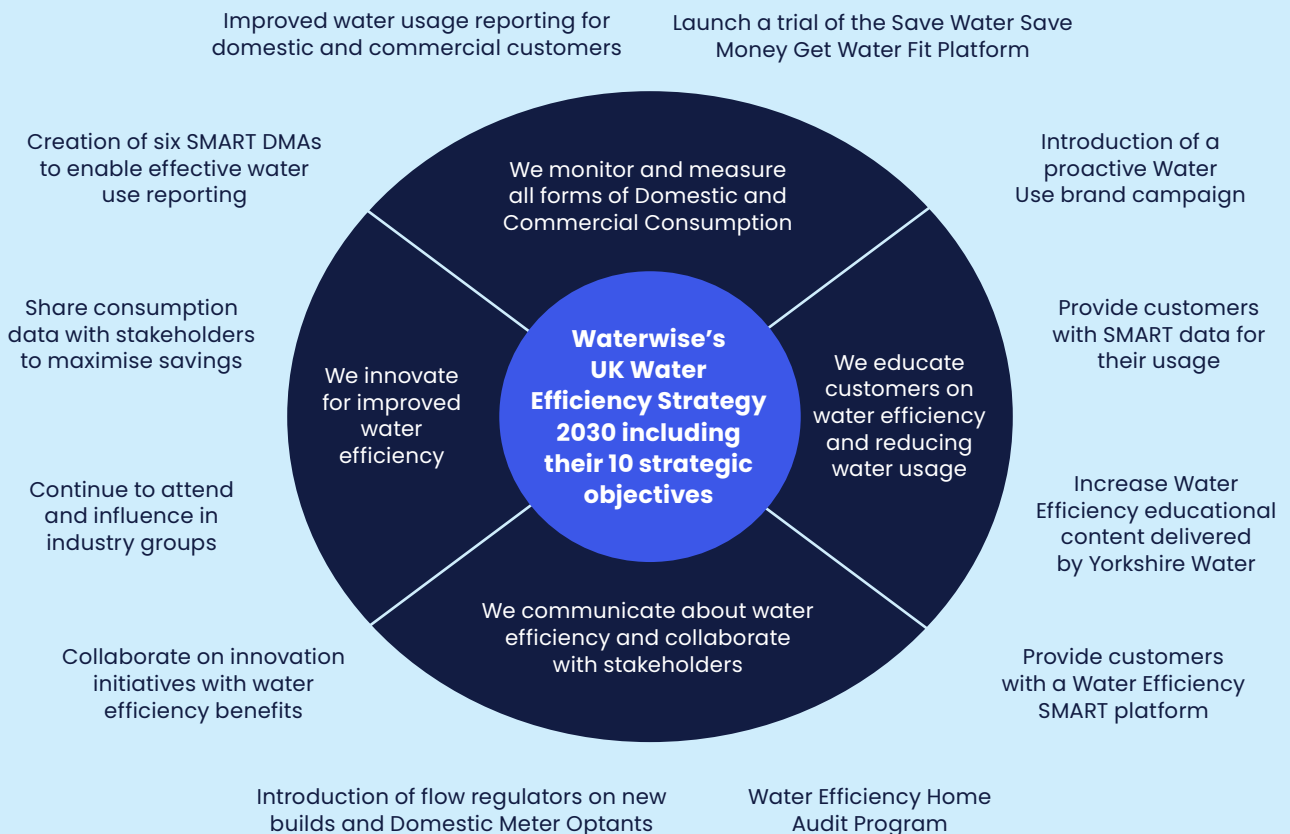
# Our Water Efficiency Strategy

## 2020 to 2025 Delivery

- Water efficiency home audits including education on water saving
- Advanced Metering Infrastructure rollout in six District Meter Areas (DMAs) across Yorkshire
- Trial of flow regulators on metered customers and wider roll out in Year 4 & Year 5, if benefits are realised
- Introduction of Water Efficiency content in current education programme
- Improved analysis of unmetered customer consumption on the Domestic Consumption Monitor Sample
- Collaborating with Developer Services on environmental incentive for new builds.

## 2025 to 2030 Strategy

- Explore opportunity to incentivise customer usage reduction
- Water efficiency techniques included in design standards for new build assets
- Growing and improving metering to enable changing the tariffing structure to encourage water usage reductions
- Mandatory water labelling
- Collaborate nationally on water efficiency comms to improve water usage reductions
- Offer retro-fit with water efficiency techniques to improve our water usage across the business.



# Per Capita Consumption Action Plan

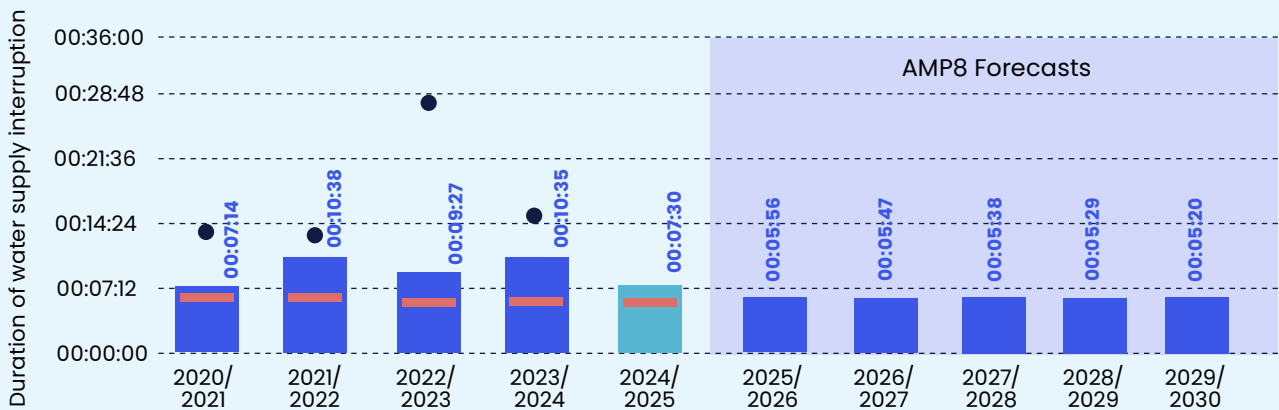
Reference	Action	Estimated Contribution H/M/L	Status	Percentage of action completed to date
<b>PCC-001</b>	Flow regulator trial on 1,000 metered household properties in an area of Leeds.	High	In Progress	90%
<b>PCC-002</b>	Water Efficiency Home Audit trial to commence in February 2024 which encompasses 1,500 home audits to be conducted on metered household properties in areas of Yorkshire where we experience high consumption.	High	In Progress	90%
<b>PCC-003</b>	Finalisation of the two smart DMAs in Longwood which will have 100% meter penetration on all properties (unmeasured household properties billing mechanism unchanged) so a water balance can be conducted at DMA level so we can quantify leakage and consumption in these DMAs.	No l/h/d reductions but provides improved data enrichment	In Progress	80%

# Water Supply Interruptions

Water Supply Interruptions measures the average time each property is without a water supply for interruptions lasting more than three hours. We report this in hours, minutes, and seconds.



Water Supply Interruptions



**Note:** AMP8 Forecasts are based on the targets contained within Yorkshire Water's Draft Determination Representation as submitted to Ofwat in August 2024.

**Key:**

- YW Performance
- YW's Regulatory Target
- Industry Average

## Where are we now?

We did not achieve our target for water supply interruptions in 2023/2024, and our performance of 00:10:35 showed a deterioration from the previous year. 2023/2024 was challenging for water supply interruptions, with proportionally more bursts seen on trunk mains and an increase in the number of large scale, long running events experienced. For 2024/2025 year to date (to September 2024), performance is at 2 minutes and 42 seconds. We have improved our forecast for the year to be 7 minutes and 30 seconds, from our previous published forecast of 8 minutes but unfortunately this would not meet the performance commitment level. Our performance for the year to date provides confidence in the improvement we expect to see by the end of this financial year.

## What is affecting our performance?

Soil moisture deficit during the summer led to a few events, impacting on our performance. The learning we have implemented from previous large winter weather events allowed us to mitigate the impact that the first freeze-thaw event in the winter had on our performance, although we did experience our largest impacting event during this period.

## What is our plan to improve performance?

We will deliver on our smart calm resilient networks plan, and changes to our field ways of working by the end of March 2025. This plan also supports continued performance improvement with leakage and mains repairs.





## What is our confidence in our plan?




Our actions including mains renewal, a change in ways of working and enhancement to our supply restoration techniques should provide an improvement in performance for the final year of AMP7. Although we are not forecasting to meet the performance commitment level, we are forecasting an improvement in performance compared to previous years.

In addition to the actions underway, we do recognise the need to deliver sustainable long-term improvement in our distribution network assets, therefore in our AMP8 (2025 to 2030) business plan we proposed an enhanced mains renewal programme to improve resilience and provide benefits to supply interruptions, leakage, asset health and water quality. In our Draft Determination Representation, we agree with Ofwat that the industry should deliver further improvement in water supply interruptions in AMP8 but we believe the performance commitment levels in the Draft Determination have been set at an unachievable level and have proposed a new level and an alternate glidepath.

# Water Supply Interruptions, Leakage and Mains Repairs Action Plan

Reference	Action	Estimated Contribution H/M/L	Status	Percentage of action completed to date
<b>WSILMR-001</b>	Additional network pressure monitoring and optimisation through the installation of 1,200 smart pressure control devices and alert tools to help reduce interruptions in turn supporting improved response and recovery where they do still occur.	High	Complete	100%
<b>WSILMR-002</b>	We're investing £10m from our Smart Networks and Metering programme in additional pressure management to reduce network failures and reactive mains repairs which impact on customers.	High	In Progress	75%
<b>WSILMR-003</b>	Enhancing our Active Leakage Control (ALC) in troublesome DMAs through new ways of working with technology and service partners to reduce network failures and leakage to new low levels in 60 DMAs.	High	Complete	100%
<b>WSILMR-004</b>	Consolidation of all field resource into one area is expected to create further improvements with a review of all Networks staff underway to improve availability and response times. Improved ways of working through water network modernisation ensuring the network and colleagues are available to respond to customers when they need it.	Low/Medium	In Progress	15%
<b>WSILMR-005</b>	As of September 2023, all meters being installed are smart. We have developed the capabilities to understand customer side leakage and are implementing the processes to reduce leakage through the data provided by smart meters. Smart meter data will also be used to enhance consumption and night use models.	High	Complete	100%

Reference	Action	Estimated Contribution H/M/L	Status	Percentage of action completed to date
<b>WSILMR-006</b>	An increased mains renewal programme within our AMP8 (2025 to 2030) submission to target multiple benefits to asset health and reduce leakage, mains repairs and interruptions will improve our resilience, mitigate risks and improve performance.	High	Not Started (will begin in 2025)	0%
<b>WSILMR-007</b>	A site and location specific water resilience programme within our AMP8 (2025 to 2030) submission to target areas vulnerable to asset outage, mains failure and external shocks will enable us to mitigate the risks associated with supply interruptions and improve performance to the median position within AMP8 (2025 to 2030).	High	Not Started (will begin in 2025)	0%
<b>WSILMR-009</b> 	Investment in the acoustic logging fleet with the latest generation of equipment, will drive efficiency improvements in cost of leakage find activities. Through 2024/2025, Yorkshire Water will continue to invest in new generation loggers and will work with the supply chain to ensure new analytical features are obtained and utilised.	High	Complete	100%
<b>WSILMR-010</b> 	Completion of non-destructive assessments of water network remaining asset life, to enrich data available in supporting the right asset management decision for improving performance within a DMA.	Medium	Complete	100%
<b>WSILMR-011</b> 	Identification of the worst performing DMAs to prioritise for mains renewal, with six DMAs having mains renewed or relined within 2024/2025.	Medium	In Progress	95%
<b>WSILMR-012</b> 	Improved deployment of tankering to enable supply restoration by utilising a wider fleet of varying sized Bulk Tankers across the Yorkshire region aligned with a centralised Planning & Scheduling strategy.	Medium/Low	Complete	100%

Reference	Action	Estimated Contribution H/M/L	Status	Percentage of action completed to date
<b>WSILMR-013</b> 	Enhanced incident management processes to be implemented with a new protocol detailing clear triggers and time-controlled communications required when managing a water supply incident, with more Level 2 standby supporting the incident onsite and managing the customer experience in real time.	Medium/Low	Complete	100%
<b>WSILMR-014</b> 	Enabling better asset visibility through 'Visible Valve Status' to improve response through availability of contingency plans. Visible Valve Status will record all valve operations in real time thus enabling a clearer understanding for post incident hydraulic reviews. Contingency Plans will allow a swifter operation for any strategic isolations and/or above ground asset operations.	Medium/Low	Complete	100%
<b>WSILMR-015</b> 	Calm Network refresher training for all operators provides all operators a hydraulic understanding of the potential impact on our water networks.	Medium/Low	In Progress	60%

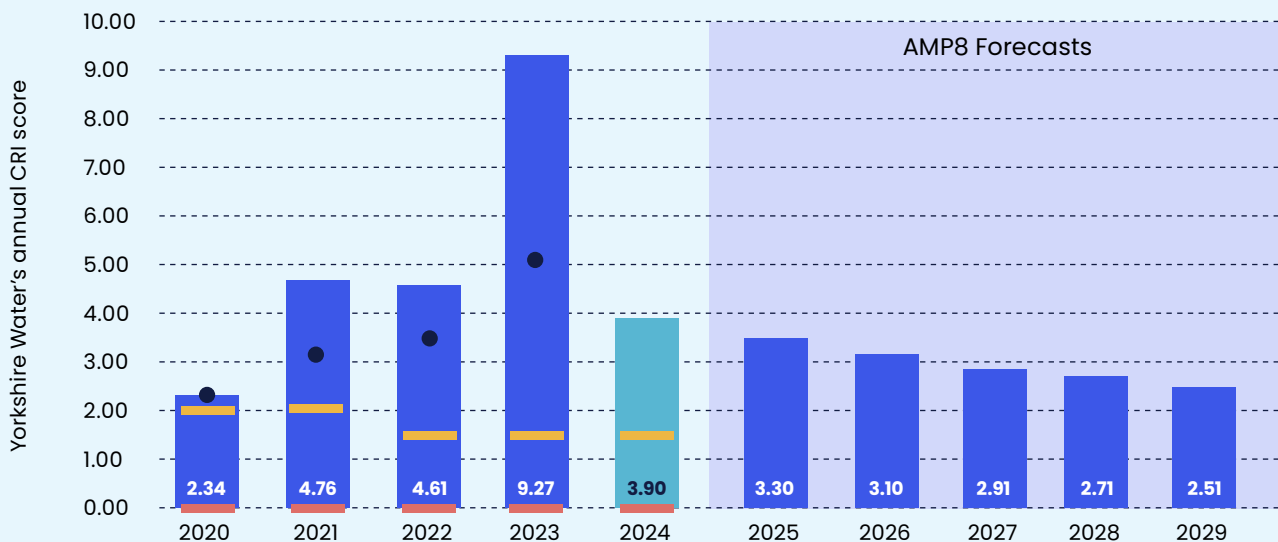


# Drinking Water Quality Compliance

We test water samples to determine water quality, and the results give us a Compliance Risk Index (CRI) score. A lower score is better. The Water CRI is a measure designed to illustrate the risk arising from treated water compliance failures and does not focus solely on health impacts. Issues such as taste and odour also affect the CRI. CRI is reported on a calendar year basis.



Water Quality Compliance (CRI)



**Note:** The performance commitment level is 0.00 across 2020 to 2025. The underperformance deadband is also shown on this chart. Deadbands are a specified range of performance levels where a penalty payment is zero.

AMP8 Forecasts are based on the targets contained within Yorkshire Water's Draft Determination Representation as submitted to Ofwat in August 2024.

**Key:**

- YW Performance
- YW's Regulatory Target
- Target Deadband
- Industry Average

## Where are we now?

In 2023, our performance was 9.27, against an average sector performance of 5.16. Performance deteriorated in 2023, primarily due to three non-health impacting (no threat to human health) coliform detections at Chellow Heights water treatment works. There has been a lot of investment at Chellow Heights water treatment works. We've continued with the on-going innovations to improve raw water selection, we've improved raw water sampling monitoring, we've been continuing with a filter upgrade scheme (started in 2021 and expected to run through to 2025), we've put in additional enhanced on-line monitoring, we've got more targeted in process sample monitoring, and we've reinforced the disinfection process. We also asked Cranfield University to undertake some fundamental research on the issues that we found. All this investment should prevent recurrence. So far in the 2024 reporting period performance is significantly improved.

For the year to date (January 2024 to September 2024), performance was estimated at 2.47. We are still waiting for the outcome of multiple investigations, which could impact our score. We are currently modelling that we will achieve a score of 3.9 in 2024, which is a slight deterioration on our previous forecast but shows an improvement in performance from 2023.

## What is affecting our performance?

Our biggest drivers in our CRI scores are bacteriological detections and then clarity and odour issues. Improvement schemes are planned for AMP8 (2025 to 2030). Issues with water quality are being managed through reactive investment to the end of March 2025, ahead of new schemes for AMP8 (2025 to 2030).

## What is our plan to improve performance?

Yorkshire Water is investing in new online particle counter monitoring equipment at all its highest risk sites. This equipment will allow much improved assessment of treatment works performance, and is expected to lead to reduced number of failures.






Three long-term investment programmes at water treatment works were completed in 2023/2024, and provide a more resilient supply at reduced water quality risk. More sites are due to complete their own improvements in 2024/2025.

## What is our confidence in our plan?

Improving water quality compliance is at the core of our water quality ambition and our long-term strategy, although it will take time for our improvements to have an impact. We are forecasting an improvement in our performance in Year 5, but we are not yet forecasting to meet the target or move under the deadband set.

# Drinking Water Compliance Action Plan

Reference	Action	Estimated Contribution H/M/L	Status	Percentage of action completed to date
<b>DWC-001</b>	Deliver on the current programme of Drinking Water Inspectorate (DWI) legal instruments and quality outputs for 7 Water Treatment Works (WTWs) to reduce crypto (2 sites), taste & odour (3 sites) and disinfection by-products (5 sites).	High	In Progress	80%
<b>DWC-002</b>	Deliver on the current programme of DWI legal instruments and quality outputs for discolouration across 16 Water Supply Zones (WSZs) to reduce discolouration contacts and the subsequent complaints.	High	In Progress	90%
<b>DWC-003</b>	Deliver on the current programme of DWI legal instruments and quality outputs for resilience to protect integrity of treatment processes and prevent unplanned outage (14 sites).	High	In Progress	75%
<b>DWC-004</b>	Deliver on the current programme of DWI legal instruments and quality outputs for clean water process tanks and reservoirs to improve resilience and reduce ingress (850 tanks), this will also target improving bacterial failures.	High	In Progress	60%
<b>DWC-005</b>	Our drinking water safety planning led barrier approach has highlighted assets which we are investing in to improve performance and mitigate against WQ compliance risk –such as the refurbishment of Rapid Gravity Filters (RGFs) at 6 WTWs, chemical dosing improvements, rebuild of Boston Park service reservoir, trunk main conditioning for discolouration and replacement of mains where WQ parameter exceedance is highlighted in the network.	Medium/Low	Complete	100%
<b>DWC-006</b>	The 'Water Quality at Heart' programme –a maintain and enhance programme covering awareness & communication, training & capability, policy & process, and assets & performance.	Medium/Low	In Progress	60%

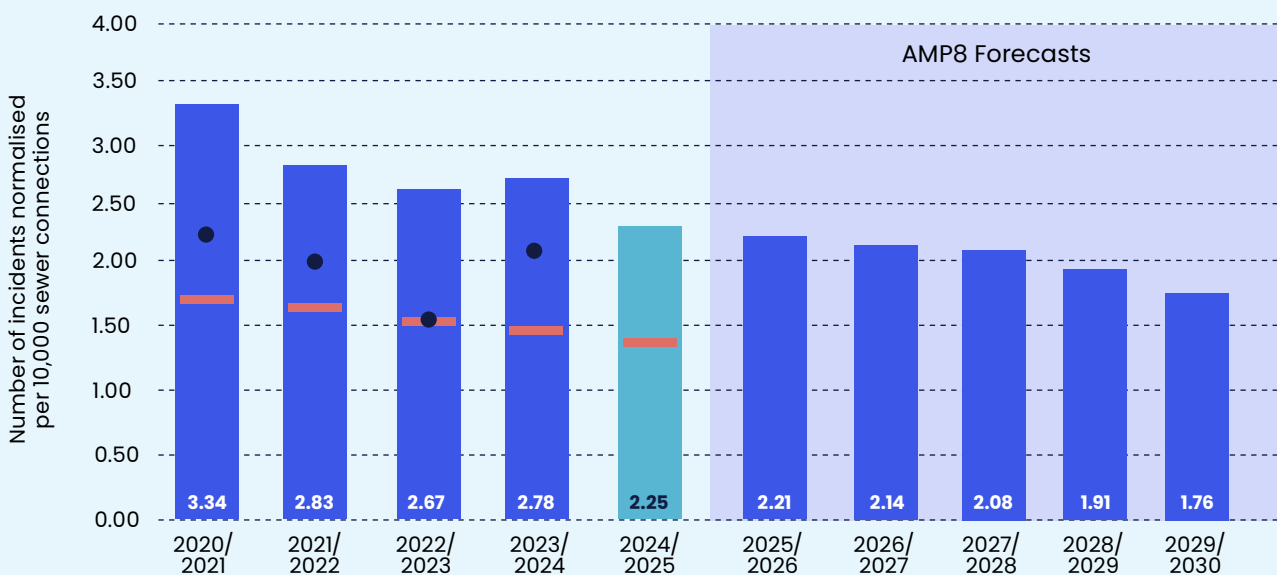
Reference	Action	Estimated Contribution H/M/L	Status	Percentage of action completed to date
<b>DWC-007</b>	Submission and enacting our AMP8 (2025 to 2030) and long-term water quality statement provided to the DWI on 31 January 2023, followed by our lead strategy in March 2023.	High	In Progress (most activity from 2025)	5%
<b>DWC-008</b>	An increased mains renewal programme within our AMP8 (2025 to 2030) submission to target multiple benefits to asset health and improve both iron and aesthetic failure in our distribution network. This links with action WSILMR-007.	High	Not Started (begins in 2025)	0%
<b>DWC-009</b> 	Installation of particle counters at 26 coagulation water treatment works to improve the data available and allow a more proactive prevention of microbiological issues.	Medium/Low	In Progress	20%
<b>DWC-010</b> 	Identify the key air valve assets of greatest risk of ingress and develop and implement a new cyclical programme to assess these critical assets on a routine basis over a planned two-year programme.	Medium/Low	In Progress	60%
<b>DWC-011</b> 	Implementation of an enhanced cyclical flushing programme to ensure annual reviews, analysis of data and optimisation of plans to reduce risk of discolouration and improve drinking water contact performance.	Medium/Low	Complete	100%
<b>DWC-012</b> 	Utilising information from a model from Sheffield University and other data inputs available, develop and then deliver an annual DMA flushing programme to prioritise areas of greatest risk and deliver improved aesthetic quality of drinking water.	Medium	Complete	100%
<b>DWC-013</b> 	Deliver on the new Legal Instrument covering Chellow Heights. This contains a series of activities for enhanced sample monitoring of raw, processed and treated water, the inspection of process tanks, the refurbishment of rapid gravity filters (RGFs) and the implementation of advanced online monitors (particle counter and flow cytometer).	Medium/Low	In Progress	65%

# Internal Sewer Flooding

Internal sewer flooding is when an escape from the sewerage system enters a building or passes below a suspended floor. This measure reports the number of internal sewer flooding events each year per 10,000 sewer connections (there were 2,378,430 sewer connections reported in 2023/2024). This measure does include events that are caused by severe weather.



Internal Sewer Flooding



**Note:** AMP8 Forecasts are based on the targets contained within Yorkshire Water's Draft Determination Representation as submitted to Ofwat in August 2024.

**Key:**

- YW Performance
- YW's Regulatory Target
- Industry Average

## Where are we now?

We know that internal sewer flooding incidents have a big impact on the lives of our customers, and we understand how unpleasant these events can be. It's important to us that we reduce these incidents and the effect they have on our customers. 2023/2024 was a very challenging year for our sewer flooding performance. Despite our dedicated efforts on various initiatives and activities to improve our performance, we have regrettably observed a decline in performance compared to the previous year. Yorkshire recorded the wettest 9-month period from July to March in a 150-year record. We've had significantly more rainfall this financial year than previous years this AMP. Whilst we acknowledge that we need to plan for weather events, we believe that our performance would have been significantly worse without the proactive programs and the efforts we have put in to minimise the negative impact weather conditions can have.

For 2024/2025 year to date (to September 2024), performance is at 1.19. We are forecasting improved performance of 2.25 for the full year, which would not meet the performance commitment level but would be an improvement from 2023/2024. Our performance for the year to date provides confidence in the improvement we expect to see by the end of this financial year.

## What is affecting our performance?

We know that we have a high proportion of properties with cellars in our region compared to other companies and approximately 69% of our internal sewer flooding occurs in these properties. We also know that the source of flooding is predominantly from the combined sewer and in Yorkshire we have one of the highest combined sewer to foul sewer ratios. Most of our customers are also located in the wettest part of the region (West and South). Combined systems pose a higher risk of failure and often more complex to prevent flooding incidents.

We know that blockages remain the greatest cause of internal sewer flooding incidents (61%), with collapses second (31%). Our activities to improve our performance focus on these root cause issues.

## What is our plan to improve performance?





We have identified a number of new actions for 2024/2025, which focus around improving our predictions of where blockages may form and prevention of blockages along with customer education and improving our speed of response following an incident.

## What is our confidence in our plan?

We have spoken to the better performers in the sector to share best practice and, where transferable, have adopted the ways of working. This provides us with confidence that several approaches we are introducing have proven effective elsewhere.

# Internal Sewer Flooding Action Plan

Reference	Action	Estimated Contribution H/M/L	Status	Percentage of action completed to date
<b>ISF-001</b>	Proactive sewer inspection, cleaning and defect resolution. This is an annual ongoing activity. In Year 4, we are aiming to proactively inspect and, where required, cleanse and resolve defects on 90,000 properties using data led approach to target high risk areas, with an additional 40,000 properties to be surveyed and 40,000 properties revisited for flushing in Year 4.	High	Complete	100%
<b>ISF-002</b>	Installation and embedding the improvement of 40,000 close to property loggers to identify blockages forming and enable proactive maintenance work. Targeting of properties for enhanced level of investigation/rehabilitation, using innovation and customer sewer alarm (CSA) installations and use of CSA alarm analytics to aid efficiency in monitoring.	High	Complete	100%
<b>ISF-003</b>	Reduce response times from our current performance to improve the customer journey.	High	Amended	See ISF-012
<b>ISF-004</b>	350,000m of sewer cleansing on lengths of sewers targeted at risk of pollution, internal and external sewer flooding as part of a desilt programme.	High	Complete	100%
<b>ISF-005</b>	We are commencing a data led approach to ensure poorly performing lateral drains (including assets which were transferred into Yorkshire Water's ownership in 2011) are targeted with appropriate maintenance.	Medium	Complete	100%
<b>ISF-006</b>	Business process improvement with a continued focus on first time fix of internal sewer flooding events and prevent repeats.	Medium	Complete	100%
<b>ISF-007</b>	Fast track civils repair process with Repair and Maintenance partner to avoid repeats.	Medium	Complete	100%

Reference	Action	Estimated Contribution H/M/L	Status	Percentage of action completed to date
<b>ISF-008</b>	Innovate, identify, test, learn and deploy improved ways of working to drive productivity, specifically looking at the primary source of customer driven work, improving response times and removing internal silos, with the aim to improve the customer experience overall.	High	Complete	100%
<b>ISF-009</b>	Customer engagement campaigns to educate our customers on sewer abuse.	High	In Progress	50%
<b>ISF-010</b>	An optimised process designed to remove demand created in relation to failures on private non-YW assets and network. Enabling the reinvestment of resources in proactive maintenance activities and a reduction of response times to internal sewer flooding.	High	Complete	100%
<b>ISF-011</b> 	Proactive sewer inspection, blockage removal and defect resolution. In 2024/2025 will be targeting 60,000 properties to proactively inspect and, where required, cleanse and resolve defects, ensuring we collect useful meaningful data to aid greater understanding on the root causes of the problems experienced and to aid future targeting activities.	High	In Progress	50%
<b>ISF-012</b> 	Innovating, identifying, testing, learning, and deploying improved ways of working to drive productivity and deliver overall better business performance by creating a sustainable collaborative environment (Operations 2.0 programme). 2024/2025 will see the model trialled in Bradford being rolled out across the whole wastewater network, enhancing the customer experience and improving business performance.	Medium	Complete	100%
<b>ISF-013</b> 	Complete 350,000m of sewer cleansing on lengths of sewers in 2024/2025 targeted at risk of pollution, internal and external sewer flooding as part of a desilt programme.	Medium	In Progress	85%
<b>ISF-014</b> 	Trialling a new small tactical team in 2024/2025 to look specifically at our highest repeating properties, giving the team time to try to remove the risk faced for these customers, including training the team to install customer sewer alarms where valuable.	Medium	In Progress	50%

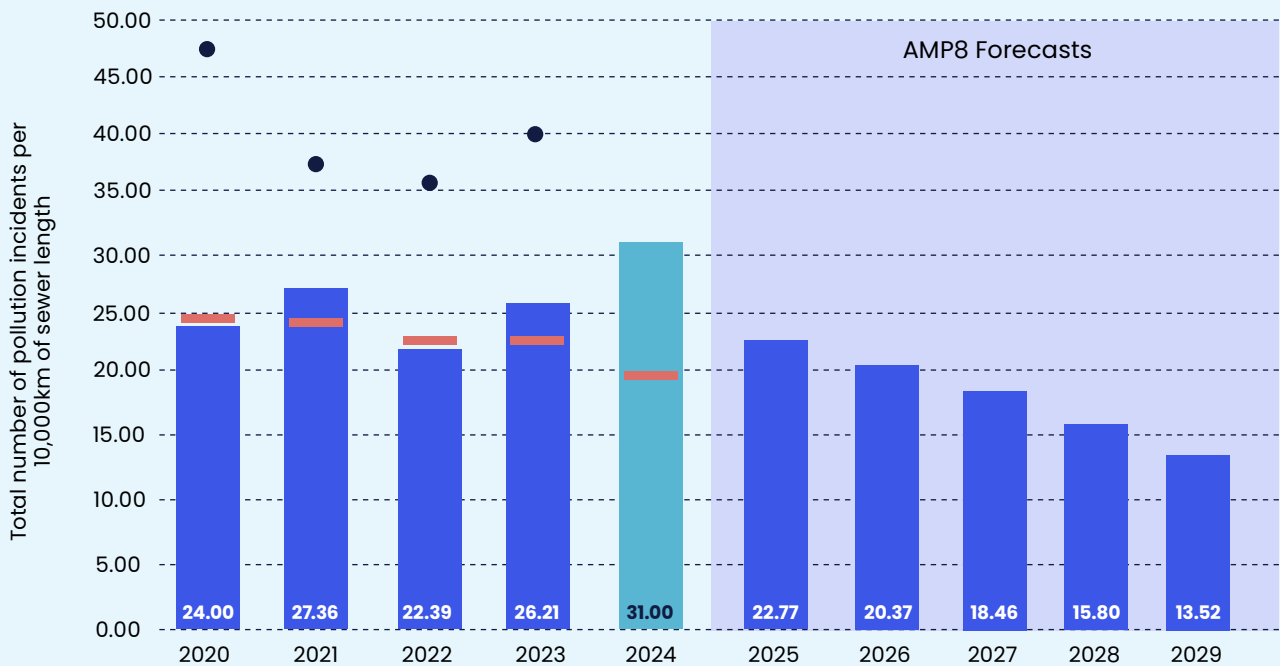


# Pollution

Pollution performance is reported as the number of incidents per 10,000km of sewer, and is reported on a calendar year basis. The sewer length used to calculate this performance is 52,292km. We know our customers care about the environment and take an interest in this measure, especially if we are not performing well. Any pollution incident is disappointing and so it's important to us to reduce the number of events that occur and improve the quality of our environment.



Pollution Incidents



**Note:** AMP8 Forecasts are based on the targets contained within Yorkshire Water's Draft Determination Representation as submitted to Ofwat in August 2024.

**Key:**

- YW Performance
- YW's Regulatory Target
- Industry Average

## Where are we now?

Compared to our performance in the 2022 calendar year, 2023 saw a deterioration in both our overall pollution incident numbers and the number of pollution incidents categorised as a serious Incident. There were a total of 137 pollution incidents (category 1 – 3) in 2023, five of which were categorised as serious incidents. Our performance is reported as 26.21 incidents per 10,000km of sewer, which did not meet our target. Our performance was industry leading, bettering the industry average of 35.42 incidents per 10,000km of sewer.

Unfortunately, we are forecasting that performance in 2024 will be a deterioration from 2023. For the year to date (January 2024 to September 2024), performance was 24.3 incidents per 10,000km of sewer. We are currently forecasting that we will report 31.0 incidents per 10,000km for our performance in 2024.

## What is affecting our performance?

Sustained wet weather has impacted our performance in 2024 and we are working hard to improve our resilience. The break down of incident rates associated from wastewater assets are; wastewater treatment works (32%), sewage pumping stations (28%), sewer network (27%) and rising mains (13%). Our interventions in our sewer networks has enabled a 27% improvement on 2023 year to date. Root causes have identified the following key areas:

- Rising main structural failures
- Mechanical/electrical/control system faults
- Blockages
- Power failures.

Root cause issues have been evaluated, and initiatives put in place to ensure we align with our Pollution Incident Reduction Plan commitments.

## What is our plan to improve performance?

Our Pollution Incident Reduction Plan (PIRP) is published on the Yorkshire Water website and regularly reviewed with the Environment Agency. Please see our website for more information: [yorkshirewater.com/environment/pollution/](https://yorkshirewater.com/environment/pollution/)

## What is our confidence in our plan?

We are confident that our plans will achieve the performance expectations in AMP8. We have looked to the wider industry for best practice, and we have also sought external assurance to check that our plans are fit for purpose. We have already made significant progress but we have highlighted additional opportunities as we move into AMP8.

# Pollution Action Plan

Reference	Action	Estimated Contribution H/M/L	Status	Percentage of action completed to date
<b>PIRP - 001</b> 	Network Visibility – We are working to increase the visibility of our underground network including the installation of 1,000 sewer network loggers and the installation of rising main pressure monitors on high-risk assets.	High	In Progress	80%
<b>PIRP - 002</b> 	Pollution Training – We have developed an enhanced competency framework for all frontline roles and an accompanying programme of coaching and performance assessment. We are also training our staff to increase awareness on how to prevent, mitigate and report pollution.	Medium	In Progress	50%
<b>PIRP - 003</b> 	Network Resource – We have been looking at how we deploy the right person, at the right time with the right resources. This includes a change in our sewer network area where we now send a more technical resource to help identify risk and solve problems quicker.	High	In progress	90%
<b>PIRP - 004</b> 	Governance and Assurance – We are looking to implement some additional levels of assurance including the use of data and the development of an incident review board.	Medium	Completed	100%
<b>PIRP - 005</b> 	Intelligent pumps – Installation of remote intervention and pump reversal technologies at sewage pumping stations (SPS), including approximately 500 SPS assets being upgraded to include intelligent pumps.	Medium	In Progress	90%
<b>PIRP - 006</b> 	Cleaning Activities – purchasing dedicated vehicles to improve the efficiency and increase the remit of cleaning activities, implementing additional cleaning activities on inlet works to prevent blockages.	High	Ongoing	80%
<b>PIRP - 007</b> 	Operational Intelligence – Using data in our control room to give us additional insight to develop 'neural networks' to predict pollution risk and allow us to intervene proactively.	High	In progress	50%

# Other performance commitments



# Other performance commitments

Our service commitment plan looks at areas where Yorkshire Water’s 2023/2024 performance is poorer than our performance commitment level (PCL). This has covered six of our commitments and in the previous pages, we have set out our plan to improve performance. There are another six commitments where we met our PCL in 2023/2024 and in this section of the report we provide an update on our performance and forecasts for these commitments. We are pleased to say that we are forecasting to maintain or improve our performance in all six of these commitments and are forecasting that we will meet our PCL for five of these commitments.

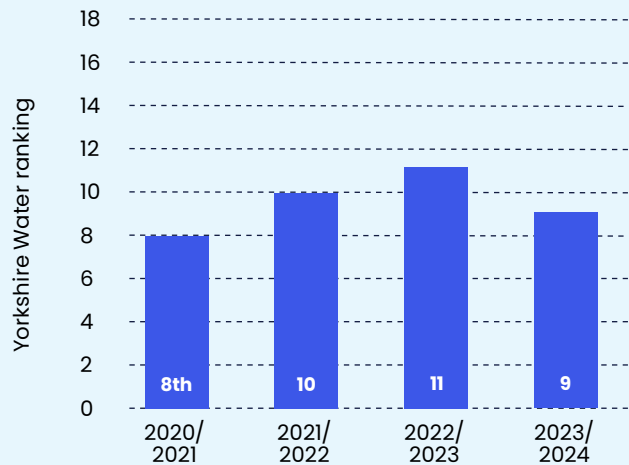
## Customer Measure of Experience (C-MeX)

We met our performance commitment level for C-MeX in 2023/2024. For 2024/2025 year to date (to September 2024), we have a score of 75.17, which places us in 10th position. We have a number of actions from our previous service commitment plan that we continue to deliver. We are continuing to forecast that we will achieve the median (9th) position in the industry.

**Key:**

■ YW Performance

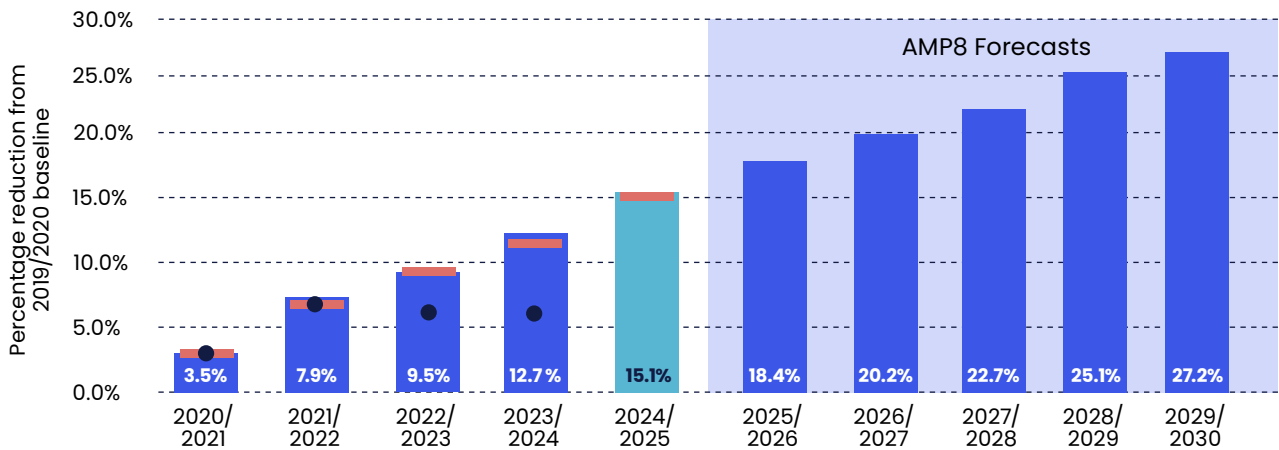
C-MeX (Ranking)



## Leakage

We met our leakage performance commitment level in 2023/2024. We continue to forecast that we will meet our performance commitment level of a 15% reduction in leakage compared to our baseline position.

Leakage

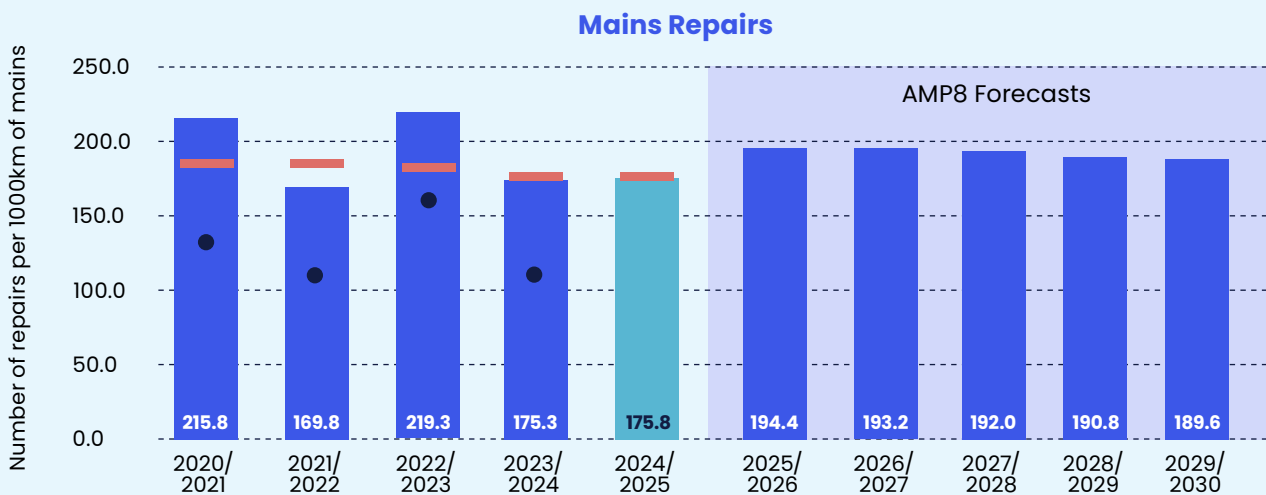


**Key:**

■ YW Performance    — YW's Regulatory Target    ● Industry Average

## Mains Repairs

We met our performance commitment level for mains repairs in 2023/2024. For 2024/2025 year to date (to September 2024), we have reported 62 repairs per 1,000km of main. Based on our current performance for the year to date, we have revised our forecast for Year 5 from 202.5 to 175.8 repairs per 1,000km of main, meeting the performance commitment level. There are a number of actions we are taking to improve water supply interruptions, leakage and mains repairs performance, which are detailed on [pages 20-24](#).

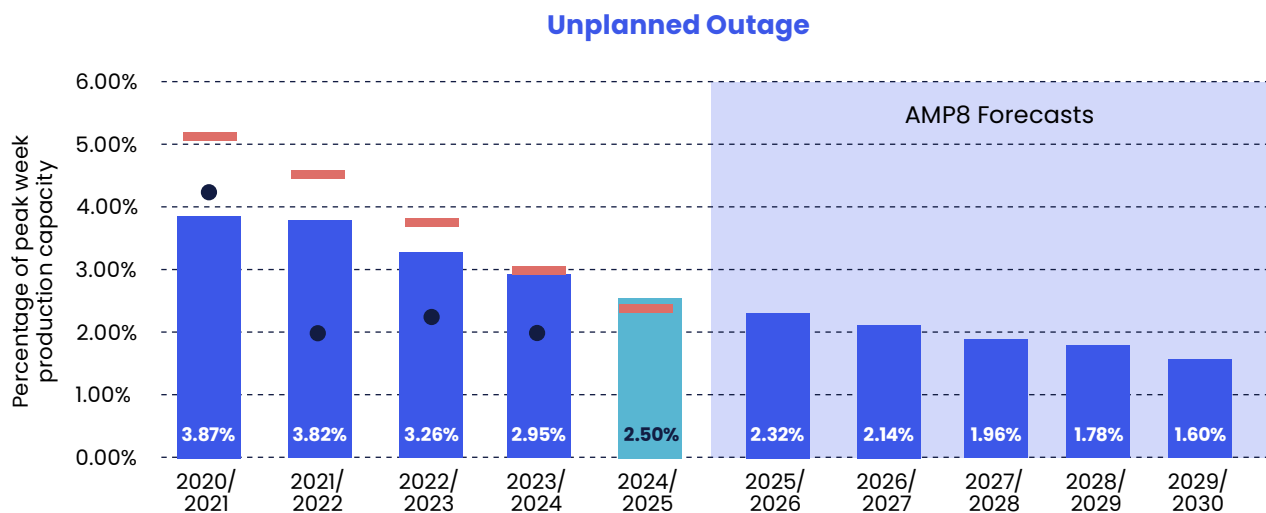


**Key:**

- YW Performance
- YW's Regulatory Target
- Industry Average

## Unplanned Outage

We have met the performance commitment level for unplanned outage throughout this AMP period. Performance for 2024/2025 year to date (to September 2024) is 1.32%. We are currently forecasting to achieve 2.5%, which would continue to show an improvement compared to our previous year's performance, but it would not quite meet the performance commitment level of 2.34%.

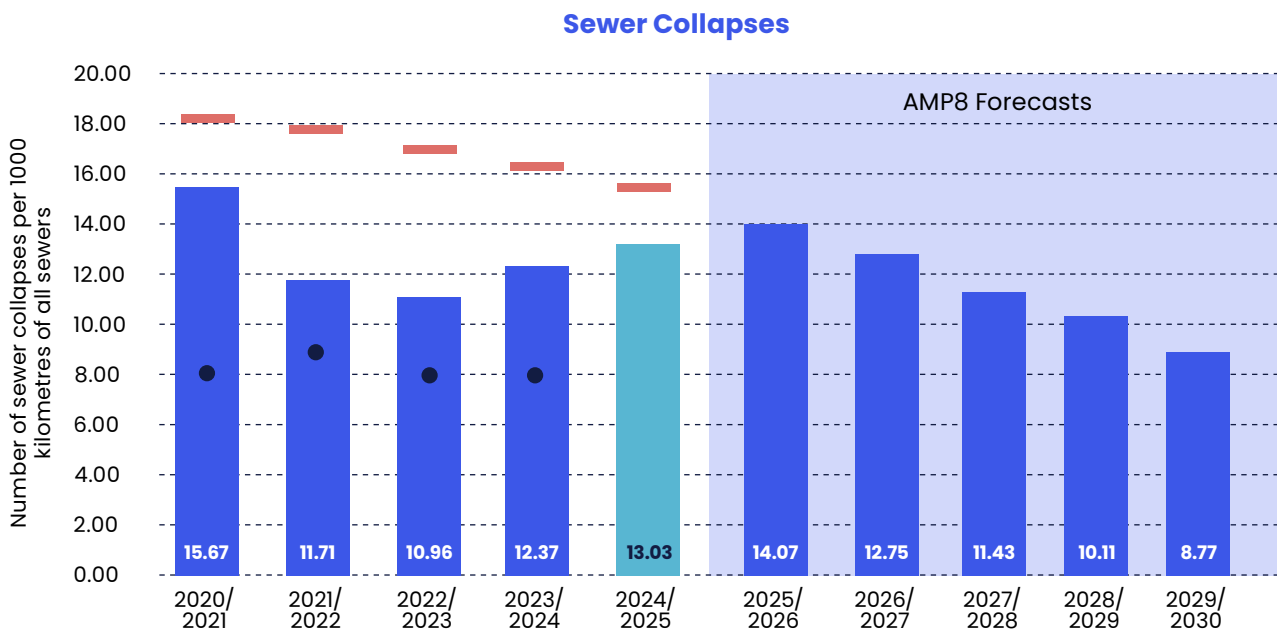


**Key:**

- YW Performance
- YW's Regulatory Target
- Industry Average

## Sewer Collapses

For 2024/2025 year to date (to September 2024) we reported 161 collapses, which is equal to 161 collapses per 1,000km of sewer. We continue to forecast that we will meet our performance commitment level for this year.

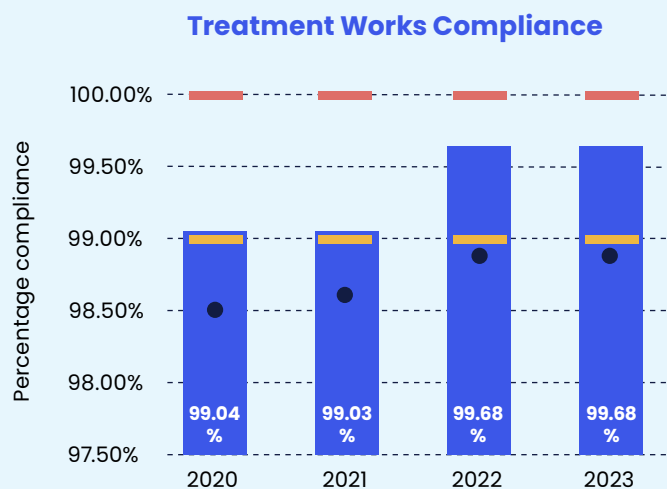


**Key:**

- YW Performance
- YW's Regulatory Target
- Industry Average

## Treatment Works Compliance

For 2024/2025 year to date (to September 2024) we reported treatment works compliance of 99.36%. We continue to forecast that our performance for the year will be within the deadband of our performance commitment level and in line with performance achieved in previous years.



**Key:**

- YW Performance
- YW's Regulatory Target
- Target Deadband
- Industry Average

# Scrutiny, monitoring and reporting on progress





# Role of the Yorkshire Water Board

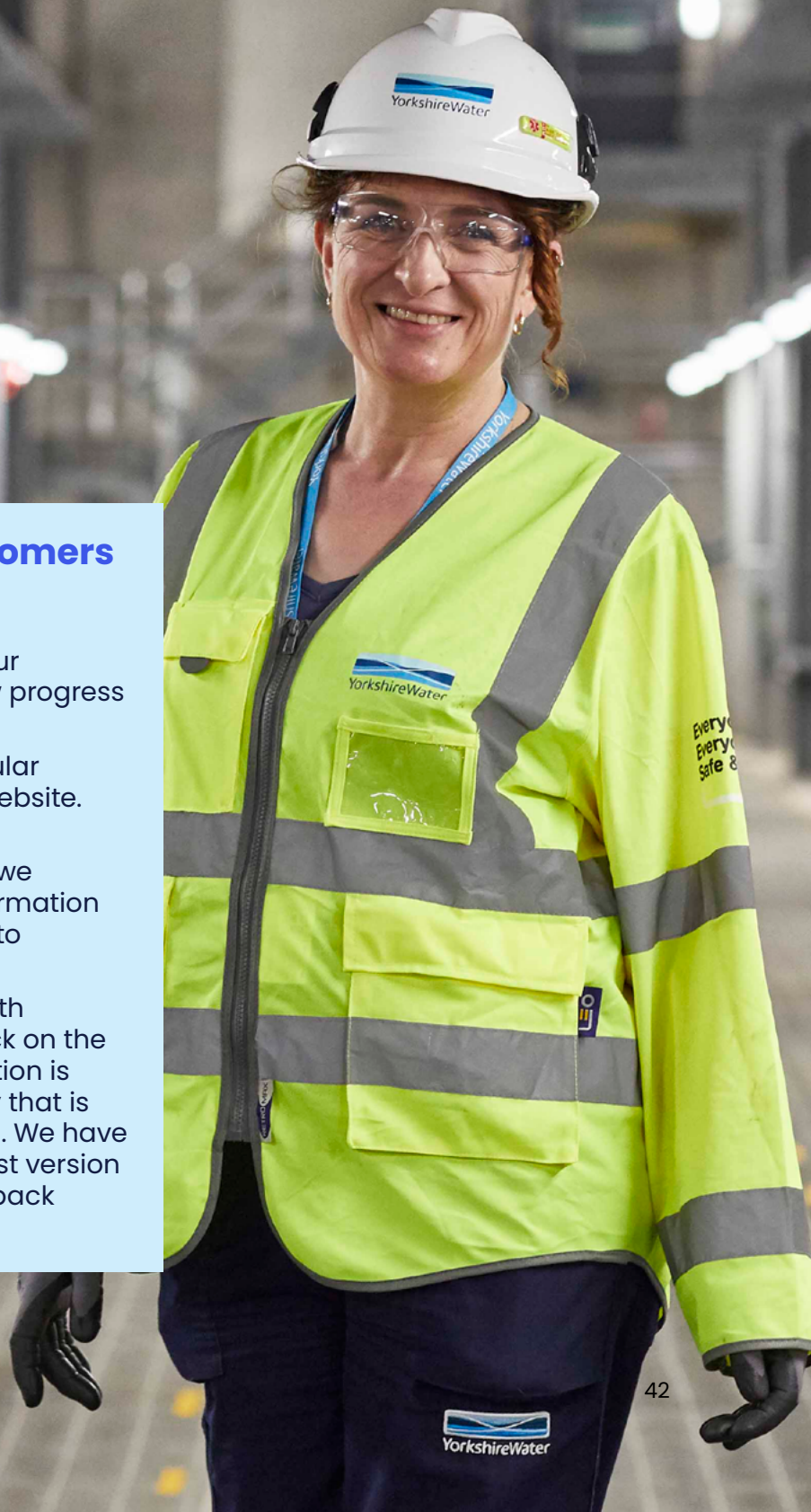
## Scrutiny, Challenge, Review

- The Yorkshire Water Board takes full and collective responsibility and ownership of this plan. The Board has reviewed and challenged the forecasted performance and the action being taken to achieve this. The Board intends this plan to be stretching and ambitious, yet also achievable and realistic.
- Delivery of the action plan and the initiatives will be scrutinised by Board on an ongoing basis as part of receiving regular operational performance updates from the management team.

# Customers and Stakeholders

## Sharing plans with customers and other stakeholders

- We will continue to meet with our regulators as required to review progress against our plan.
- We will continue to provide regular performance updates on our website.
- We welcome feedback on the presentation on our plan since we want to make sure that the information is accessible, clear and simple to understand.
- We shared our previous plan with customers and sought feedback on the presentation to ensure information is presented in an accessible way that is clear and simple to understand. We have taken steps to improve this latest version of our plan in line with the feedback received.



# Glossary



<b>Term</b>	<b>Definition</b>
<b>Annual Performance Report (APR)</b>	A report that we publish each year to show our performance against the promises we have made to you.
<b>Asset Management Period (AMP)</b>	Covered by a water company's business plan. AMP1 refers to the first planning period after the water industry was privatised and this covers the period from 1990 to 1995. We are currently in AMP7, which covers 2020 to 2025.
<b>Board</b>	The Board of Yorkshire Water Services Limited is accountable and responsible for the control of the business, its strategy and its decisions. The Board is accountable for the quality of our information and our publications.
<b>Business Plan</b>	All water companies must produce business plans every five years. The business plans set out what water companies intend to deliver for customers and the environment. These plans must follow a specific process and then be submitted to Ofwat – the water industry's economic regulator.
<b>Customer Side Leakage</b>	Leakage from customer side pipes that form part of our treated water distribution network.
<b>Deadband</b>	Performance level classed as a 'neutral zone' where there is no financial consequence, to account for uncertainty.
<b>Department for Environment, Food and Rural Affairs (Defra)</b>	Defra is the Department for Environment, Food and Rural Affairs. It is a UK government department responsible for safeguarding our natural environment, supporting the food and farming industry, and sustaining a thriving rural economy.
<b>Final Determination</b>	The outcome of a price review setting out water companies' price limits that will operate for a five-year period and the specific outputs that they will have to deliver.
<b>Households</b>	These are properties used as single domestic dwellings (normally occupied), receiving water for domestic purposes which are not factories, offices or commercial premises.
<b>Measured</b>	These are properties where some or all of the charges for supplies are based on measured quantities of volumes.
<b>Non-households</b>	These are properties receiving water for business purposes.
<b>Ofwat</b>	The Office of Water Services, which is the economic regulator of water services in England and Wales.
<b>Outcome Delivery Incentive (ODI)</b>	Outcome Delivery Incentive (ODI) is a collective term for the financial incentives – positive and negative – that Ofwat has applied to the delivery of our five-year plan.
<b>Performance Commitment</b>	The outcomes framework holds water companies to account for the outcomes that customers pay for and incentivises companies to go further where it is in the interests of customers and the environment. We do this by defining performance commitments which measure the level of service provided for a particular outcome.
<b>Price Review (PR)</b>	The price determination process undertaken by Ofwat every five years. Each water and sewerage undertaker submits a Business Plan covering the five-year period for which Ofwat will determine cost and revenue allowances.
<b>Risk</b>	An uncertain future outcome that, if it occurs, will have negative effects on the quality of our publications. A risk is assessed both on the probability of it occurring and on the impact should it occur.
<b>Stakeholders</b>	Customers, independent companies and any other parties who may have an interest in Yorkshire Water's activities.
<b>Unmeasured</b>	These are properties where none of the charges for supplies are based on measured quantities of volumes.

# Thank you for reading



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[yorkshirewater.com](http://yorkshirewater.com)



YorkshireWater