

# A summary of our performance 2020/2021



YorkshireWater

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# Navigating this document

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The contents page links out 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. If you click on one of these links, but then wish to navigate back to the page you were viewing previously, simply click the 'Back' button at the top of the page.

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# Contents

**This report is set out into colour-coded sections to help you navigate the report easily. Click on the section you are interested in on the contents page and it will navigate you to that section.**

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# 1. About us



**Today, every day and forever it's our job to make sure that everyone in Yorkshire has the water they need for their busy lives. And, when they've used it, it's our job to take it away and work our magic returning it safely back to Yorkshire's environment.**

**Water is one of life's most basic essentials and we care deeply about taking care of it in the right way for everyone, all of the time.**

But how we do that really matters; the resources we use and recycle, the way we look after land, our broader support to local communities and the partnerships we develop will make a big difference to getting it right for Yorkshire's people and places.

**Our purpose**

**We're proud to play water's role in making Yorkshire a brilliant place to be – now and always.**

**Our behaviours**

**We own it.  
We're always learning.  
We're better together.  
We have heart.**

**Our vision**

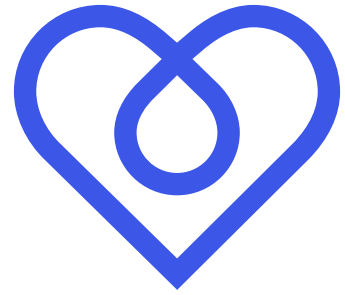
**To put people at the heart of everything we do.**

**Our promise**

**You can rely on us.  
We'll make a lasting impression.  
We'll lead by example.**



# Our vision



To put people at the heart of everything we do

## Our behaviours

### We own it

Every one of us gets what needs to be done and sees it through to the end

### We're better together

By bringing people together we can do amazing things

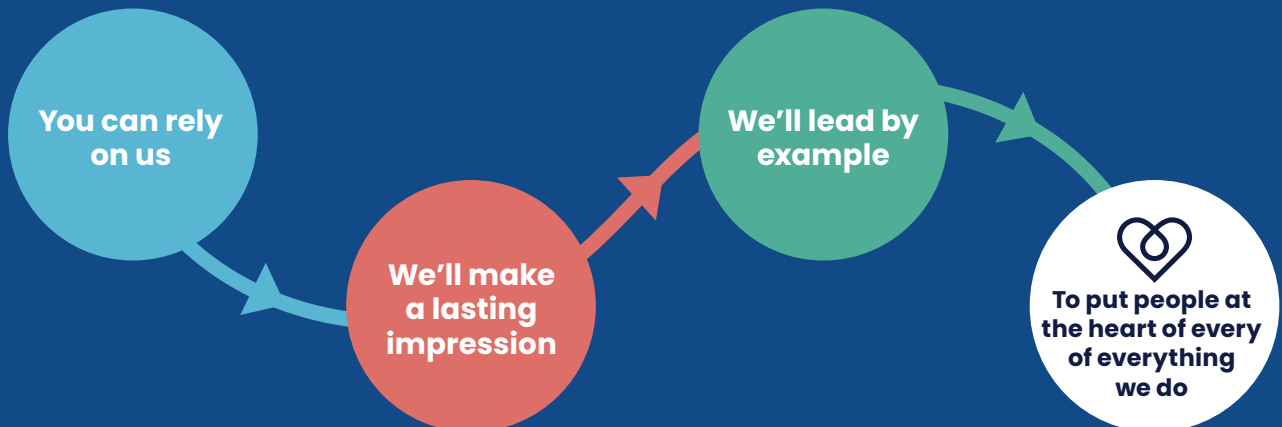
### We're always learning

We're not afraid to try things out, challenge ourselves and others and to share our learning and experiences

### We have heart

We're a Yorkshire company with that true Yorkshire spirit

## Our promise



# What we do



**We provide water and wastewater services to the people of Yorkshire. To do this, we collect 1.3 billion litres of raw water from the environment every day.**

We use energy and chemicals to treat the water so that it's safe to drink. To get the water to where it is needed we use gravity where we can, but we also have to use energy to pump it through 31,600 Km of pipes.

We collect and treat about 1 billion litres of wastewater from homes and businesses (and rainwater that goes into the 52,315 Km of sewers) every day as well. To do this, we use chemicals to help the treatment process and energy to run the treatment plants and pumps.

# What we do

**We provide essential water and wastewater services to the people and businesses of the Yorkshire and Humberside region, playing a key role in the region's health, wellbeing and prosperity.**



Collecting, treating and supplying around **1.3bn litres** of water every day.



**Investing over £1m every day** to maintain and enhance Yorkshire's network of water pipes, pumps and networks.



**Managing 28,000 hectares** of land to protect water quality and enable recreational opportunities.



**Managing £1bn of water bills** every year and providing customer service when it's needed.



Collecting, treating and safely returning to the environment **1bn litres** of water every day.



Recycling nutrients and generating energy from leftover human waste.



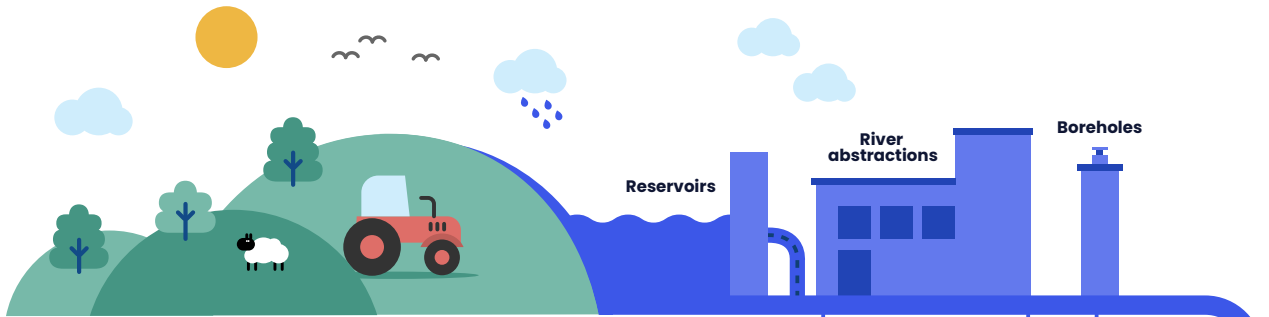
All maintained by around **3,700 employees** using a fleet of over **2,000 vehicles** and increasingly complex technology, delivering for today and planning for the long-term.

**Find out more about what we do here:**  
[yorkshirewater.com/about-us/making-yorkshire-brilliant/](https://yorkshirewater.com/about-us/making-yorkshire-brilliant/)

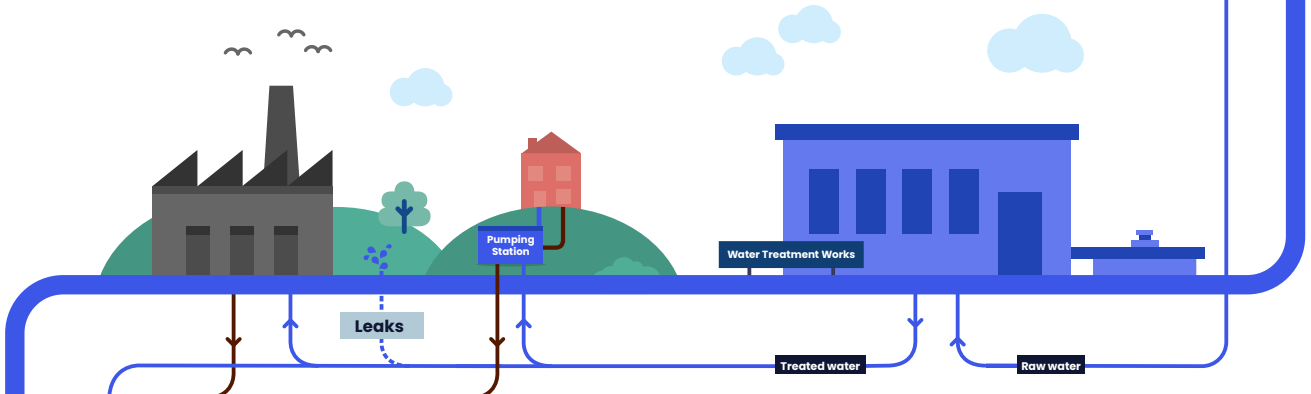


**We're one of Yorkshire's biggest land owners**

**We collect water from three main sources**

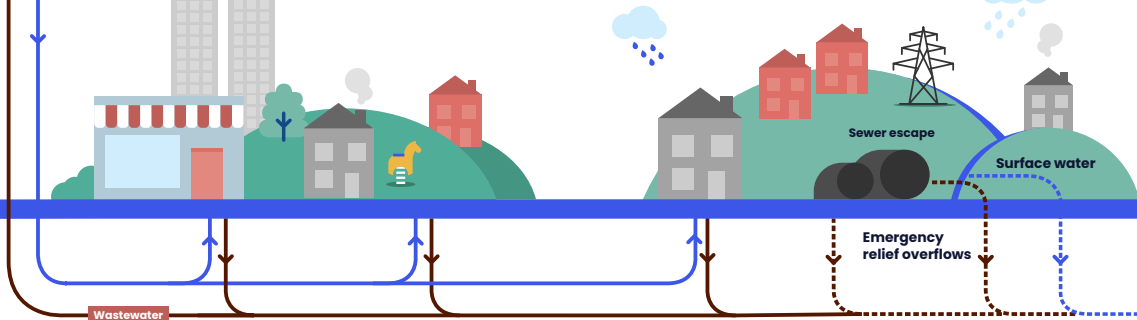


**We manage over 650 water and wastewater treatment works**



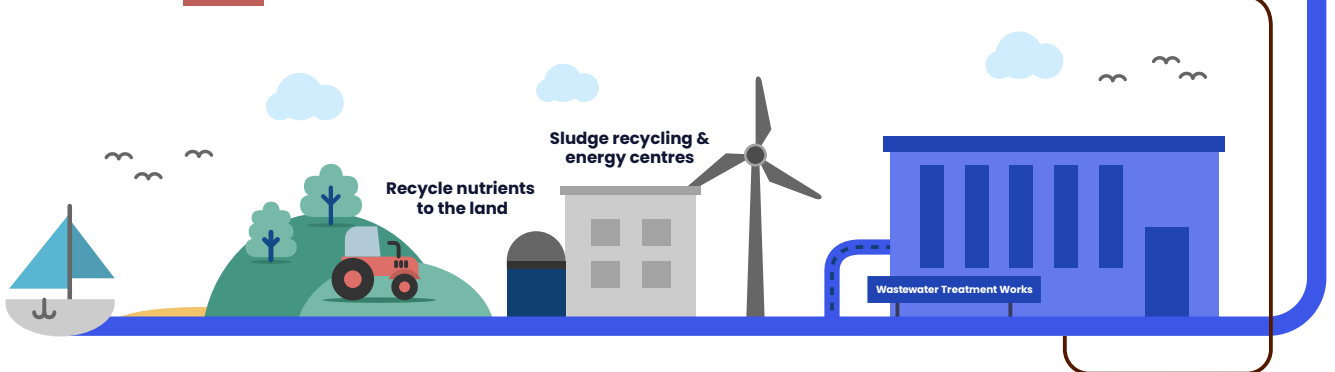
**We supply water to homes and businesses across the county**

**Our customer service team support our five million customers**



**We safely return water back into the environment**

**We collect one billion litres of wastewater every day**



# 2. About this document



### What's in this document?

In this document, we will take you through what our performance commitments are and the process we went through to develop them. We'll then take you through a summary of how we have performed against the performance commitments in 2020/2021 – 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 (APR).

### How do we make sure this document is correct?

It is important to us that our customers and stakeholders (those with an interest in our business) 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. Our board has also provided a statement on accuracy and completeness of data and information in our APR.

### Where you can get more information?

We have created a webpage dedicated to our performance commitments and we update this webpage every three months. Here you can see how we're performing against the performance commitments that matter to you. [yorkshirewater.com/about-us/our-performance](https://yorkshirewater.com/about-us/our-performance)

All of our reports can be found on our reports webpage which can be found here [yorkshirewater.com/reports](https://yorkshirewater.com/reports)

### How you can get in touch with us?

**Email:**  
[publicaffairs@yorkshirewater.co.uk](mailto:publicaffairs@yorkshirewater.co.uk)

**Sending comments via our website link:**  
[yorkshirewater.com/contactus](https://yorkshirewater.com/contactus)

**Or posting them to us:**  
Regulation Department, Yorkshire Water, Livingstone House, Chadwick Street, Leeds, LS10 1LJ

# 3. Understanding our performance commitments



# Before we tell you how we've performed against our performance commitments in 2020/2021, we thought it would be good to introduce them first.

## What are performance commitments and where did they come from?

Our business plan for the 2020–2025 period (known as AMP7) puts our customers at the heart of everything we do. We've engaged with 30,000 customers, and the Yorkshire Forum for Water Customers (an independent Forum which supports Yorkshire water to manage its business in the best interests of its customers), to understand individual lifestyles and how they shape what customers want, need and expect from us. We have listened to customers' aspirations for us and developed a plan that puts excellent and efficient service front and centre of our ambitions.

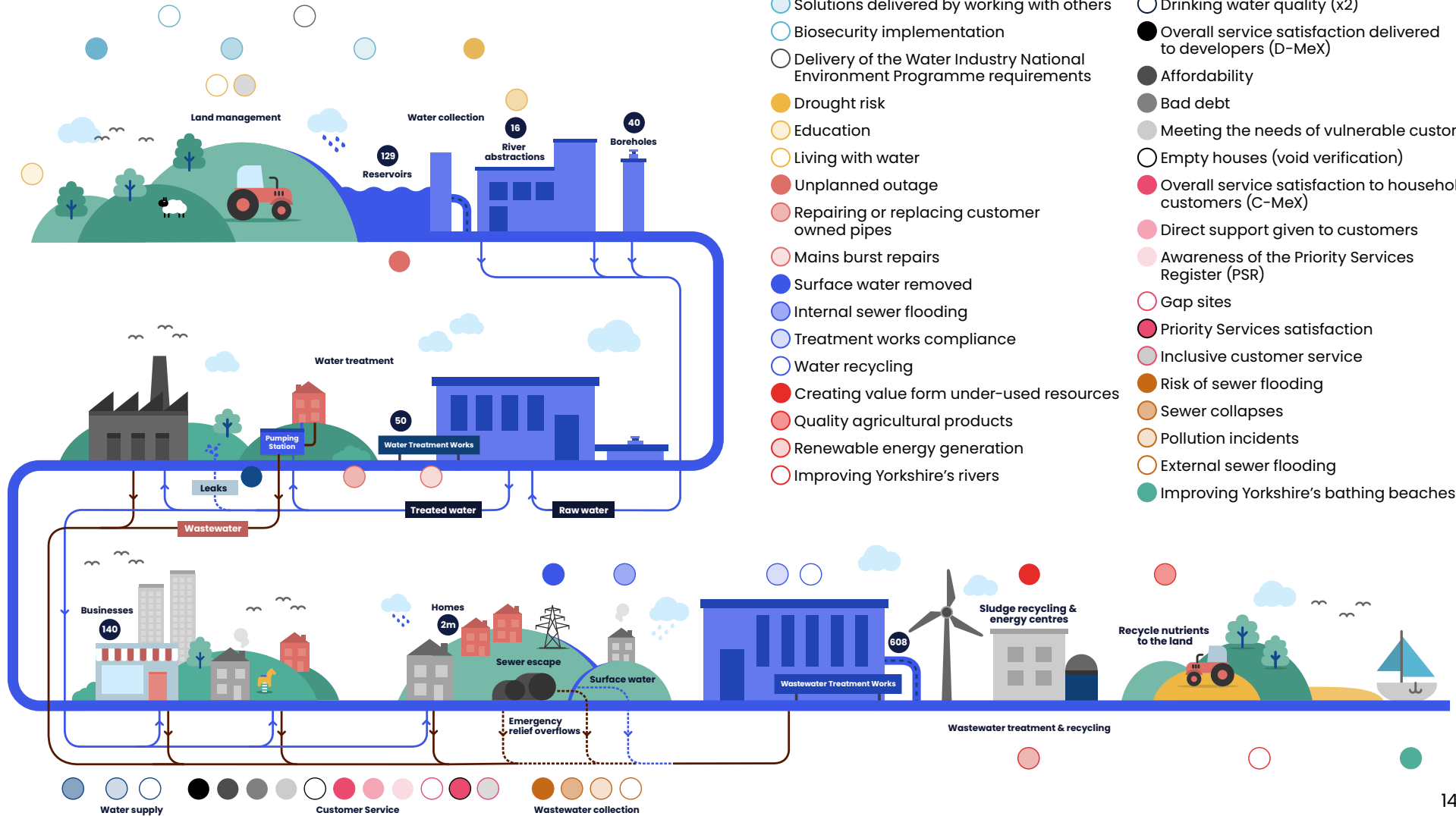
**In response to customer feedback, we developed a package of 44 performance commitments for AMP7 which align with our ambitions and challenge us to change the way we work to meet both customers' expectations and the complex long-term challenges that we face as a business.**

The diagram on the next page shows how these 44 performance commitments cover every aspect of what we do, from water source to sea.

## What happens next?

To make sure that we deliver on these performance commitments, we track and measure our performance and report this information each year in our annual performance report (APR) and here in this performance summary. The APR also provides information on our service levels, costs and financial performance. Whilst the APR provides a comprehensive annual summary, as part of our commitment to transparency, we will also keep you up to date on how we're doing through publishing updates every three months on our performance webpage so you can see our most recent levels of performance. [yorkshirewater.com/about-us/our-performance](https://yorkshirewater.com/about-us/our-performance)

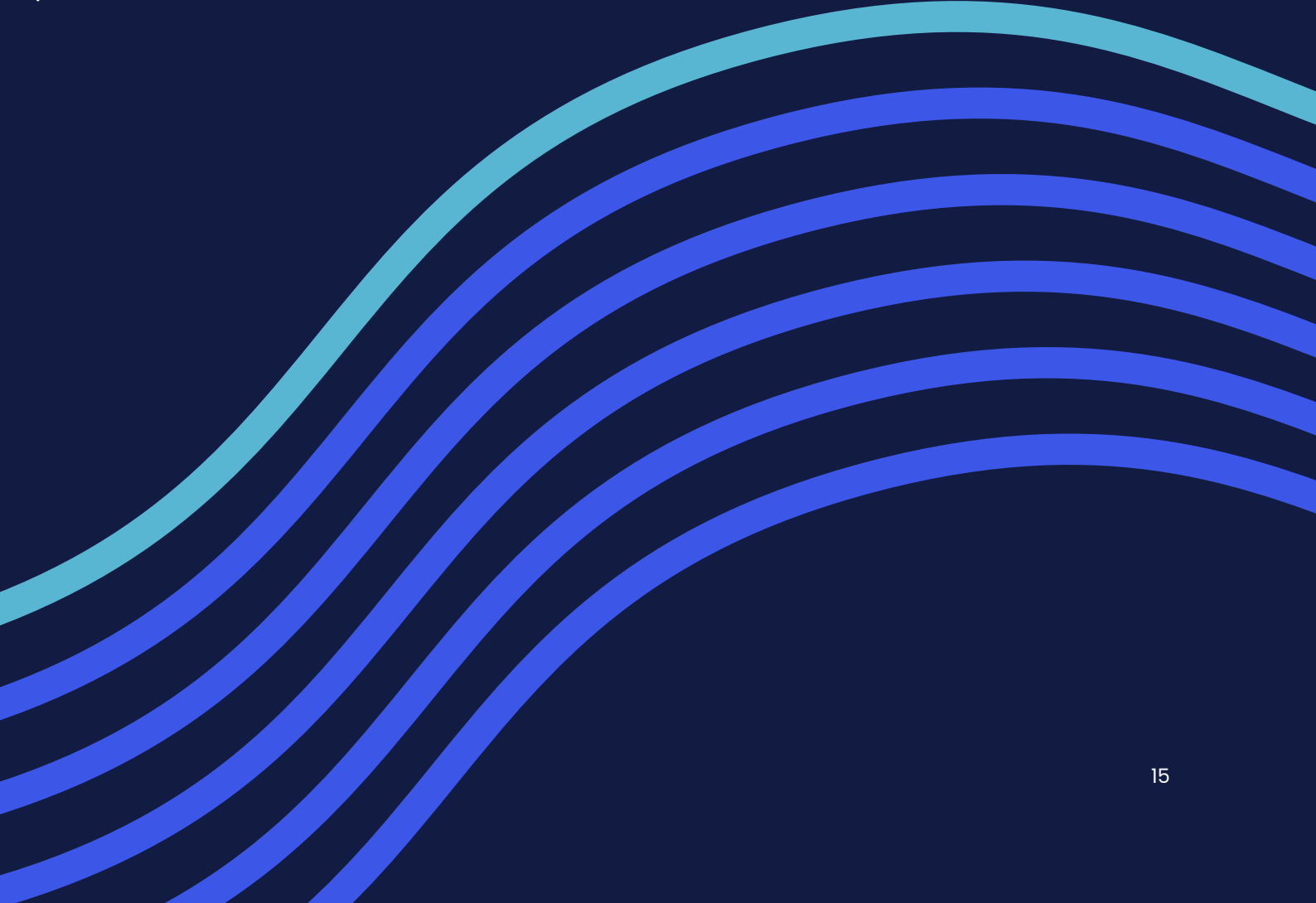
# Our source to sea operation



## Key to our performance commitments

- Reducing our carbon footprint (x2)
- Leakage
- Integrated Catchment Management
- Water usage (per capita consumption)
- Land conserved and enhanced
- Water supply (x3)
- Solutions delivered by working with others
- Drinking water quality (x2)
- Biosecurity implementation
- Overall service satisfaction delivered to developers (D-MeX)
- Delivery of the Water Industry National Environment Programme requirements
- Affordability
- Drought risk
- Bad debt
- Education
- Meeting the needs of vulnerable customers
- Living with water
- Empty houses (void verification)
- Unplanned outage
- Overall service satisfaction to household customers (C-MeX)
- Repairing or replacing customer owned pipes
- Direct support given to customers
- Mains burst repairs
- Awareness of the Priority Services Register (PSR)
- Surface water removed
- Gap sites
- Internal sewer flooding
- Priority Services satisfaction
- Treatment works compliance
- Inclusive customer service
- Water recycling
- Risk of sewer flooding
- Creating value from under-used resources
- Quality agricultural products
- Renewable energy generation
- Sewer collapses
- Improving Yorkshire's rivers
- Pollution incidents
- External sewer flooding
- Improving Yorkshire's bathing beaches

# 4. Summary of our performance



## Performance commitment table

We achieved 29 out of 44 performance commitments this year. The table below summarises the target and actual performance for each performance commitment. On the next few pages, we explain in a little more detail what went well and where we need to improve.

	Performance commitment	Unit	2020/2021 performance achieved	Our target	Commitment met
1	Water quality compliance (CRI)	Numerical CRI score, reported to two decimal places	2.34	0	✗
2	Water supply interruptions	Hours:minutes:seconds (HH:MM:SS) per property per year, reported to zero decimal places	00:07:14	Less than or equal to 00:06:30	✗
3	Leakage	Percentage reduction from 2019/2020 baseline, reported to one decimal place	3.5%	More than or equal to 3.4%	✓
4	Per capita consumption	Percentage reduction from 2019/2020 baseline, reported to one decimal place	-3.4%	More than or equal to 2.4%	✗
5	Mains repairs	Number of repairs per 1000 Km of mains, reported to one decimal place	215.8	Less than or equal to 186.1	✗
6	Unplanned outage	Percentage of peak week production capacity, reported to two decimal places	3.87%	Less than or equal to 5.12%	✓
7	Risk of severe restrictions in a drought	Percentage of population at risk, reported to one decimal place	0.0%	Less than or equal to 0%	✓
8	Priority services for customers in vulnerable circumstances	PSR reach: percentage of applicable households, reported to one decimal place.	3.5%	More than or equal to 4.0%	✗ overall
		Actual contacts: percentage of applicable households, reported to one decimal place.	17.3%	More than or equal to 17.5%	
		Attempted contacts: percentage of applicable households, reported to one decimal place	46.3%	More than or equal to 45.0%	
9	Internal sewer flooding	Number of incidents per 10,000 sewer connections, reported to two decimal places	3.34	Less than or equal to 1.68	✗
10	Pollution incidents	Number of pollution incidents per 10,000 Km of the wastewater network to two decimal places	24.00	Less than or equal to 24.51	✓
11	Risk of sewer flooding in a storm	Percentage of population at risk, reported to two decimal places	5.60%	Less than or equal to 22.20%	✓



	<b>Performance commitment</b>	<b>Unit</b>	<b>2020/2021 performance achieved</b>	<b>Our target</b>	<b>Com- mitment met</b>
<b>12</b>	Sewer collapses	Number of collapses per 1000 Km of sewer network to two decimal places	15.67	Less than or equal to 18.26	✓
<b>13</b>	Treatment works compliance	Percentage compliance to two decimal places	99.04%	100%	✗
<b>14</b>	C-MeX	Score out of 100 to two decimal places	82.78		✓
<b>15</b>	D-MeX	Score out of 100 to two decimal places	62.25		✗
<b>16</b>	Working with others	Number of projects, reported to zero decimal places	7	More than or equal to 3	✓
<b>17</b>	Land conserved and enhanced	Number of hectares to zero decimal places	3,084 hectares	More than or equal to 3,048 Hectares	✓
<b>18</b>	Integrated catchment management	Percentage of catchments to one decimal place	0.0%	More than or equal to 0.0%	✓
<b>19</b>	Length of river improved	Kilometres of river to one decimal place	0.0 Km	More than or equal to 0.0 Km	✓
<b>20</b>	Biosecurity implementation	Number of pathways to zero decimal places	0	More than or equal to 0	✓
<b>21</b>	Operational Carbon	Percentage reduction to one decimal place	3.6%	More than or equal to 2.4%	✓
<b>22</b>	Capital Carbon and carbon arising from owned land	Percentage reduction to one decimal place	71.0%	Measured in year 5	✓
<b>23</b>	Education	Number of hours to zero decimal places	7,076	More than or equal to 20,000 hours	✗
<b>24</b>	Creating value from waste	Millions of pounds to zero decimal places	£3m	More than or equal to £0m	✓
<b>25</b>	Water recycling	Megalitres per day (MI/d) to two decimal places	0.00 MI/d	More than or equal to 0.00 MI/d	✓
<b>26</b>	Affordability of bills	Percentage of customers to zero decimal places	82%	More than or equal to 81%	✓
<b>27</b>	Direct support given to customers	Number of customers to zero decimal places	61,406	More than or equal to 58,000	✓
<b>28</b>	Cost of bad debt	Percentage of the average annual residential bill, measured to two decimal places	3.00%	Less than or equal to 3.23%	✓
<b>29</b>	Priority services awareness	Percentage of customers to zero decimal places	43%	More than or equal to 50%	✗

Performance commitment	Unit	2020/2021 performance achieved	Our target	Commitment met
30 Priority services satisfaction	Percentage of respondents giving a positive response to zero decimal places	91%	More than or equal to 82%	✓
31 Inclusive customer service	Percentage improvement to zero decimal places	24%	More than or equal to 4%	✓
32 Gap sites	Percentage to zero decimal places	19%	More than or equal to 80%	✗
33 Managing void properties	Percentage of household properties classed as void, reported to two decimal places	4.73%	Less than or equal to 4.50%	✗
34 Drinking water contacts	Number of consumer contacts per 10,000 population, reported to one decimal place	10.5	Less than or equal to 11.4	✓
35 Significant water supply events	Number of events to zero decimal places	19	Less than or equal to 14	✗
36 Low pressure	Number of properties to zero decimal places	12	Less than or equal to 14	✓
37 Repairing or replacing customer owned pipes	Number of residential supply pipe repairs and renewals carried out by the company each year to zero decimal places	3,850	More than or equal to 6,882	✗
38 External sewer flooding	Number of incidents to zero decimal places	5,038	Less than or equal to 7,188	✓
39 Bathing water quality	Number of beaches to zero decimal places	16	More than or equal to 18	N/A
40 Surface water management	Number of hectares (Ha) to zero decimal places	1 hectare	More than or equal to 1 hectare	✓
41 Quality agricultural products	Percentage of biosolids sent to agricultural land that achieves Biosolids Assurance Scheme (BAS) certification to zero decimal places	100%	100%	✓
42 Renewable energy generation	Gigawatt-hours (GWh) to zero decimal places	278 GWh	More than or equal to 269 GWh	✓
43 Delivery of water industry national environment programme (WINEP) requirements	Text stating either "met" or "not met"	Met	Met target	✓
44 Living with Water		0	Measured in year 5	✓

## Integrated catchment management

This performance commitment measures the percentage of our catchments where the 'Natural Capital Operator' approach has been implemented.

Target: 0.0% **Result:** 0.0% ✓

For this performance commitment we need to produce three catchment plans that would assist in the prioritisation of investment and activities across drinking water catchments. There were no plans intended for 2020/2021 but work has progressed on identifying the catchments to be worked upon in the next four years and setting up the framework within which the performance commitment will be delivered.

## Land conserved and enhanced

This measures the area of land conserved and enhanced in our region. We do this through land management and biodiversity focused projects and investments.

Target: 3,048 hectares  
**Result:** 3,084 hectares ✓

We're pleased that we've exceeded our target to conserve and enhance 3,048 hectares of land with a reported figure of 3,084 hectares. This performance commitment is made up of four elements, Sites of Special Scientific Interest, Beyond Nature, Local Wildlife Sites and Biodiversity.

## Working with others

This performance commitment measures the number of projects we deliver in partnership with other people, organisations or independent agencies.

Target: 3 **Result:** 7 ✓

Our target for this performance commitment for the whole of AMP7 is to deliver 45 projects. This year alone we've completed seven projects so far and, despite the challenges that COVID-19 has presented to partnership working, we're well on our way to achieving our target of 45.

## Biosecurity implementation

As part of a national drive to reduce the spread of non-native invasive species, this performance commitment looks at our biosecurity interventions that have reduced the risk of that spread.

Target: 0 **Result:** 0 ✓

For this performance commitment we need to deliver against three pathways in years 2, 3, 4 and 5 of AMP7. This means that we don't have to complete any in year 1 and so we will report zero for this year. But we've begun a number of activities which has set us up well to deliver three pathways for 2021/2022.



## Delivery of water industry national environment programme (WINEP) requirements

Part of our investment between 2020 and 2025 will improve our impact on the environment. The Environment Agency tells us what we need to achieve through their Water Industry Environment Programme (WINEP). This performance commitment measures how many WINEP projects we've completed each year.

Target: Met **Result:** Met ✓

Our WINEP programme is one of the largest we've ever delivered, with a value in excess of £700m, and will operate over a five-year period. Originally, there were 89 agreed outputs for the 2020/2021, but a national six month extension was granted to the programme by the Environment Agency due to the impacts of the COVID-19 on construction activities. This has moved the target date for these outputs to September 2021, and we're on track to deliver this.

## Living with Water

This performance commitment is designed to ensure customers receive a minimum level of service for the allowed investment in the Hull and Haltemprice partnership scheme, Living with Water.

Target: Measured in year 5 **Result:** 0 ✓

This performance commitment requires us to deliver a cumulative reduction in internal flooding risk for properties in Hull and Haltemprice through the use of blue-green solutions developed and implemented as part of the 'Living with Water' partnership scheme in the region. No schemes have yet been completed for this performance commitment, therefore there has been no benefit delivered during 2020/2021.

## Risk of severe restrictions in a drought

This performance commitment measures how many of our customers would be at risk of experiencing harsh water restrictions in a 1-in-200 year drought, (on average) over the next 25 years.

Target: 0% **Result:** 0% ✓

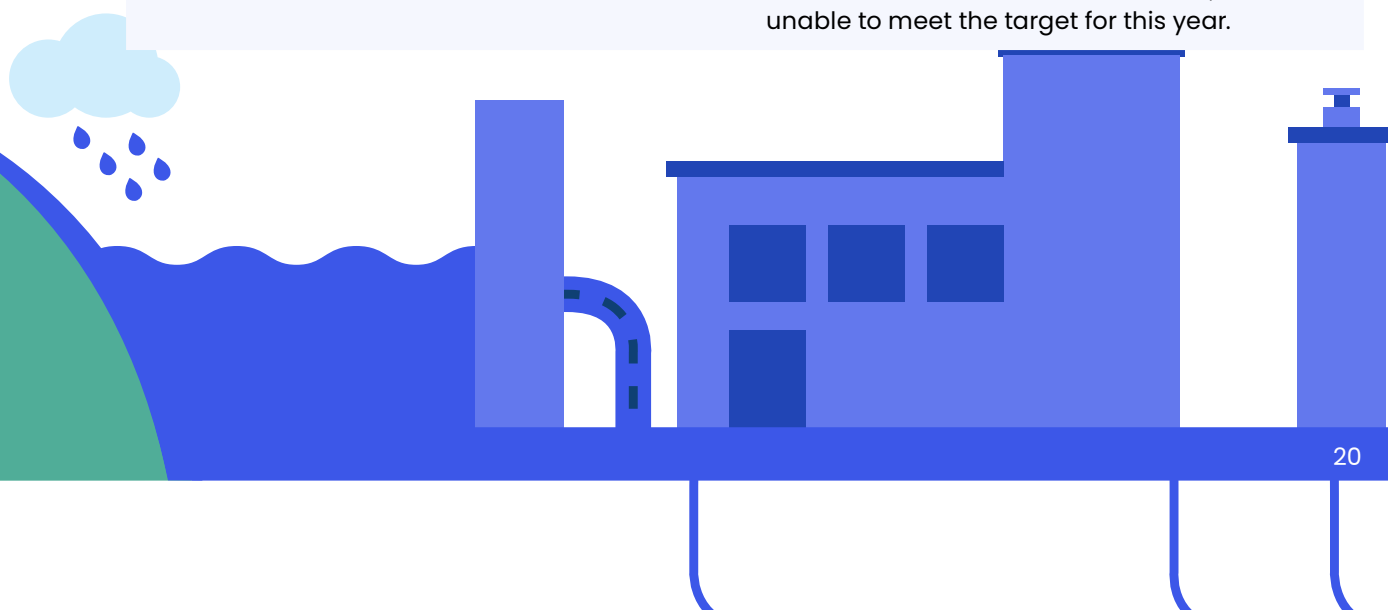
For this performance commitment, we're reporting both in-year performance and as a 25-year average compared to the baseline risk of 12%. For 2020/2021, we're pleased to report that both our in-year and 25-year average figures are 0%.

## Education

This performance commitment measures the number of learning hours that we provide through lessons, workshops, talks, school assemblies and much more.

Target: 20,000 hours  
**Result:** 7,076 hours ✗

The challenges of the COVID-19 pandemic meant that we had to make the difficult decision to close our education centres to protect our operational teams. However, during the year we delivered a range of innovative programmes, reaching over 6,600 young people and customers, but due to several factors outside our control, we were unable to meet the target for this year.



## Unplanned outage

This performance commitment measures the percentage of time our treatment works are down. We want this number to be as low as possible.

Target: 5.12% **Result:** 3.87% ✓

After year 1 of our current AMP we've recorded an unplanned outage at 3.87%. We are pleased that we're below our year 1 target of 5.12%. This has been achieved through increased focus and assurance on our operational and reporting procedures, in addition to the development and successful implementation of several improvement initiatives.

## Mains repairs

This performance commitment measures the number of mains repairs we carry out on our clean water mains network per 1,000 Km. This number doesn't include repairs to communication and supply pipes.

Target: 186.1 **Result:** 215.8 ✗

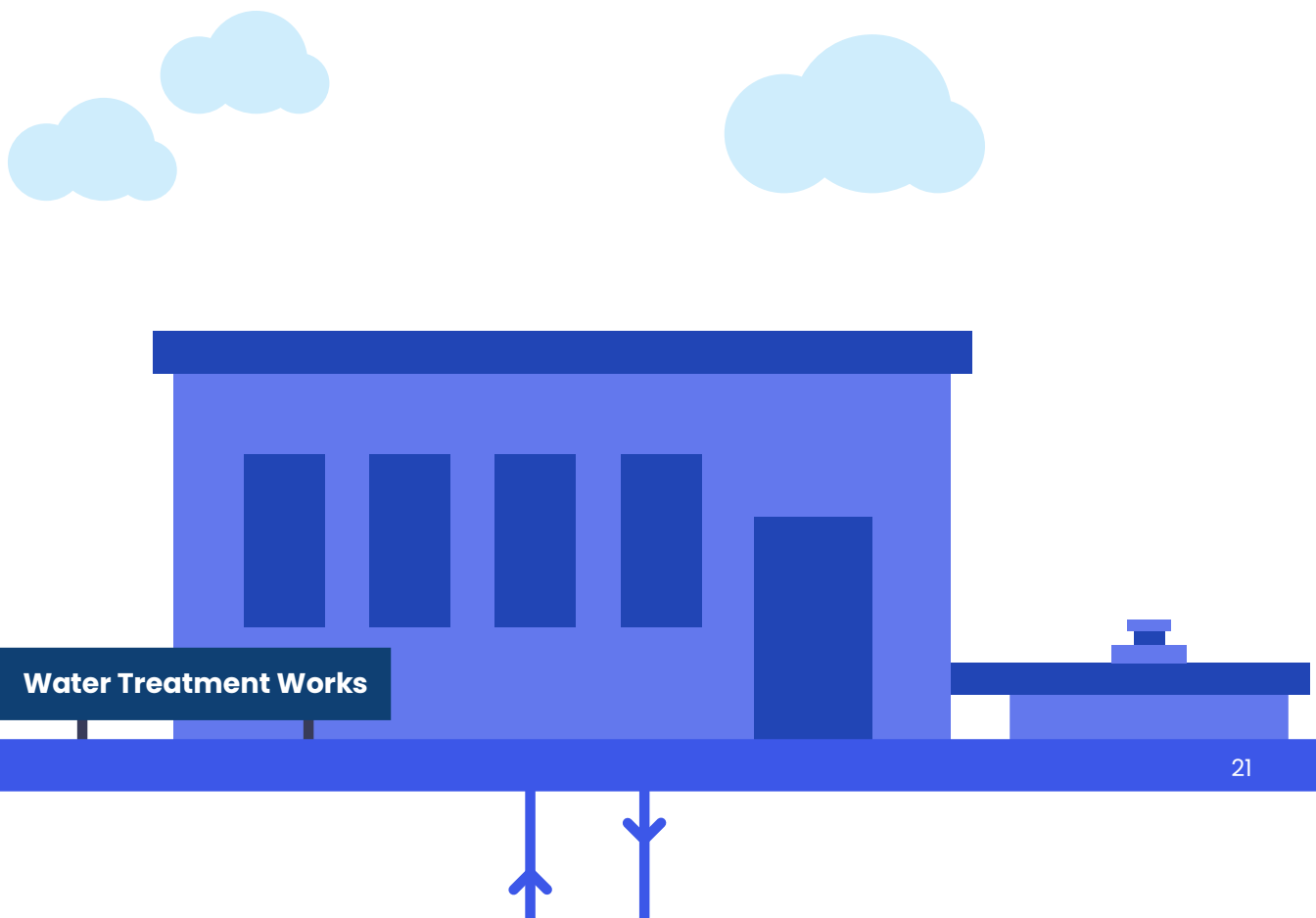
Our target was to make sure we carried out no more than 5,916 mains repairs throughout the year. The cold winter of 2020/2021 resulted in more bursts and leaks on our mains than expected. We're disappointed to report that we repaired 6,907 leaking mains in the last 12 months.

## Repairing or replacing customer owned pipes

This performance commitment measures the number of household supply pipe repairs and renewals we carry out each year for no charge.

Target: 6,882 **Result:** 3,850 ✗

We aimed to repair or replace 6,882 pipes that are owned by our customers. We're disappointed to report that we repaired 3,850 pipes this year which is less than we'd planned. This was partly due to a slow start as a result of COVID-19 and a decision to only enter the boundary of a customer's property in the event of an emergency.



## Leakage

This is a measure of the amount of water lost between our treatment works and our customers' taps. We measure water lost through leaks in megalitres per day (Ml/day) and the number doesn't include water lost inside buildings and homes. Our target is to reduce leakage from the 2019/2020 baseline by 3.4%.

Target: 3.4% **Result:** 3.5% ✓

We're pleased to report that we've achieved our regulatory target for leakage with an in-year outturn of 289.8 Ml/d. This is a 3.5% reduction from our three-year baseline submission. Our largest improvement has been made in the reduction of leakage on our upstream/trunk main network. There's been a 16 Ml/d reduction over the last year and significant improvements in methodology, reporting and leakage detection practices on the trunk main network.

## Per capita consumption

This is how much water the average person uses each day. It's important we use water carefully to make sure there's enough for everyone. This only covers household use and is measured in litres per person per day. Our target is to reduce consumption from the 2019/2020 baseline by 2.4%.

Target: 2.4% **Result:** -3.4% ✗

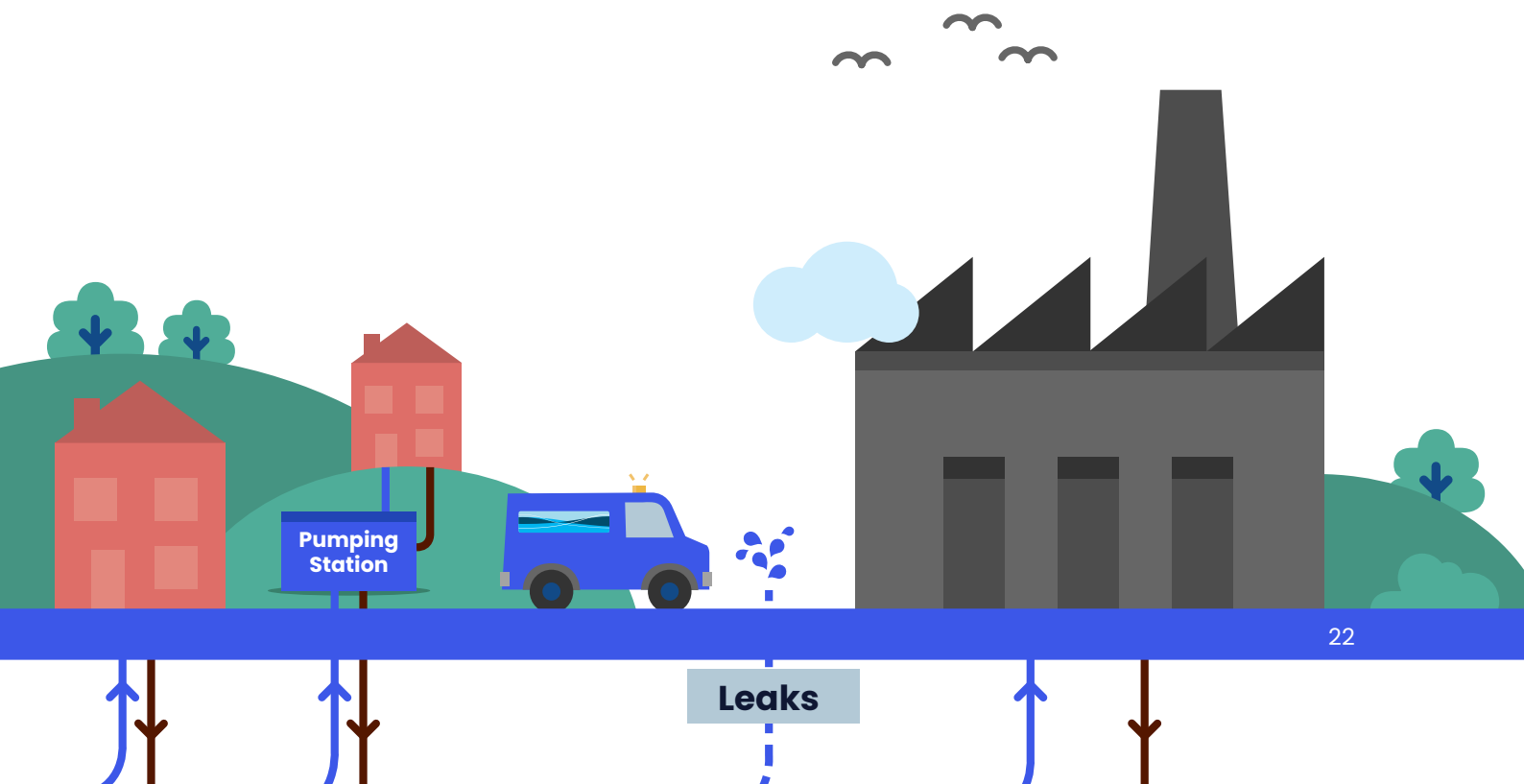
In 2020/2021, our customers used an average of 141.2 litres per person (per day) which is an increase of 13.5 litres since 2019/2020. We've seen that the COVID-19 pandemic has led to significant changes in our customers' water use and travel bans have meant that our customers have spent more time at home. We're disappointed to report that we didn't achieve our target of 125.1 litres per person, and our 3-year rolling performance was 132.5 litres per person.

## Water supply interruptions

This performance commitment measures the average supply time lost per customer (across all of our customers) for interruptions that lasted three hours or more.

Target: 00:06:30 **Result:** 00:07:14 ✗

Interrupting the water supply to customers may be essential to deal with an emergency, or for planned maintenance work, but it's something we aim to reduce as far as possible. We're disappointed to not have met our stretching target of 6.5 minutes water interruptions target, which we narrowly missed by 46 seconds.



### Water quality compliance (CRI)

This measures the quality of our water. We test water samples and the results give us a Compliance Risk Index (CRI) score. A lower score is better, and our score increases with each quality failure at all points in our water supply system.

Target: 0 **Result:** 2.34 ✘

Our aspiration is to achieve zero water quality sample failures and a CRI score of zero. However, no large water company has ever achieved this outcome. Our CRI score in 2020 was 2.5, which was an improvement from 4.7 the previous year. We saw a welcome reduction in the number of times water samples were found to contain iron at a level that can cause discolouration.

### Drinking water contacts

This performance commitment measures the number of times our customers contact us each year because of issues with the look, taste, or smell of their water. This measure is the number of contacts per 10,000 people.

Target: 11.4 **Result:** 10.5 ✔

In 2020, we achieved an outcome of 10.5 contacts per 10,000 population which was better than our performance commitment target of 11.4 per 10,000. Our improved performance has been achieved through specific long-term projects including work to remove historic sediment build up within our mains systems. Year-on-year we're seeing fewer customers impacted by discolouration, which is great news and is helping us meet our performance commitments. The target for this measure reduces every year for the next four years and we plan to improve our performance further.

### Significant water supply events

This performance commitment measures the number of water supply interruptions that last 12 hours or longer. This number includes supply interruptions that are planned, unplanned or caused by a third party.

Target: 14 **Result:** 19 ✘

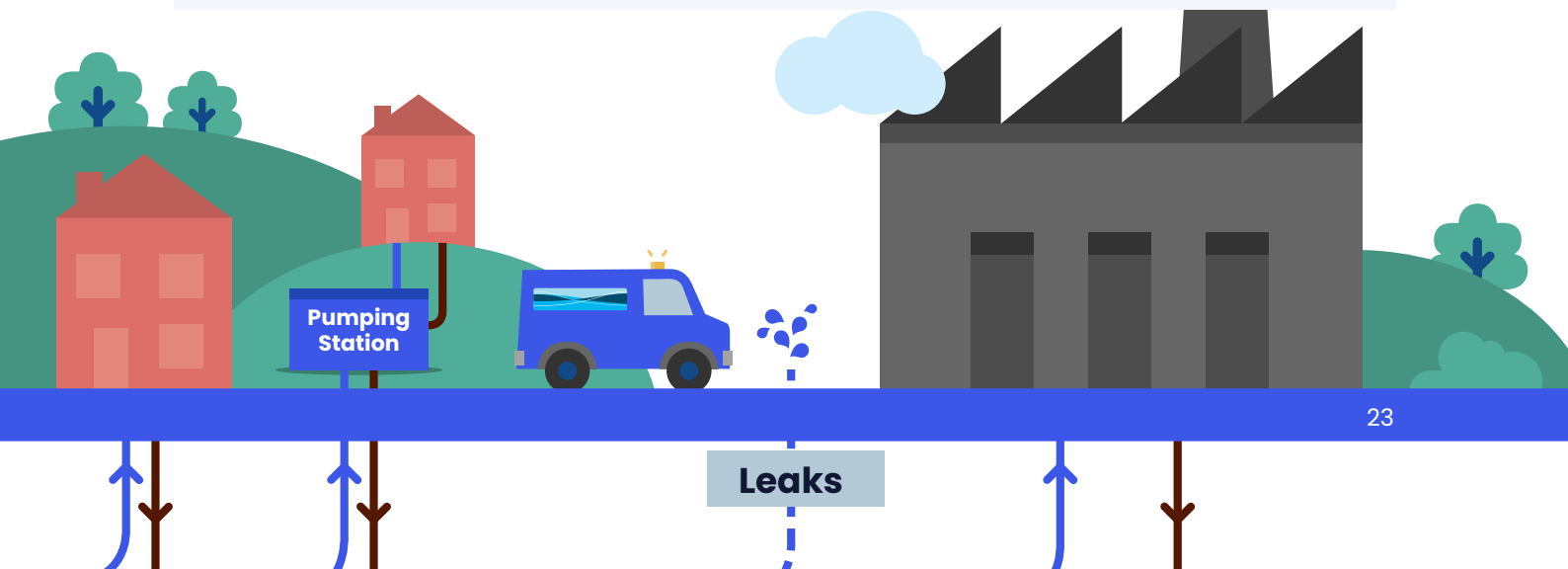
We're disappointed to report that there were 19 significant water supply events in 2020/2021 - five more than our target of 14. Although we have missed that number this year, we're implementing corrective measures to make improvements in our performance over the next five years.

### Low pressure

This performance commitment measures the number of properties getting, or at risk of getting, water pressure below the low-pressure reference level. The low-pressure reference level is a minimum standard set by our regulator, Ofwat.

Target: 14 **Result:** 12 ✔

Our target was to finish the year with no more than 14 properties experiencing low water pressure that's lower than the regulatory standard. We're pleased to report that we ended the year with only 12 properties receiving inadequate levels of pressure.



## D-MeX

D-MeX measures how satisfied our developer services customers are. We're ranked against the other water companies. First is the top spot and 17th is last place.

**Result:** 62.25 ✘

The qualitative measure of this is taken from the D-MeX customer satisfaction survey and the quantitative measure is based on our performance against common Water UK performance metrics. These metrics measure the practical service levels we provide to our developer services customers including the timeliness of the work carried out. Our score for D-MeX is 62.25. We recognise that we need to improve in this area, and we have already embarked on a long-term transformation plan.

## Affordability of bills

We want to make sure our customers get value for money, so this performance commitment measures the percentage of customers who think their water bill is affordable.

**Target:** 81% **Result:** 82% ✔

We are pleased to report that this is above the target of 81% for this performance commitment.

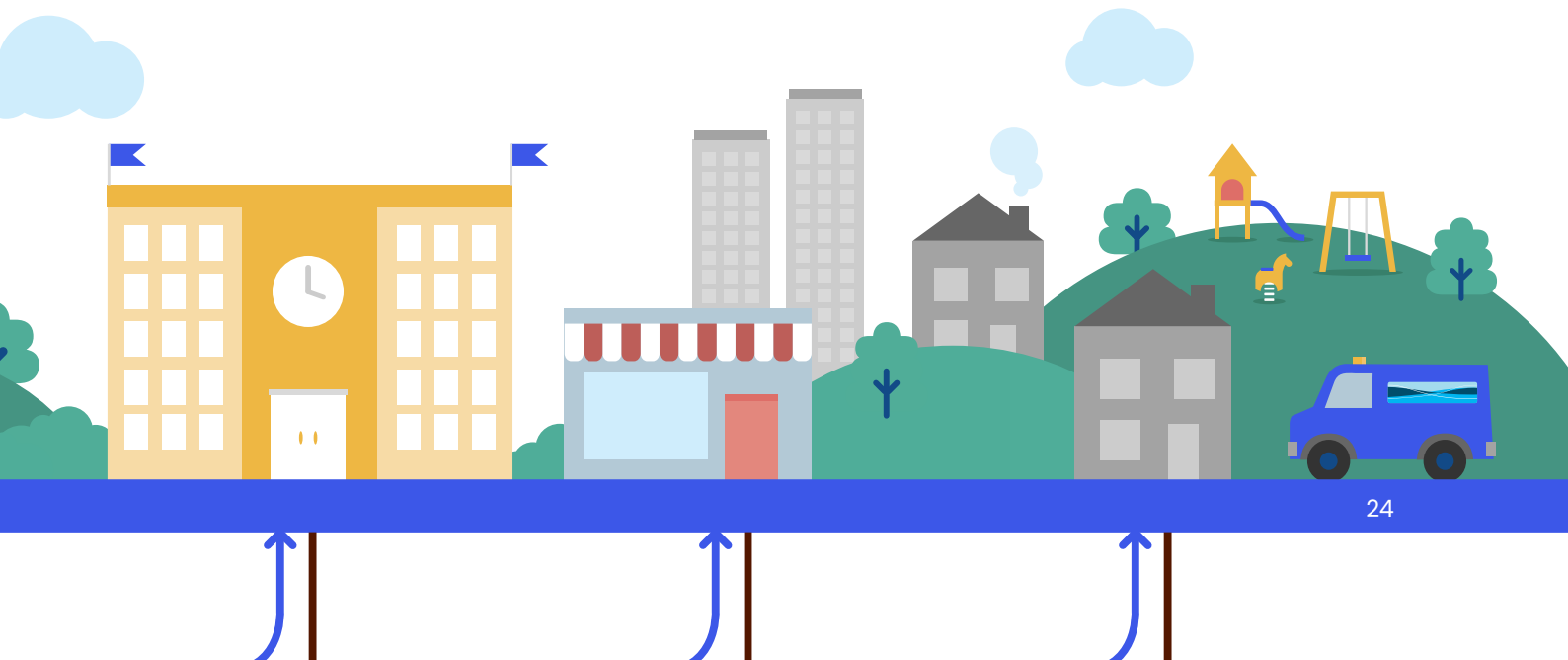
Due to the impact of the COVID-19 pandemic increasing the amount of time our customers have spent at home and the government advice to keep washing hands, we have seen a jump in water consumption which has had an impact on measured customers' bills.

## Cost of bad debt

This performance commitment shows how much bad debt, costs our bill-paying customers. This cost covers interest on revenue that's not collected, debt written off and debt management costs. The cost of bad debt is shown as a percentage of the average annual household bill.

**Target:** 3.23% **Result:** 3.00% ✔

This performance commitment is in place to make sure the cost to customers, of our bad debt, is no more than 3.23% of the average bill. To help minimise this cost, we operate a range of schemes designed to help customers who genuinely struggle to pay their bill. We're pleased to report that we've maintained our leading approach to managing debt, this cost being 3.00% of the average customer bill in 2020/2021.





## Priority services for customers in vulnerable circumstances

Our Priority Services Register offers free extra services for our vulnerable customers who need them. We want to make sure our vulnerable customers are using this service, so this performance commitment measures the percentage of household customers who are getting support through our Priority Services Register.

Reach target: 4.0%

**Result:** 3.5% ✗

Actual contact target: 17.5%

**Result:** 17.35% ✗

Attempted contact target: 45.0%

**Result:** 46.3% ✓

**Overall:** ✗

With 3.5% of our households on the priority services register, we didn't reach our target of 4%, which would have seen us deliver services to all of those customers in need. However, we've still delivered our services to an additional 12,000 customers which is great news, but we know we can do more. We've an additional requirement to check the data of customers who've been on the priority services for over two years. Our performance of 17.3% was slightly below our 17.5% target for making actual contact, but our performance of 46.3% compared with a target of 45.0% for attempted contacts demonstrates our efforts. We needed to achieve all three targets to pass this performance commitment. We're continuing to improve our methods of contacting vulnerable customers to make it easy for them to access our priority services.

## Managing void properties

Void properties are buildings that we believe are empty and we don't bill them, so it's important our records are up to date. This performance commitment measures the number of void household properties as a percentage of the total number of household properties served.

Target: 4.50% **Result:** 4.73% ✗

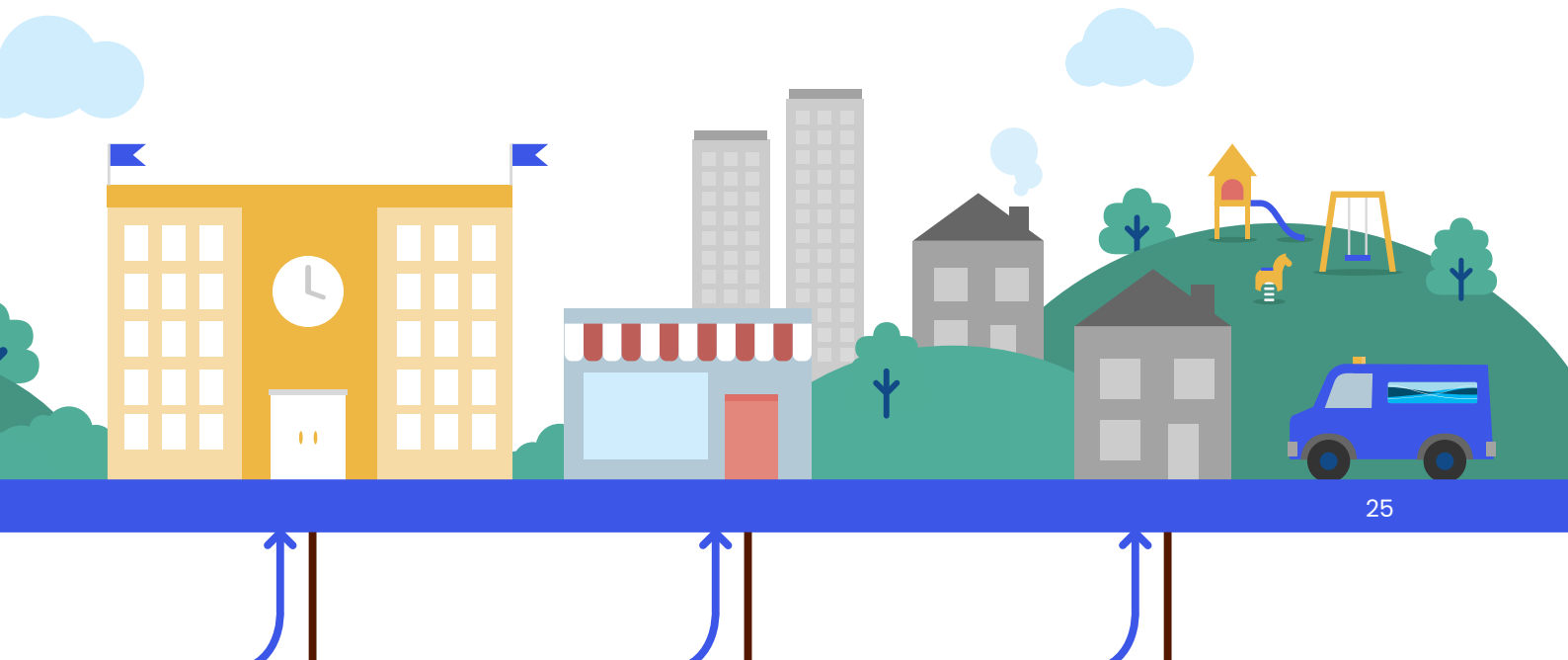
A delay in implementation of improvement activities due to COVID-19 has meant that we didn't achieve our target for this performance commitment. Our performance has, however, improved significantly throughout the second half of the year and we ended the year in a strong position. We've made a number of improvements such as increasing how often we carry out checks on our data and we've increased the number of field visits on void properties.

## C-MeX

C-MeX measures how satisfied our household customers are. We're ranked against the other water companies. First is the top spot and 17th is last place.

**Result:** 82.78 ✓

For 2020/2021, our overall C-MeX score was 82.78 out of 100, resulting in a ranking position of eighth out of 17 companies. For 2020/2021, our Customer Service Survey score was 80.24 (ninth out of 17 companies), and our Customer Experience Survey score was 85.33 (sixth out of 17 companies).



### Direct support given to customers

This performance commitment measures how many household customers get financial support from one of our direct support schemes each year.

Target: 58,000 **Result:** 61,406 ✓

We're pleased to say that we've significantly overachieved on this performance commitment by helping more customers than ever before. Our target was met primarily through growth in our social tariff called WaterSupport. We achieved this by making improvements to the application process and proactive customer engagement making it easier for customers to apply, as well as the implementation of our new support scheme, Direct Support, for customers to pay through benefit deductions.

### Priority services awareness

We want to make sure our customers know this extra help is available, so this performance commitment measures the percentage of household customers who are aware of our Priority Services Register.

Target: 50% **Result:** 43% ✗

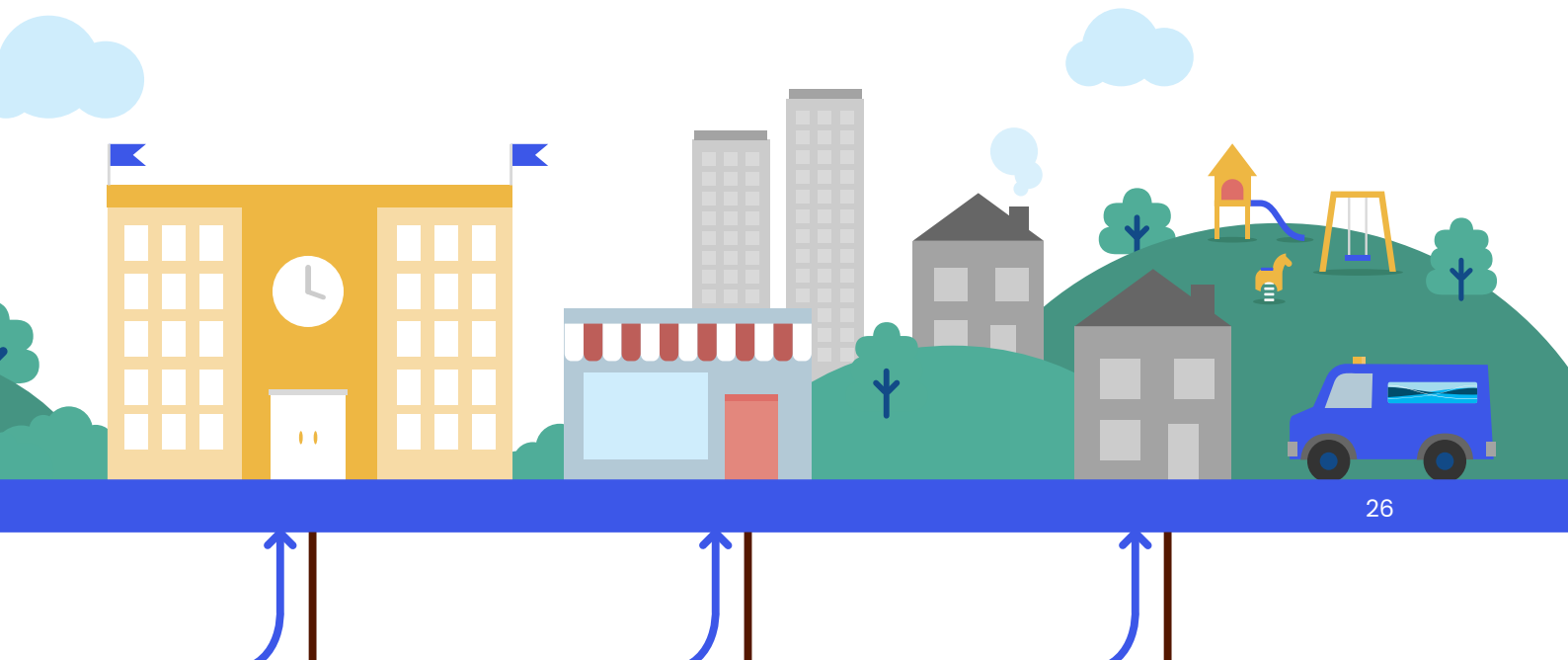
We're pleased to report a priority awareness result of 43% which has increased from last year, but we unfortunately didn't meet our ambitious target of 50%. Last year, we created new images for our social media channels which we've tested with different customer groups to find out which were the most effective. Next year in addition to our existing communication plan, our customer facing teams will be engaging directly with customers to let them know about the priority services that we offer. We're hoping with this initiative we'll achieve our target next year.

### Priority services satisfaction

This performance commitment measures the percentage of household customers on the register who are satisfied with our service.

Target: 82% **Result:** 91% ✓

We've seen a significant increase in our satisfaction over the last year. We're pleased to report that we exceeded our target of 82% with a score of 91% as a result of ongoing work to improve our customer experience for vulnerable people. We have invested in training our colleagues, making it easier for them to talk to customers about their circumstances and needs.



### Gap sites

A gap site is a property that isn't on our billing records and doesn't receive a water bill at the moment. This performance commitment measures the gap sites identified and billed in the last 12 months as a percentage of the total number of gap sites identified.

Target: 80% **Result:** 19% ✘

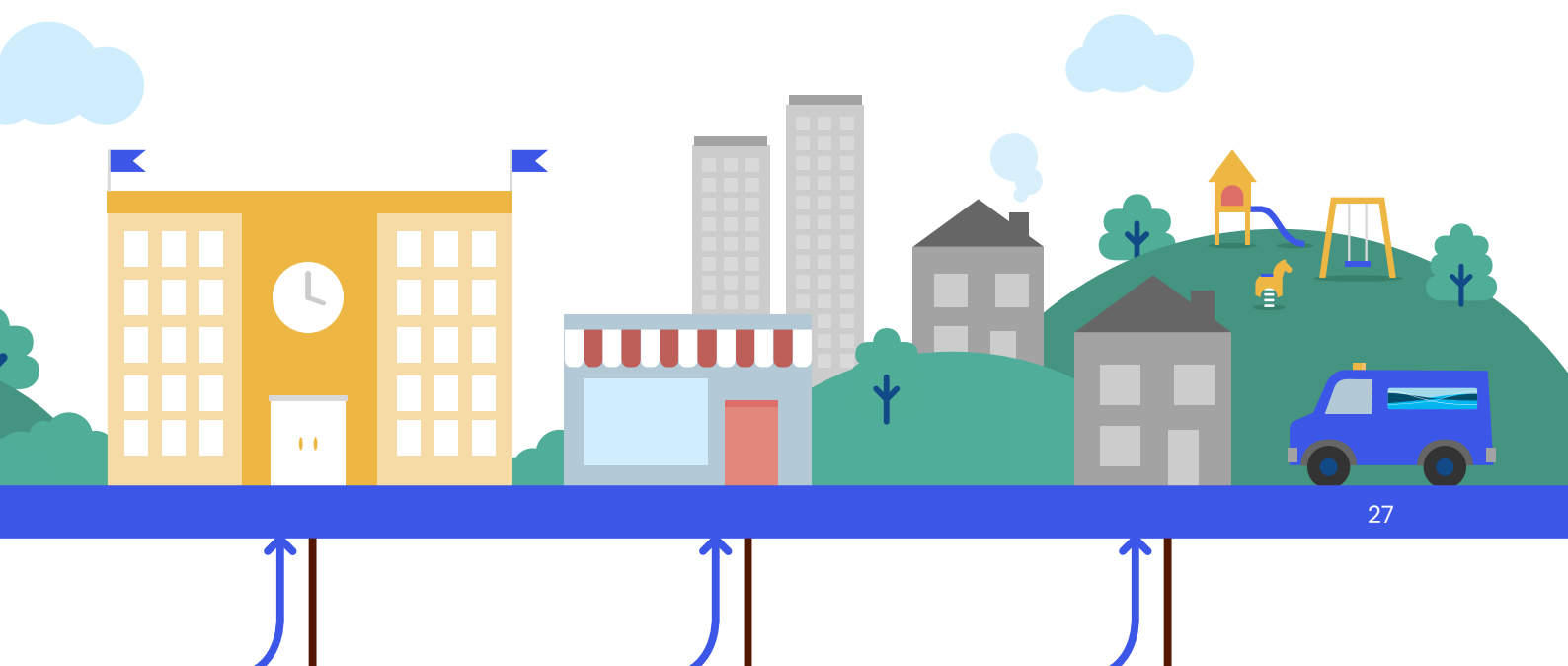
This year we're reporting a figure of 19% against our target of 80% for our gap sites performance commitment. After receiving guidance from our auditors, to comply fully with the written definition (specifically exclusions) within the final determination, we have used a methodology which only includes gap sites that are illegal connections validated by our Developer Services Team.

### Inclusive customer service

To make sure we keep improving, this performance commitment measures the percentage of improvement in the services we offer to our vulnerable customers.

Target: 4% **Result:** 24% ✔

Our measure of inclusive customer service has improved by 24% from our score last year which shows the impact of significant improvements in the service we offer and deliver. We've recently added a new language translation capability for customers and improved the online access to the priority services that we offer. We'll continue to use the insight gathered to make improvements for these customers.



### Surface water management

This performance commitment measures the total area of surface water run-off that's been removed or reduced using blue-green infrastructure solutions or surface water disconnection.

Target: 1 hectare **Result:** 1 hectare ✓

We've achieved our target of one hectare of impermeable surface water removed using blue green infrastructure solutions or surface water disconnection. We achieved this through our contribution to a Sustainable Urban Drainage System (SuDs) project in Sheffield. Removal of surface water from the network via sustainable blue green solutions or disconnection creates additional capacity to mitigate the impact of urban growth and climate change, as well as contributing to a reduction in sewer flooding, pollution and storm overflow operations.

### Internal sewer flooding

This performance commitment measures the total number of internal sewer flooding incidents through the year per 10,000 sewer connections.

Target: 1.68 **Result:** 3.34 ✗

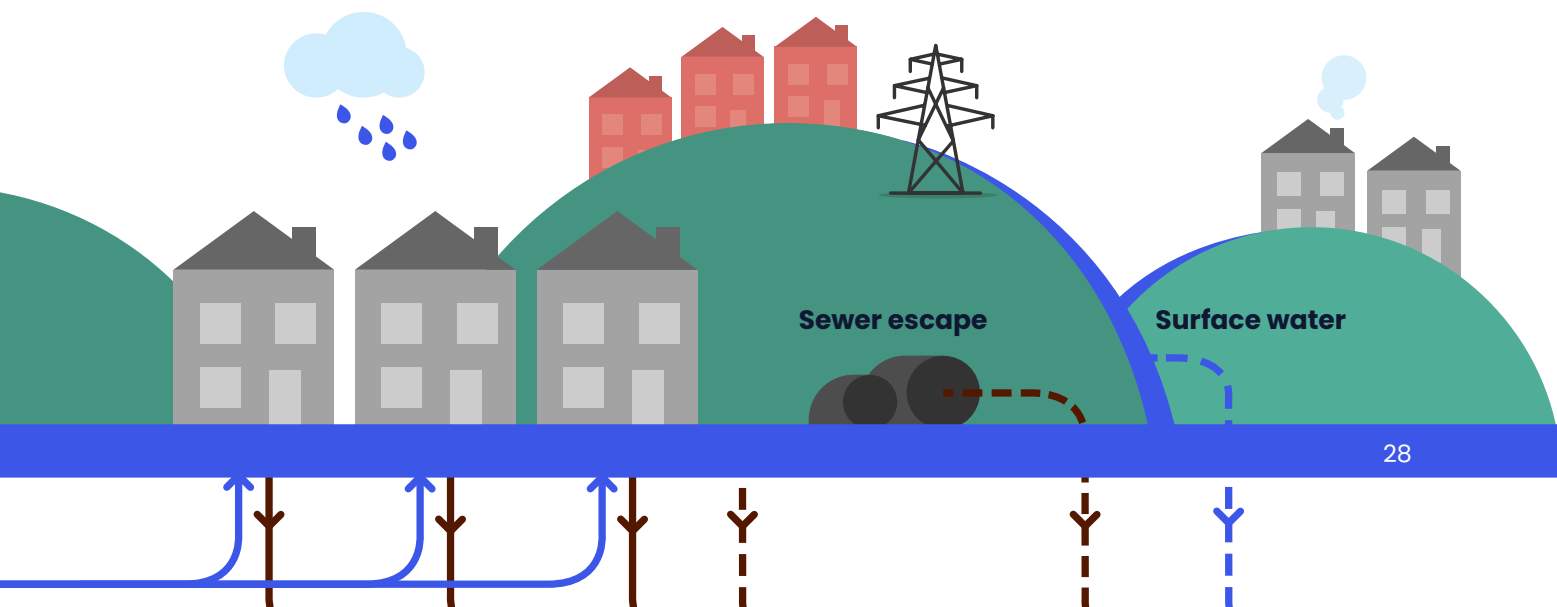
In 2020/2021, we didn't achieve our performance commitment for internal sewer flooding with 778 incidents recorded against a target of 391, however, this was 824 incidents fewer than the previous year. We continue to invest in the region's drainage network and reduce the risk from internal sewer flooding, and we've increased our proactive maintenance of the sewer network in 2020/2021 to remove sewer blockages and maintaining sewer capacity.

### Treatment works compliance

We have permits that control our discharges into watercourses. This performance commitment measures the percentage of our treatment works that comply with their discharge permits. This is a calendar year measure from January to December.

Target: 100% **Result:** 99.04% ✗

We treat and supply around 1.3 billion litres of drinking water each day by operating and maintaining our water treatment works and distribution network. We've achieved over 99% compliance which is our best ever performance against the set of measures within the commitment. Three of our 608 wastewater treatment works didn't meet their numeric discharge permit conditions in 2020/2021, securing 99% compliance. It's our continued aim to achieve high levels of performance and drive towards 100% compliance.



## Water recycling

This performance commitment measures the volume of water we recycle in megalitres per day (Ml/d).

Target: 0.00 Ml/d **Result:** 0.00 Ml/d ✓

This performance commitment was developed to engender a culture of water conservation and to reduce water wastage. We remain committed to these principles, but in line with our customers priorities, over the next year we're focusing our resources on achieving this through leakage reduction. However, we'll make sure that where there are opportunities to reduce water wastage through our interventions to achieve other service commitments, we will pursue these too.

## Risk of sewer flooding in a storm

This performance commitment measures how many of our customers would be at risk of internal sewer flooding from a 1 in 50-year storm, based on modelled predictions.

Target: 22.20% **Result:** 5.6% ✓

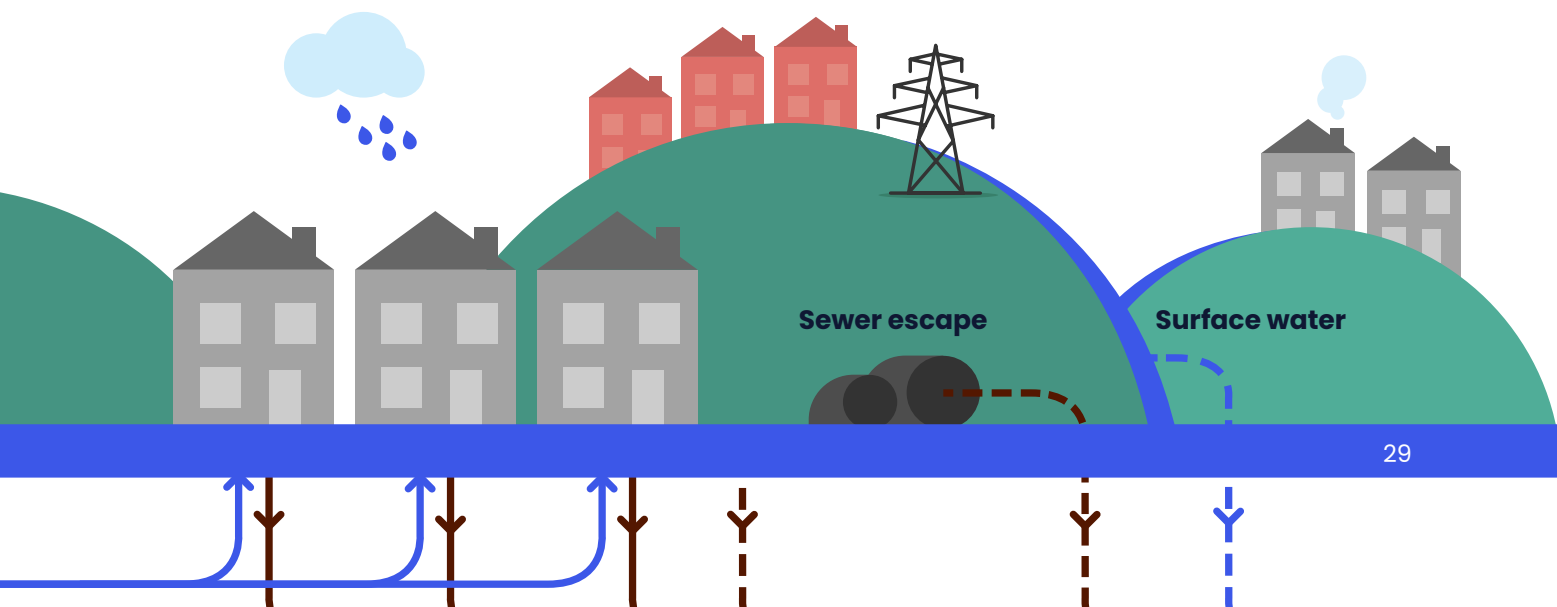
We're pleased to report a reduction in risk of sewer flooding from 19.73% to 5.60%. This reduction isn't related to real changes in flood risk, but due to an improvement in our methodology, which involves alignment with our Drainage and Wastewater Management Plans, using more precise flooding predictions and improved rainfall data. This represents a more accurate way of calculating this performance commitment and fits in with the latest industry standards outlined by Water UK.

## Sewer collapses

This performance commitment measures the number of sewer collapses that affect our customers' supply or the environment, per 1,000 Km of our sewer network.

Target: 18.26 **Result:** 15.67 ✓

We're pleased to report a figure of 15.67 sewer collapses per 1,000 Km, which exceeds our target of 18.26. Through our proactive sewer maintenance programme, we're improving performance of the network for both pollution and sewer flooding performance by identifying issues and resolving them before they've an impact on our customers or the environment.



## Pollution incidents

This performance commitment measures the number of pollution incidents caused by our wastewater assets, for every 10,000 Km of our wastewater network. This is a calendar year measure from January to December.

Target: 24.51 **Result: 24.00** ✓

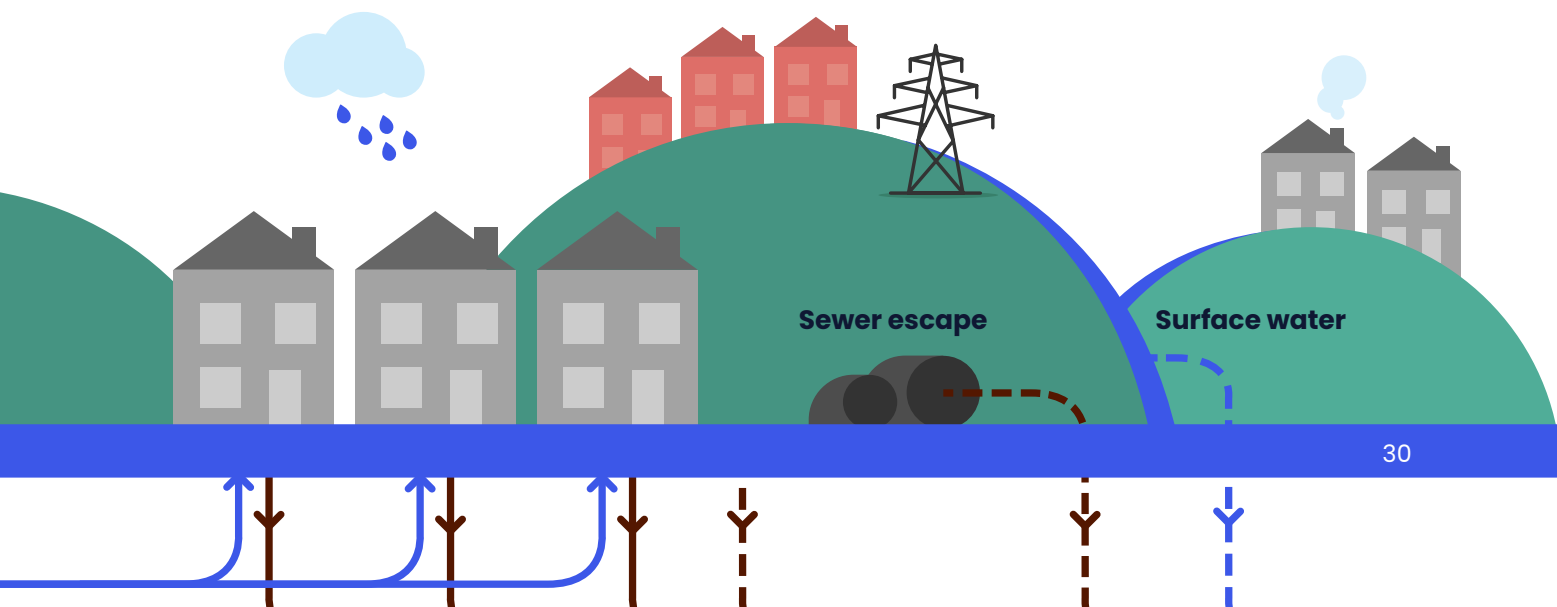
The Environment Agency class serious pollution incidents as category 1 or 2. Other (or minor) pollution incidents are classed as category 3. The number of category 3 pollution incidents in 2020 has meant we delivered on our performance commitment (125 incidents versus a target of 128 or fewer). However, we're disappointed that we're above target for category 1 and 2 incidents with three against a target of zero. Although this is an improved position from 2018 and 2019, we recognise the need to go further and we're working to achieve the ambitious performance commitment in AMP7.

## External sewer flooding

This performance commitment measures the total number of external sewer flooding events through the year.

Target: 7,188 **Result: 5,038** ✓

We know that sewer flooding is one of the worst things our customers can experience from our activities and we continue to work hard to prevent this happening. In 2020/2021 we've met our commitment for external sewer flooding. We continue to play our part in managing flood risk by providing a public drainage network and collaborating with other flood management agencies to support a joined-up approach to both short-term incidents and long-term plans.



### Creating value from waste

In our drive to reduce waste and recycle everything we can, this performance commitment measures the extra environmental, social and financial benefit (in £m) we create from our resources that are under-used or classed as waste.

Target: £0m **Result: £3m** ✓

We're pleased that we've exceeded our target of £0m for this year with a reported performance figure of £3m. This value was generated from a series of initiatives, including a new innovation partnership to reduce the cost of wastewater sludge treatment, and income from the sale of non-operational company land.

### Renewable energy generation

This performance commitment measures the amount of energy we've created from our biogas, in gigawatt-hours.

Target: 269 GWh **Result: 278 GWh** ✓

This year we achieved our renewable energy generation target. We've also refurbished our digesters and installed an additional combined heat and power plant at our Dewsbury site.

### Operational Carbon

As part of our drive to reduce carbon emissions in the UK, this performance commitment measures the drop in net operational carbon equivalent emissions compared to our performance in 2019/2020. This includes any greenhouse gas emissions created by our day-to-day operational activities like the electricity we use, fuel we put into our vehicles and emissions created when we treat our water and sewage. We report our progress in tonnes of carbon dioxide equivalent emissions and a lower number is better.

Target: 2.4% **Result: 3.6%** ✓

Our performance each year is measured against a baseline year of 2019/2020, during this year our footprint was 91,259 tCO<sub>2</sub>e and we've targeted a reduction to our emissions by a minimum of 2.4% per annum. This is the first year of reporting against the baseline and our verified emissions for 2020/2021 were 87,948 tCO<sub>2</sub>e. We're pleased that we've beaten our target and reduced emissions by 3.6%.



### Bathing water quality

This performance commitment measures how many of our bathing waters meet or exceed the European Union Bathing Water Directive water quality requirements.

Target: 18 **Result:** 16 N/A

The monitoring of bathing waters in England was severely impacted by the restrictions of the COVID-19 pandemic. As a result of this, DEFRA announced in December 2020 that bathing water quality in England wouldn't be classified for the year 2020. This means that there isn't any data available to report against the bathing water performance commitment.

### Length of river improved

We're working hard to improve river water quality and this performance commitment measures the length of river we've improved each year, from 2020 to 2025.

Target: 0.0 Km **Result:** 0.0 Km ✓

River improvement is an on-going project, and because we're still in the early stages of this project, our target for this year is zero. The majority of our river length improvements have now started, and we expect to achieve our targets in each of the individual years.

### Capital Carbon and carbon arising from owned land

This performance commitment measures the drop in carbon emissions from the delivery of our capital investment programme and the carbon emissions that come from land we own.

Target: Measured in year five

**Result:** 71% ✓

We've successfully completed our external verification of our carbon accounting approach and taken on board the recommendations to improve. These improvements will be built into our system to fully embed low carbon thinking into our capital projects and solutions. We're currently on track to meet our AMP7 target of a 23% reduction in embedded carbon.

### Quality agricultural products

This performance commitment measures the percentage of overall biosolids sent to land that meet the Biosolids Assurance Scheme (BAS) accreditation.

Target: 100% **Result:** 100% ✓

When we treat your sewage, we produce a waste product usually known as sludge. This sludge is treated to produce biosolids for recycling. The biosolids that we produce must meet a national standard which checks the processes and product quality used in biosolids. This is independently audited each year through an assurance scheme called the Biosolids Assurance Scheme (BAS). 100% of our biosolids recycled to agriculture met this standard.





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