

# Risks, Strengths & Weaknesses Statement

January 2017

It's part of our  
Blueprint for Yorkshire



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## Foreword

The Board of Yorkshire Water is committed to delivering the best possible service to customers and protecting the natural environment, all for a price people can afford.

In 2015 we agreed seven outcomes with our customers, supported by 26 performance commitments. Your water bill pays for the successful delivery of those outcomes and commitments, underpinning the service we deliver, so it's right that we should report to you on how we're doing in delivering on our commitments. It's very important that you can trust what we do and have confidence in the information we publish.

It is important that we know what you think, and how well we are doing, and so we consult with you about the risks, strengths and weaknesses in the information we publish. To make sure we know what you think we have gathered the views of our household customers, businesses, customer advocacy groups, financial bodies and regulators.

Your feedback tells us that we have not done enough and there are improvements we need to make. We need to make sure that our information covers what you want and need to know, is easy to find, easy to read, accurate and trustworthy. We've had feedback from Ofwat, our economic regulator, identifying five areas where we failed to meet the minimum standards of accuracy, breadth of reporting and transparency expected of us and it has placed us in the lowest category of assurance, termed "prescribed".

We are very disappointed by this categorisation of our performance; this is not what we expect from ourselves. You can be assured that we are fully committed and have the plans in place to deliver improvements in the assurance and transparency of our information so that you can have complete confidence that we are delivering our commitments to you.



Chief Executive Officer  
Yorkshire Water Services Limited  
January 2017

# 1. Summary

Each year we publish information about the services we deliver, the charges we levy and our performance in meeting our commitments to you. This year we know we have not shared this information as well as we should have from the feedback we have received. We know that our information must be what customers and stakeholders want and need to know, is easy to find and easy to read. You need to be assured that all the information is accurate and reliable so you can have confidence and trust in what we publish. This document shares with you what we have heard, what we plan to do to improve and how you can have your say on those plans.

We provide vital services to all of our customers and play a significant role in protecting the environment. It is very important that you can see how well we are delivering those services for the money you pay.

The information we publish about our performance tells you how well we are doing against our promises. If we do not get the way we assure, present and publicise our performance information right then we risk losing your trust and confidence.

Every year we consult with all of our customers and stakeholders about the information we publish. This lets us know if we are getting it right. This year we have heard back that we need to significantly improve. Our customers told us we sometimes use jargon and that our reports can be hard to understand. Our economic regulator Ofwat told us that we have not met its expectations.

To assess how well water companies present their data to customers and stakeholders Ofwat uses a process called the company monitoring framework. Each year Ofwat assess all of the water companies against the framework and place each company in one of three categories: self-assured, targeted or prescribed.

After assessing company performance for data provided in 2015/16, Ofwat concluded that Yorkshire Water was to be placed in the 'prescribed' category due to a pattern of concerns over accuracy and shortcomings in transparency. This is very disappointing for us; it means that we have not provided Ofwat with sufficient confidence about how we deliver, monitor and report our performance, indicating that we are not fully meeting the needs of our customers and stakeholders in this area.

We have heard what you have said to us and this document is the first step for us to get it right. In this document we will tell you:

- who we have heard from and what they said,
- what the results of our own assessment have told us,
- the immediate actions we have taken to improve, and
- the key elements that we will put into our draft assurance plan.

It is very disappointing for us to know that we have not delivered to the right standard and we have already taken some immediate actions to address the specific feedback we have received.

To ensure we get it right next time, and every time, we are looking more broadly at how we identify risks, how well we are sharing information with you, and how effective we are at making sure we are meeting everyone's needs.

The outcomes of this will form the basis for our draft assurance plan which we will consult with you on in early March 2017. We then review the feedback from that consultation before publishing our final assurance plan.

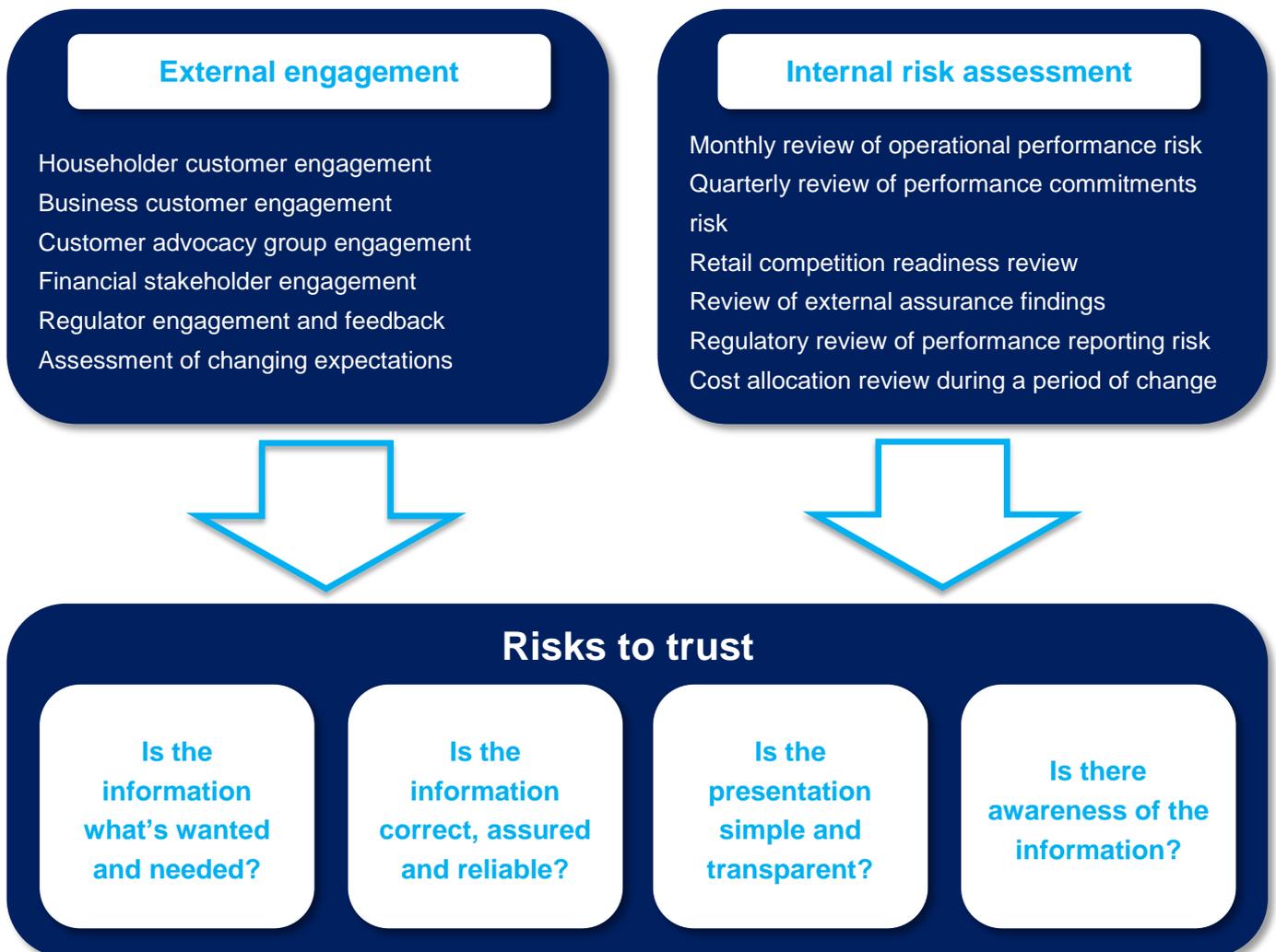
Our next step is to prepare and publish an assurance plan focused on improving the assurance we give you in areas where we've identified risks and weaknesses, we will retain what you have told us is good and address the weaknesses identified. We will consult with you, our customers and stakeholders, on this plan before publishing a final version before the end of March 2017.

## 2. Understanding our risks strengths and weaknesses

We have an objective that you have trust in what we do and in all the information we publish. To understand what our stakeholders need from us so that we meet that objective we carry out a risks, strengths and weaknesses consultation. Through this process we gather the views of all our stakeholders and combine them with our own assessment of our performance so that we have a clear understanding of the improvements we need to make.

### *Approach to understanding the risks and weaknesses*

We gather information from a variety of external and internal sources to understand where there are potential risks in the information we publish and in the way we report. Both of which could lead to a loss of trust and confidence. The approach is set out below.



The sources of the information leading to these risks are set out in sections 3 to 5. The plans we are proposing to put in place to address these risks are set in section 6. These form the basis of our draft assurance plan. We will consult on this with you in March 2017.

### 3. Feedback from our customers and stakeholders in 2016

In this section we present the findings from our consultations with stakeholders and customers. Some of this information has been taken from our initial risks, strengths and weaknesses statement published in November 2016. We have also included the feedback received from Ofwat, which came after the publication of our original statement. We have retained the original version on our website so that you can see what has changed.

We want to provide the right information that is accessible, accurate and easy to understand so that you can have confidence and trust in us and in what we do.

Our customers and stakeholders told us there is more we can do, and so our improvement plan will focus on strengthening the accuracy, clarity and accessibility of the information we provide. To continue improving, our customer feedback told us that the development of a customer focused report is considered a positive step forward in our approach to reporting. We will continue to review how we ensure the way in which we provide performance information is relevant to customers' individual circumstances.

Some of the feedback we received positively indicates trust in what is reported as well as how we report information. The work we have already done to strengthen relationships and work collaboratively is recognised. A number of stakeholders acknowledged some of the strengths in our reporting and assurance processes. There was recognition of the steps we have already taken from the previous feedback provided to us.

#### *What our customers told us*

In 2015 we had a limited response from customers to our consultation. We've looked at how we can improve in 2016 and used a direct engagement approach. We've emailed 6,000 customers who previously indicated that they are willing to be contacted by us. We asked them to complete an online survey about our customer reporting. 430 customers responded to the survey, giving us much greater insight into your views.

The survey invited comments from our customers on their awareness, the accessibility and the clarity of our reporting and specifically sought their feedback on our customer focused report published in August 2016.

The bullet points below capture the feedback we have received from those customers:

- access to transparent information is of high importance to them,
- awareness of the reports we publish is currently lower than we would want,
- most customers approved of the customer focused report, with over half agreeing that they were happy with the information in the report and felt that it was easy to understand,
- publishing our reports online feels right but paper copies should also be made easily accessible,

- our reports could be clearer and provide more information on long term challenges or issues at a more local level,
- a small proportion of customers indicated that they had trust issues in relation to large private companies and responded negatively to questions of accuracy and trust,
- the use of industry jargon and terminology impacts on customers understanding,
- information could be simplified further or alternatively include more detailed information on facts and figures,
- a majority of customers felt that they had more confidence in our reporting knowing that external companies assured our reports, although a wider understanding of the role of other regulatory and industry groups is needed, and
- risks and concerns customers have tend to vary and relate to their personal experiences rather than to specific concerns relating to our reporting and the trust they have in this.

### What Ofwat told us

Ofwat reported concerns about the accuracy of some our information and how clearly we explain things. We also need to explain more clearly how our corporate and financing structure works and why that is important to you. Altogether this means that we need to get better at understanding what information you need from us, how we present it and how we give you confidence that it is accurate.

Table 1 provides a summary of Ofwat's assessment highlighting the areas where we need to improve. The table also points to a pattern of concerns indicating a more systemic risk in our approach to information provision and the needs of our stakeholders.

**Table 1: Summary of findings from Ofwat's 2016 company monitoring framework assessment**

Area	Ofwat's Assessment	Summary of Findings
Financial Monitoring Framework	Minor concerns	A small number of errors in the reported numbers were identified, which while not material, indicated that we had not interpreted some technical guidance correctly or that our assurance had not detected these errors.
Charges Scheme Assurance	Meets expectations	
Financial Information	Meets expectations	
Final 2014-15 Reconciliation data submission	Meets expectations	
Outcomes	Meets expectations	
Compliance with principles of board leadership, transparency and governance	Minor concerns	We did not provide enough information to help explain how we meet Ofwat's board leadership transparency and governance principles. This means that we need to explain clearly how our company structure complies with these principles.
Risk & compliance statement	Minor concerns	We provided a clear statement that we complied with all relevant statutory, licence

Area	Ofwat's Assessment	Summary of Findings
		and regulatory requirements. However, we failed to sufficiently demonstrate board endorsement.
Assurance plan	Meets expectations	
Targeted Reviews	Minor Concerns	Our published tax reconciliation note should have provided clearer explanations of our approach. We also need to reflect findings from targeted reviews in our reporting.
Data Assurance summary	Minor concerns	Ofwat could not locate a complete data assurance summary in or accompanying the annual performance report.
Evidence from casework activities	Exceeds expectations	Our approach to casework was found to be of a high standard.

Following the feedback, we have identified further important risks, strengths and weaknesses in addition to those in our original statement and have added additional activity into our action and assurance plans as a result.

### *What your Yorkshire Water Customer Forum told us*

We have discussed the findings from Ofwat's assessment and our plans to improve with the Yorkshire Water Customer Forum. They acknowledged our disappointment in moving to the 'prescribed' category and welcomed the examination of Ofwat's concerns and were supportive of the approach we are taking in response to the findings and our commitment to using the findings to drive improvement.

The Customer Forum challenged the language we sometimes use and emphasised the importance of customer facing reports being easy to understand using 'Plain English'. This will help to ensure that information is clear and concise. The Customer Forum identified that there were areas they could add further value and challenge to the existing reporting and assurance processes in place.

The Customer Forum challenged us to be clearer about our corporate governance structure, requesting a specific conversation with us to clarify this point.

The Customer Forum also identified that some customers are unaware of the work and challenge the Customer Forum provides to the Company which could impact on their levels of trust and confidence. The specific independent area for the Customer Forum to record and present its activity is being updated on the Yorkshire Water website.

All of these points will feed into the detailed assurance plan, which we will consult on through March, and publish the post consultation version by 31 March 2017.

## What our stakeholders told us

We have sought to gain a diverse and balanced view from a wide range of stakeholders, including customers, businesses, financial representatives, local government, customer advocates and other regulators within our sector.

The Consumer Council for Water (CCWater) has completed an independent review of all Water Company's Annual Performance Reports. The findings provided positive feedback identifying some of our key strengths. This stated, '*the company is adequately reporting on priority areas of performance for customers... The commentary explaining why the company had either under achieved or over achieved against targets was clear and capable of being understood by customers*'.

We approached wider stakeholder groups as part of our consultation process including local MPs, council leaders and chief executives. The low response from this group tells us that we need to work to improve our approach to engaging with them on the performance information we publish. We will explore this through our ongoing stakeholder contact programme where our Directors visit every local authority in Yorkshire.

We spoke to representatives from the financial ratings agencies to reflect on the financial performance information we publish. We also spoke to representatives from Business in the Community to reflect our commitment to driving improvements as a responsible business.

We invited comment from these stakeholders on our reporting and assurance processes in general and specifically on the format, scope and level of information of our performance reports. With our regulatory stakeholders and Customer Forum members we held more specifically focused discussions to concentrate on areas important to them and the customer groups they represent.

We did not receive specific feedback from the Drinking Water Inspectorate to our consultation. However, we engage with them on a regular basis as part of our everyday business. We will continue to capture and address any concerns or risks raised through these discussions.

The bullet points below capture the feedback we have received from these stakeholders:

- they are fundamentally happy with the information we report and how we report it,
- confidence in our reporting is very high with good awareness of what and when we report data,
- we provide information on performance they want and find useful,
- we are sufficiently transparent in our reporting and levels of trust are high,
- they recognise the progress we have made in collaborative working and responding to wider issues such as flooding,
- ongoing engagement with the Customer Forum and key stakeholders is considered to be strong,
- levels of assurance are considered strong with good awareness and appreciation of how this process works. Further confidence is provided through independent third party validation of our data,

- good progress has been made in how we communicate performance information to customers through our customer based performance report,
- the use of case studies to help highlight particular areas of performance, and make this more translatable to customers, is seen as a positive step for engaging with customers,
- the launch of the ongoing continuous engagement programme, “This is Yorkshire”, is welcomed as a positive move forward in engaging our customers,
- better availability of comparative performance information would help both stakeholders and customers in improving understanding of current performance and in helping to shape future performance decisions,
- progressing how we report in a way which is relevant to customers own individual experiences is important, and
- we should consider moving away from formulaic annual reporting to customers and whether a community focus approach could be beneficial.

## 4. Our own review

This section provides the findings from our internal review of risks, strengths and weaknesses. We have reviewed our assurance processes, performance commitments and changes in the external environment against a set of principles. This review will allow us to create a more robust and comprehensive assurance plan for all of our reporting and publications.

### *Our assurance processes*

We use assurance so that you can trust the information we publish about our performance. It is important that this information is accurate so we are reviewing the assurance frameworks that we have in place. This section looks at how we decide how much assurance we use for each piece of information. Where we identify areas where we believe there is a higher risk to the accuracy and quality of the information we publish we will apply additional assurance to make sure it is right. Our internal review uses the following principles to identify risks:

- performance areas where we did not deliver to plan last year, where there may be a pressure to perform,
- areas where we were close to not meeting our commitment and we need to be sure of the reported performance,
- areas where we performed better than planned and we want to make sure this continues to be a true reflection,
- areas where financial rewards and penalties are at stake, providing strong incentives to perform,
- areas where we have to gather many pieces of data to compile the information we publish,
- areas where we rely on other people to provide some information, and
- areas where we are going through change be it internally or externally driven.

The outcomes of our internal review, and the additional actions that we propose to take, will be part of our draft assurance plan that you will be able to feedback on in March 2017. Following your feedback we will then publish our final assurance plan.

### *How we performed against our commitments last year*

Getting it right for you is at the heart of everything we do. That's why we created our Blueprint for Yorkshire, planning the future with your priorities in mind. Our customers helped shape our Blueprint. With our customers, we identified seven customer outcomes supported by 26 performance commitments.

Last year we met 24 of the 26 commitments we agreed with you. The remaining two commitments only just missed their target. Whilst this means we're well on our way to delivering what's important to you, we know we have more to do. The two commitments we missed are set out below:

- drinking water quality compliance. This is the quality of your drinking water measured against national standards and has a financial incentive attached to it. We achieved 99.954% against a target of 99.960%, and
- energy self-generation. This is the amount of electricity we generate through renewable technology expressed as a percentage of total energy consumption. We achieved 11.3% against a target of 12%.

These two performance commitments will have additional scrutiny in the coming year.

Using the principles we described above we also identified four other areas where we will apply additional assurance this year:

- waste diverted from landfill. We overachieved this target and we will examine 2016/17's performance to confirm that this level of performance is sustainable right through to 2020,
- the 'Stability and Reliability' service measures. These measures are a long term assessment of the services you need from us. Some of these measures are showing a change from the expected level. Whilst this is not necessarily an indication of a problem, we intend to focus assurance in this area to ensure your service levels are maintained. Further information on these is included within our [Annual Performance Report](#).
- data from our service partners is used in producing our performance information. We've identified this as an area to apply additional assurance and control this year, and
- we will monitor our pollution performance to ensure that our level of self-reporting remains one of the highest in the industry and continues to improve. This measure has a financial incentive attached to it.

### *How we are performing against our commitments so far this year*

Looking at our performance so far this year we have identified four areas where we feel the need for additional assurance, two where we think that we may not meet our commitment and two where we are nearer our target level than we would like to be at this time:

- energy self-generation. The amount of electricity we generate through renewable technology is not at the level we agreed with you. This is because one of our large energy generation plants in Bradford was damaged in the flooding that happened on Boxing Day 2015. It is taking time to repair this plant and ensure it can be safely operated again because of the complexity of the equipment in it. This will be the second year that we have not met this target.
- water quality contacts. We have received a higher number of customers contacting us about water quality queries than we agreed with you. We are above the target number but within the broader range of performance that was set. This measure has a financial incentive attached to it, and
- the number of pollution incidents that have happened and also our leakage performance. We are operating nearer the target level of performance than we would like to be in both of these areas at this time. Both areas have financial incentives attached to them. We have taken

operational steps to improve performance and will increase the assurance around the performance information we publish in both of these areas.

We will track how we are doing against the all of the commitments we made to you, paying additional attention to the ones mentioned above. We regularly update your Customer Forum on our performance throughout the year. The Customer Forum meets with our independent external assurer, Halcrow, to receive independent review of our performance and to challenge how we have performed.

## *Expenditure and costs*

In 2015/16 we reported a variance in the level of capital expenditure required to deliver our performance commitments. This was down to a number of reasons, including:

- a major revision to the environmental improvement plan agreed with the Environment Agency,
- challenges in agreeing the most cost efficient solutions with our contract partners,
- generating more energy from our Biosolids (sludge), and
- refocussing activity to meet our stretching performance commitments, whilst still driving for efficiency.

It will be important for us to assure and explain how we are driving efficient delivery for all of our customers and stakeholders.

Also, we are part of the Kelda Group of companies. The Kelda Group is currently selling a number of its other non-regulated companies (Kelda Water Services). This activity is drawing on resources from across the group. We will provide robust assurance of the costs being allocated to this activity so that it is clear that none of these costs are incurred by Yorkshire Water.

## *Changes in the external environment*

In recent years Ofwat has introduced new ways to better understand our costs of delivering your services. This requires us to break down our costs into defined areas. These are called price controls. There are currently four price controls, extending to six from 2020. This is an area where we need to focus assurance activities to ensure we are allocating our costs correctly.

The Water Act 2014 introduces a new framework of retail competition for business customers. As an incumbent company in the new market, we need to provide assurance that we will be ready for market opening on 1 April 2017. There will be new reporting requirements in 2017/18 to ensure the market works well. We will ensure this information is assured before publication.

The Water Act 2014 introduced new obligations in relation to the services we offer to developers. We will continue to build on the initial processes introduced to meet the formal reporting requirements. These new requirements will be an area of focus for our assurance plans.

Every five years, water companies prepare their plans for the following five years. This is called the Periodic Review. The next Periodic Review will be in 2019. The information we produce now supports our business plan over the coming years. We need to be assured of its robustness.

## 5. Risks, strengths and weaknesses

Taking all of the feedback we have received and considering our own internal assessment we have identified the following risks strengths and weaknesses in relation to how easy it is to find, read and trust our information.

### *Risks*

- If customers and stakeholders are not be provided with enough, easily accessible, clear information to understand all aspects of our performance it could lead to a lack of trust and engagement,
- the assurance processes in place will be undermined if the assurance approach, including the role of the Customer Forum, and the findings from assurance reviews are not made sufficiently clear and accessible,
- the reputational impact of the assessment made by Ofwat could cause stakeholders to question the integrity and quality of all the performance information reported, even where no concerns have been found, and
- minor errors in reporting can erode the trust and confidence that customers and stakeholders have in our reporting.

### *Strengths*

- There are areas where our customers and stakeholders have confidence in our performance reporting, though we know there are also areas where we need to improve,
- there is a good balance in the information we provide to customers and stakeholders, the customer focused report is a positive step in translating information to customers,
- our ongoing continuous engagement programme “This is Yorkshire” is welcomed as a positive move forward in engaging our customers, and
- we have gone above and beyond to provide all of the information we have to help support Ofwat in the resolution of a complaint case.

### *Weaknesses*

- We have not thought hard enough about what our customers and stakeholders want to be sure that we are communicating in a way that meets all their needs,
- we can improve how clearly we report information, particularly more complex financial information and provide clearer explanations to support understanding,
- whilst we strive to have error free reporting a small number of errors have not been detected through our assurance processes,
- we can improve how we make our assurance assessment, scope and findings visible to, and engaging for, stakeholders and customers,
- we need to encourage engagement by increasing awareness of the reports we publish and provide context of how we compare to other companies,

- we need to expand our use of the different communications channels and networks to extend the reach of the reporting, and
- there is a reliance on data from our suppliers and partners, which needs to go through appropriate assurance processes and this needs to be clear to stakeholders and customers.

## 6. Responding to what we've heard

Your feedback tells us that we have not done enough and there are improvements we need to make. We need to make sure that our information is easy to find, easy to read, accurate and trustworthy. We are making improvements to meet your needs. We aim to gain greater engagement, further improving the trust and confidence in us and our published information.

We understand and fully accept why Ofwat has decided to change our assurance status to “prescribed”. As a responsible company we know that assurance, transparency and engagement with customers and stakeholders are crucial and we know that we can improve. We have already started improvement activities and are planning more to make sure that we get this right. Our overall aim is to achieve ‘self-assurance’ status, as soon as possible, it is very important to us that you have trust and confidence in us.

Listening to what we have heard we have identified four themes that we will focus on to ensure that we get this right. We know that we need to make sure that all of our information is:

- gives customers and stakeholders the information they want and need,
- always accurate and reliable,
- easy to find, and
- easy to read and understand.

We have taken each of these themes and identified the actions we have already or propose to take to address your concerns and meet your expectations. A summary of these actions is set out below, these actions, and our progress on them, will also be in our draft assurance plan for you to comment on.

### *Give customers and stakeholders the information they want and need*

- We will gather the views of our customers and stakeholders on what they want to know about, and
- we will always think about what you want and need to know and present it in a way that is easy to understand. We will also show you how we compare with other companies and use case studies to bring our performance to life.

### *Our Information is always accurate and reliable*

- We are already reviewing our assurance in light of your feedback. The review covers all of our reporting and published information. We will share the findings of our review with you as part of our draft assurance plan and listen to your feedback.
- We are already strengthening our assurance and controls, our goal is to provide error free reporting,
- we have already built in additional quality checks to ensure that we are following guidance and scrutinising accuracy, and

- where your feedback told us that you think that our assurance is effective, we will retain what is good, and further improve where we are performing well.

### *Our information is easy to find*

- We will work with our Customer Forum to find out how we can ensure that our information is easy to get hold of through a variety of ways, and how we raise awareness of where it's available,
- going forward, we will look to include information about how we are doing in our annual billing to keep you updated on our progress,
- we are in the process of improving our website. We will take the opportunity to make sure that you can easily find our performance and assurance information, and
- we will learn from others who already do this well and apply good practice, looking beyond the water sector.

### *Our information is easy to read and understand*

- We will use the 'Plain English' standard to help us make our published reports easy to read and understand,
- we will clearly explain our company structure and how we comply with the principles of Board transparency, testing it with the Customer Forum to make sure it is fully transparent,
- we will raise awareness of where you can find information about how we compare with other companies and use more comparisons to bring our performance to life, and
- where we fail to deliver on our commitments to you, we will explain what has happened and what we are doing about it.

## 7. Progress on 2015-16 feedback

As part of our ongoing programme of improvement, we want to update you on the progress we have made against the actions identified from the previous year's risks, strengths and weaknesses review.

Table 2 provides you with a progress update and details the activities that we will continue to take forward in these areas to drive further improvements.

*Table 2: Progress against action areas identified from 2015-16*

Key action areas	Progress made	Continuing improvement
<b>We will publish our draft assurance plans for consultation</b>	<ul style="list-style-type: none"> <li>• Draft assurance plan published and consulted on,</li> <li>• final assurance plan published on our website, and</li> <li>• continual improvement process established to ensure that our assurance process reflects the findings from our risks, strengths and weaknesses statement and assurance plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Annual review and update of assurance plan,</li> <li>• annual continuous improvement and management review of our processes, and</li> <li>• escalation processes in place for any emerging risks raised through consultation to be fed into the company wide risk management processes.</li> </ul>
<b>We will develop a communication and engagement plan focused on building a continuous engagement approach</b>	<ul style="list-style-type: none"> <li>• "This is Yorkshire" campaign launched following extensive customer research,</li> <li>• customer engagement via social media activity increased to over 10% of customers,</li> <li>• over 20% of customers recall seeing the 'This Is Yorkshire Water' campaign, and</li> <li>• improved brand and value for money perception.</li> </ul>	<ul style="list-style-type: none"> <li>• Launch of innovative customer community hub providing an online forum enabling ongoing engagement,</li> <li>• continuing engagement through "This is Yorkshire" campaign,</li> <li>• website review underway, and</li> <li>• ongoing stakeholder contact programme in place.</li> </ul>
<b>We will work to improve transparency</b>	<ul style="list-style-type: none"> <li>• Publication of assurance processes in our assurance plan,</li> <li>• assurance findings from our 2015-16 annual reporting included in our Annual Performance Report, and</li> <li>• publication of our customer focused performance report providing information on our achievements, shortfalls and improvement plans.</li> </ul>	<ul style="list-style-type: none"> <li>• Annual publication of key assurance findings,</li> <li>• review of annual reporting documents using feedback from sector reviews, and</li> <li>• review of how we use social media and our website to communicate key information outside of annual reporting.</li> </ul>
<b>We will publish our reporting and assurance process document to provide clarity and demonstrate how we hold ourselves to account for our performance</b>	<ul style="list-style-type: none"> <li>• This was included as part of the assurance plan published.</li> </ul>	<ul style="list-style-type: none"> <li>• Annual review of processes to ensure continual improvement.</li> </ul>

## 8. Next steps

The next step is for us to put an assurance plan in place that will target the areas highlighted within this risks, strengths and weaknesses document. We will be consulting on our draft assurance plan by the beginning of March 2017 and, after reviewing the feedback we receive from you, we will publish our final assurance plan by the end of March 2017.

The assurance plan will take into account the risks, strengths and weaknesses identified from your feedback and will tell you on what we're doing to assure the information that we provide to you.

If you would like to provide feedback on this document or find out more about how you can get involved in our engagement programme, please contact us on the email address or website link set out below:

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

Website: <https://www.yorkshirewater.com/contactus>

More information about the reports referred to in this document can be found at <https://www.yorkshirewater.com/reports#ls3>

For further information about water company performance and how we compare with others, visit <http://www.DiscoverWater.co.uk>. This is a sector led 'dashboard' bringing together key information about water companies in England and Wales.



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