



Our performance
summary for 2018/2019



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1. About this document

What's in this document?



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

We'll then take you through a summary of how we have performed against the promises we made to you in 2015 – where we have done well and where we can improve. You can read more about how we have performed against our customer outcomes in our annual performance report 2018/2019. Here is a link to our reports page.

www.yorkshirewater.com/reports

How do we make sure this document is correct?



It is important to us that our customers and stakeholders (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. Here is a link to our final assurance plan.

www.yorkshirewater.com/sites/default/files/Yorkshire%20Water-Final-Assurance-Plan-2018.pdf

How do we make this document easy to read?



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

The Yorkshire Forum for Water Customers (the forum) monitor, challenge and comment on the progress we make on our performance commitments. They also make sure that we present information on our performance commitments in a way which suits our customers' needs. The forum were set up in 2012 and are made up of important groups in Yorkshire who collectively represent our customers. The panel's members include the Consumer Council for Water, Natural England, Citizens Advice, and The Environment Agency. The forum are an independent customer-challenge group.

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

You can contact us in the following ways.

 Email: publicaffairs@yorkshirewater.co.uk

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

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

2. Performance highlights

Performance highlights



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

(2017/2018: £373)



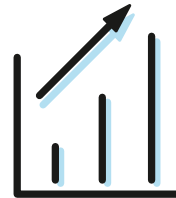
Operating profit **£263.9m**

(2017/2018: £281.1m) Reported in Table 1A Line 4 in the Annual Performance Report



Total tax contribution **£131.5m**

(2017/2018: £119.9m)



76 POINTS OUT OF **100**

(2017/2018: 77)



Continuing to meet and exceed our Performance Commitments **21 of 26**

(2017/2018: 22 out of 26)

Continued reduction in operational emissions, to lowest recorded levels

258 KT CO₂e*



(2017/2018: 288 KT CO₂e)



Finance for the Future **Award winner** for embedding an integrated approach



First in the water sector to publish **ethnicity pay gap report**

*KT CO₂e - Kilotones of carbon dioxide equivalent

3. **Understanding our performance**

What are the customer outcomes and performance commitments?



In 2014, we contacted over 30,000 customers, our regulators and the Yorkshire Forum for Water Customers (the forum) to ask them what they wanted us to focus on. We used your feedback to define seven key long-term themes, known as customer outcomes, which have formed the basis of our five-year plan, known as our AMP6 2015-2020 business plan. We think it's vital for us to be able to measure and understand whether we're achieving these outcomes in the near and long-term future. So, we've worked with you to identify the right measures of success for each outcome. We've tried to identify measures that meet your needs and the needs of regulators and other stakeholders. So, for each outcome there are several measures, known as performance commitments, and there are 26 of them.

These commitments are our promises to you and we want to make sure you can clearly see how we are performing against them. Our regulator, Ofwat, and the forum will hold us to account for our performance against these commitments. The diagram below shows our seven customer outcomes and performance commitments.

These are our customer outcomes

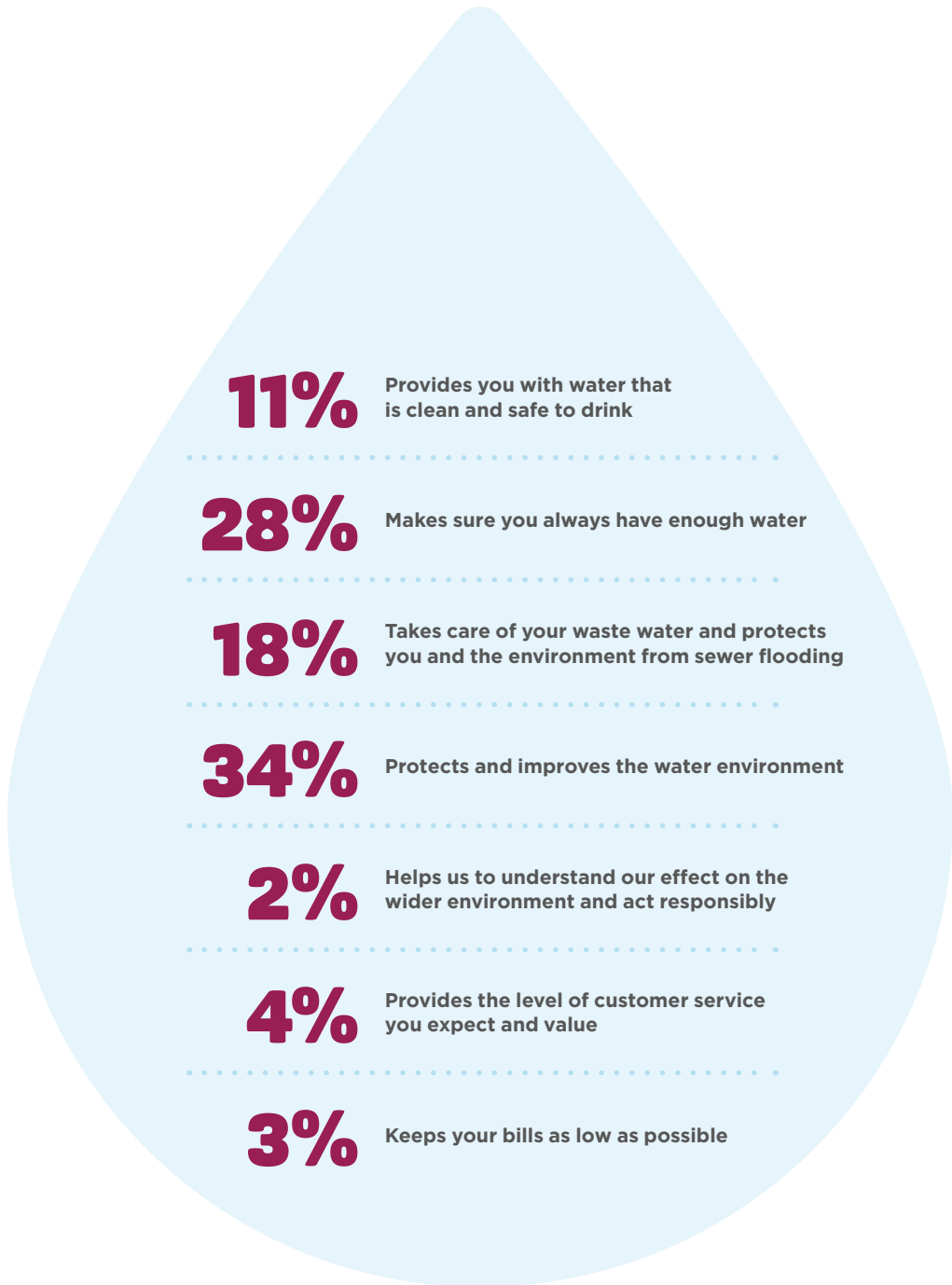
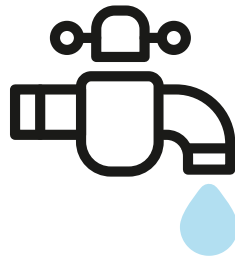
We provide you with water that is clean and safe to drink	We make sure that you always have enough water	We take care of your waste water and protect you and the environment from sewer flooding	We protect and improve the water environment	We understand our impact on the wider environment and act responsibly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

These are our performance commitments

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

These performance commitments have an outperformance, or an underperformance payment attached to them. See page 11.

This diagram shows how we spend your yearly water and sewerage bill on the customer outcomes



4. **Penalties and rewards**

What do we mean by penalty or reward?

To make sure that we deliver the performance commitments, there are penalties when we fail to deliver for you which we will refer to as ‘underperformance’, and rewards if we are able to deliver more which we will refer to as ‘outperformance’. We have designed these incentives to reward performance that beats a particular target and to penalise us if our performance falls short. We believe it’s important that we focus on delivering these outcomes. As a result, the penalties for underperformance are always greater than the rewards we could earn for outperformance. Not all of our performance commitments have financial incentives, some have only reputational incentives based on how we perform against a target that reflects customers’ views of us.

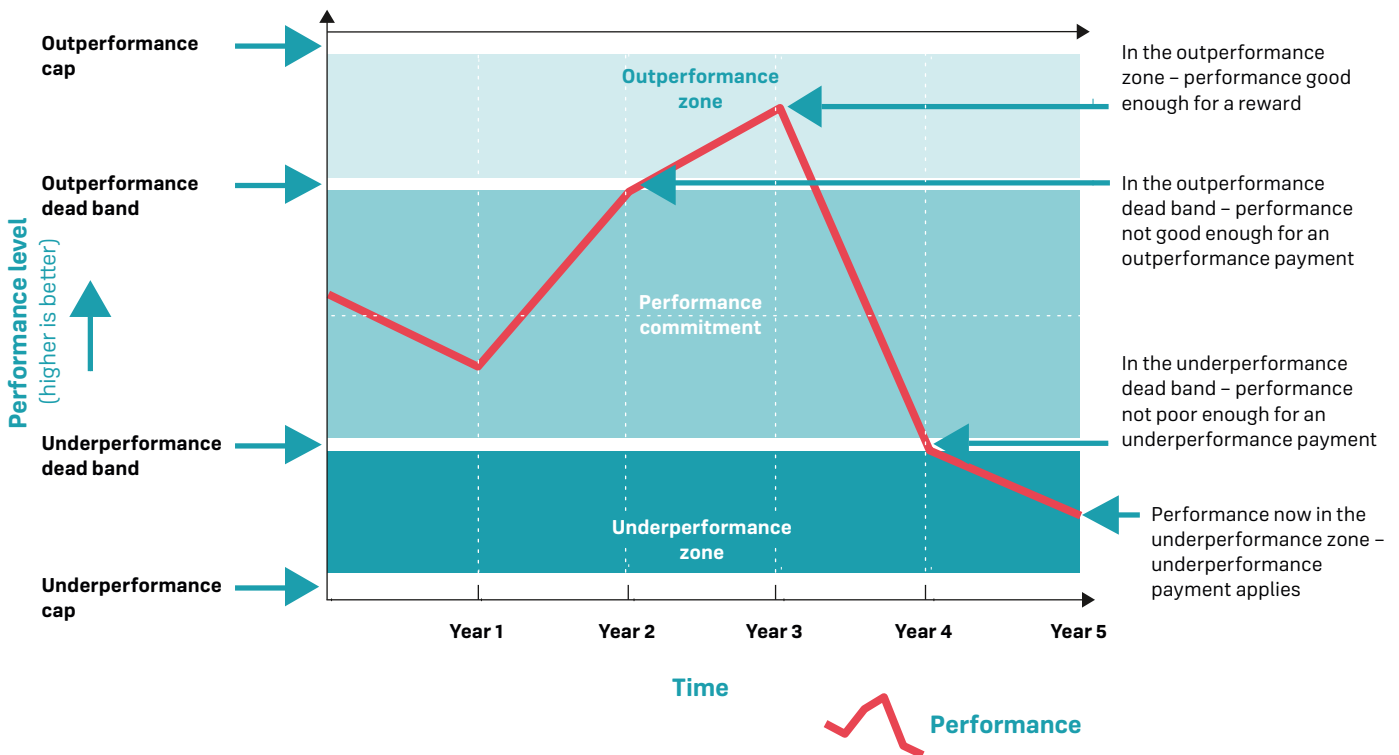
Although performance commitments with a reputational incentive don’t offer a reward or penalty, poor or good performance can affect how we are seen as a company, making them just as important.

So, how does it work?

For performance commitments which have a financial incentive, if we outperform (beat the target), we can earn a financial reward (where the performance moves into the outperformance zone as shown on the diagram below) or receive a financial penalty if we underperform (where the performance moves into the underperformance zone).

There is an outperformance cap, which is the maximum outperformance we can achieve in any given year for each performance commitment, and an equivalent limit on underperformance, called a ‘collar’, which is the most we can be penalised.

There is also an outperformance and underperformance ‘dead band’. This acts as a buffer between the target and the outperformance and underperformance zones. This is so that we aren’t immediately rewarded or penalised for small moves away from the target performance, which in some cases can be caused by natural factors, such as the weather.



There is more information about our performance related to underperformance and outperformance payments (penalties and rewards) in our annual performance report – click here: www.yorkshirewater.com/reports

5. **Summary of our performance**

Overall performance review

We have delivered 21 out of 26 performance commitments this year. The five performance commitments where our performance has not quite met the target are shown below.

- Drinking-water compliance performance commitment (this the quality of your drinking water measured against national standards). We achieved 99.962% compliance against a target of 100%. Our performance in 2018/2019 is an improvement from the previous year.
- Drinking-water contacts. We achieved a slight reduction in the number of people contacting us about their drinking water from 8,100 in 2017/2018 to 7,964 in 2018/2019. This is against a target of less than or equal to 6,108.
- Serious pollution incidents. We had 11 serious pollution incidents in 2018 compared with a target of no more than two.
- Energy generation. We achieved 11.3%, which is below our target of 12% and slightly reduced compared with our performance in the previous year of 11.4%.
- Measure of customer service (SIM). Our target is to improve our performance year on year. We achieved a result of 84.0 points out of 100 compared with a target of 84.3 points of out 100.

You can find more information on our performance against all 26 of our performance commitments later in the document.

We are pleased to report that we met the regulatory target for leakage this year. This was a measure we narrowly missed in the previous year.

On their own, our performance numbers do not really reveal either the operational challenges we have faced in the course of the year or indeed the very significant achievement of our colleagues in maintaining and improving the service to our customers through a period of very unsettled weather.

However, looking at the year-end figures on leakage is very telling. For six months of the year, from May through to October, we were dealing with over 2,000 water-main repairs every month. In the same period of the previous year, repairs rarely came to more than 500 a month. Mains bursts would normally be expected to peak in the winter months and then reduce once warmer weather appears in the spring. However, in 2018, there was a sharp increase in bursts towards the end of the winter caused by the 'Beast from the East' and this continued throughout the summer until late autumn. The freeze and thaw in March and April was followed by a record level of reduction in soil moisture from May onwards. This caused ground movement and, as a result, fractured water mains.

In late 2017 we took a decision to invest in long-term leakage reduction with a target of a 40% reduction by 2025. This investment meant that we were able to double the level of resources put into finding and fixing leaks. As a result, for the six-month period when bursts were at their peak, we had more than 300 leakage-detection vehicles out, whereas in previous years there would have been around 150.

This extra resource has been critical in meeting our leakage performance target and also means that we start the next performance year at a historically low level of leaks for the time of year.

As well as the challenge on leakage performance, the weather patterns of 2018 also placed significant demands on how we manage water resources. Prolonged dry weather from June onwards saw customer demand for water increase by almost 20%, resulting in rapid water loss (depletion) from reservoirs as a result of very little rain to refill them. Depletion rates of up to 7% a week of water made it essential that we managed water resources carefully.

The skill of colleagues in the business meant that we were able to make the most of treated water production to meet the demand. We were also able to make full use of our grid system to move water from areas with stronger stocks to those under more pressure.

Dry weather continued until the late autumn when sustained rainfall meant that reservoir and groundwater levels soon improved meaning that we enter 2019/2020 in a relatively strong position.

However, it is clear that the effects of climate change are real, and managing our operations as a result of longer-term climate change will be a real priority for us.

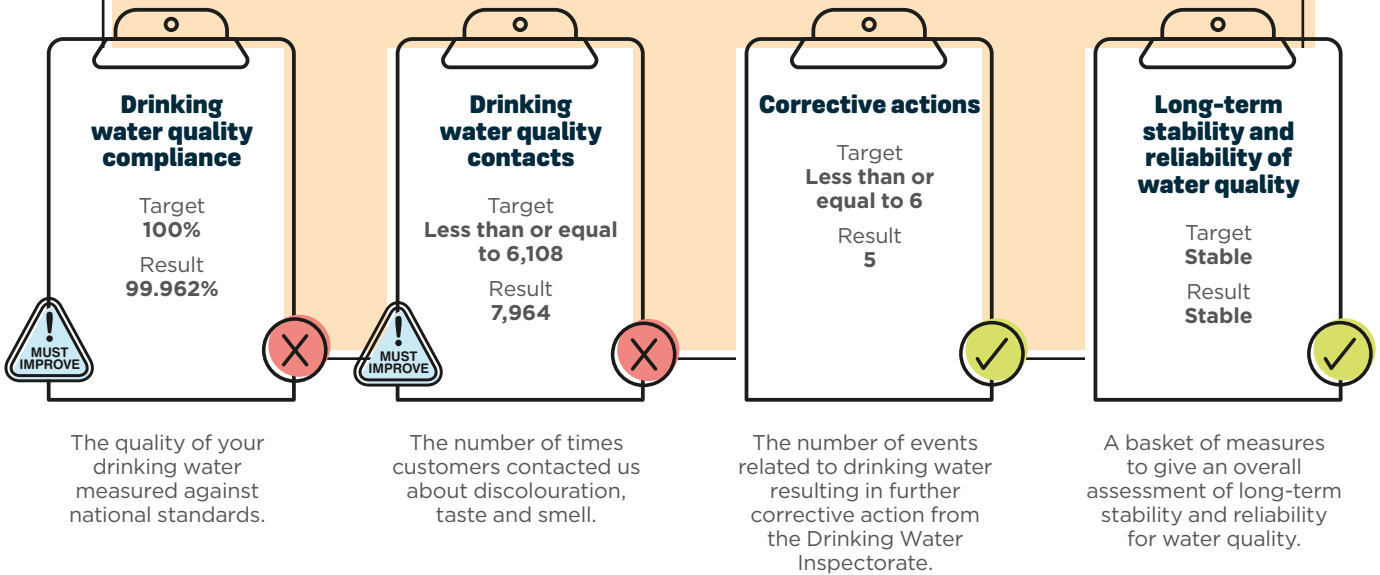
Performance commitment table

We achieved 21 out of 26 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 on the next page.

Outcome	Performance Commitment	Unit	2018/2019 Performance Achieved	Our target	Commitment met
We provide you with water that is clean and safe to drink	Drinking-water quality compliance	%	99.962%	100%	No
	Corrective action	Number	5	Less than or equal to 6	Yes
	Drinking-water quality contacts	Number	7,964	Less than or equal to 6,108	No
	Long-term stability and reliability factor of water quality	Classification	Stable	Stable	On track
We make sure that you always have enough water	Leaks	Megalitres (one million litres) per day	289.8 MI/d	Less than or equal to 292.1 MI/d	Yes
	Water use	Litres per household per day	133.50	Less than or equal to 139.3 l/h/d	Yes
	Water-supply interruptions	Minutes	10.28 (mins:secs)	Less than or equal to 12 minutes	Yes
	Long-term stability and reliability of water networks	Classification	Stable	Stable	On track
We take care of your waste-water and protect you and the environment from sewer flooding	Internal Flooding	Number	1,692	Less than or equal to 1,919	Yes
	External flooding	Number	9,116	Less than or equal to 10,487	Yes
	Pollution incidents (category 1 and 2) - Serious	Number (category 1 and 2)	11	Less than or equal to 2	No
	Pollution incidents (category 3 only) - Minor	Number (category 3)	188	Less than or equal to 211	Yes
	Long-term stability and reliability of waste-water networks	Classification	Stable	Stable	On track
We protect and improve the water environment	Bathing water	Number	17	More than or equal to 15	Yes
	Working with others	Number	11	More than or equal to 3	Yes
	Visitor satisfaction	Survey	Survey published 99%	Survey and publish annually	Yes
	Land conserved and enhanced	Ha.	11,524	11,736 hectares by 2020	On track
	Length of river improved	km	Programme continues	More than or equal to 440km by 2020	On track
	Long-term stability and reliability of waste water treatment	Classification	Stable	Stable	On track
We understand our impact on the wider environment and act responsibly	Waste diverted from landfill	%	99.6%	More than or equal to 95%	Yes
	Energy generation	%	11.3%	More than or equal to 12%	No
We provide the level of customer service you expect and value	Measure of customer service - Service Incentive Mechanism (SIM)	Score	84.0	84.3 (year on year improvement)	No
	Overall customer satisfaction	%	95% (water) 88% (waste water)	To improve 2015-2020 performance on average compared to 2010-2015	On track
	Service commitment failures	Number	14,221	Average of 2015-2020 performance to be less than the average of the last 3 years of 2010-2015	On track
We keep your bills as low as possible	Helping you pay	Number	31,606	Publish annually	Yes
	Bad debt	%	3.02%	Less than or equal to 3.16%	Yes
	Value for money	%	77% (water), 79% (waste water)	To improve 2015-2020 performance on average compared to 2010-2015	On track



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



Drinking Water Quality Compliance

Customers in Yorkshire rightly expect that the drinking water we supply is of the highest possible quality. Because of this we have set ourselves the target of keeping to all of the Drinking Water Inspectorate’s (DWI) requirements. Achieving this target is a long-term goal and means we will need to make improvements from source to tap. In 2018 we managed to achieve an improvement in the overall compliance figure from 99.953% to 99.962%.

We achieved this improvement due to a drop in the total number of samples failing the required standards. In particular, there was drop in the effect on compliance from the number of samples failing the standard for the key health measure as a result of lead in the water. There was also a reduction in the number of occasions that tastes or odours were found in samples collected from properties across Yorkshire.

Drinking water quality contacts

Our customers contacted us 7,964 times about the quality of their drinking water. This was a small reduction from 8,100 contacts in 2017/2018. Due to the unusual weather conditions last year, we used our Yorkshire Grid network to transfer water across the region to make sure there was a continuous supply to all customers. Sometimes this led to a change in the type of source water for some supply areas, which we know some customers can identify as a change in taste.

However, we carefully managed these changes and kept customers fully informed.

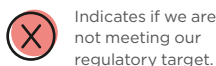
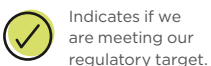
We continued to invest in maintaining and improving our water-treatment and water-supply network across Yorkshire. This wasn’t enough to meet the extremely challenging target, but our initiatives continue to reduce the number of people who contact us.

Corrective Actions

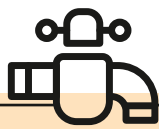
We investigate every instance of suspected deterioration of water quality, and we share the outcome of our investigations with the DWI and health authorities. In 2018 there were five events for which corrective actions were needed following the investigation. Many events were associated with the activities of others or were the result of private fittings within individual customer properties. However, the high flows in water mains also resulted in an increase in the number of occasions that the supply to customers’ homes became discoloured.

Long-term stability and reliability of water quality

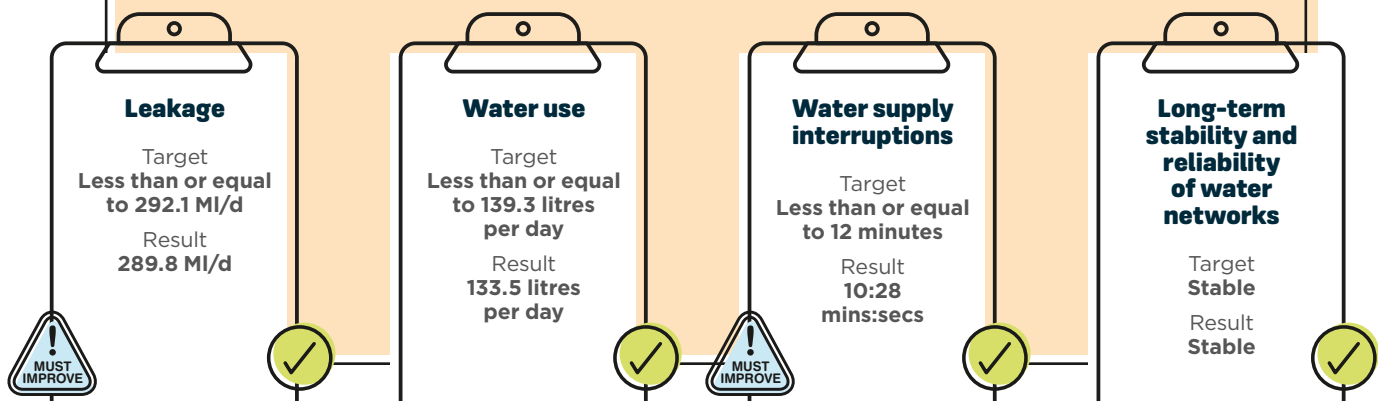
We continue to invest to maintain and improve our assets across Yorkshire in terms of water treatment and our network. The stability and reliability factor is made up of a basket of measures monitoring the water quality of our assets. Our performance in 2018 continued to be at our target level of ‘stable’.



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



We make sure that you always have enough water



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

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

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

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

Leakage

We actively measure, monitor and reduce leaks as the main cause of wasting water. We have almost halved the number of leaks since 1995 and this year we have achieved our performance commitment to make sure leaks are no higher than an average of 292.1 mega litres a day (MI/d) throughout the year. This is approximately equivalent to 118 Olympic-size swimming pools that are two metres deep. In late 2017, we announced we were going to reduce leaks by over 40% by 2025. During 2019 we will be improving the use of satellite technology to detect leaks across Yorkshire. We have doubled the number of leakage inspectors to make sure that we carry out more active detection of leaks. In 2018 we put in place 600 network listening devices, which listen for bursts in the pipes. We will install a further 34,000 by October 2019 and we have recruited a team of expert analysts to interpret the information that the devices provide.

Water Use

It is more important than ever that we all take care of water and consider how we use it. An increasing population means extra demand for water each day, while more extreme weather patterns due to climate change increase the risk of droughts. In 2018/2019 the average water use by a person in Yorkshire was 133.5 litres per person per day. You can find more information on the water-efficiency section of our website at: yorkshirewater.com/savewater

Water supply interruptions

Interrupting the water supply to customers may be essential to deal with an emergency, or for planned maintenance work, but it is something we aim to reduce as far as possible. Our performance commitment for water-supply interruptions is measured by the average number of minutes that are lost due to interruptions to the water supply (which last three hours or more) for each property we serve. At just over 10 minutes in 2018/2019, we have performed ahead of our performance commitment of 12 minutes.

Long-term stability and reliability of water networks

We treat and supply around 1.3 billion litres of drinking water each day, delivered by operating and maintaining over 50 water-treatment works and a network of 31,000km of water mains. We have maintained 'stable' status in our performance commitment for the stability and reliability of our network. The status of this commitment is set using a basket of measures which demonstrates the effectiveness of our long-term planning and how we manage assets to make sure our service is resilient and sustainable.



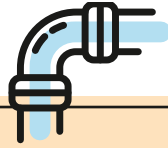
Indicates if we are meeting our regulatory target.



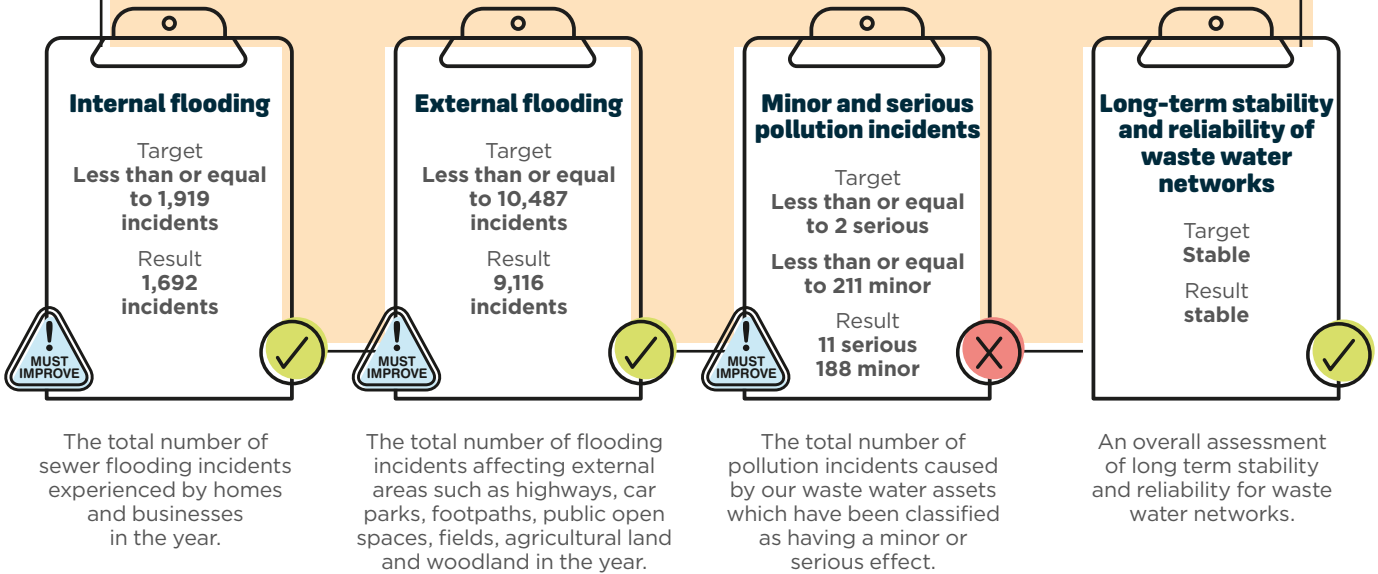
Indicates if we are not meeting our regulatory target.



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



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



Internal flooding

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

External flooding

We know that internal and external sewer flooding of homes is one of the worst things customers can experience from our activities and we continue to work hard to prevent this happening. In 2018/2019 we met and bettered our commitments for both internal and external sewer flooding. The number of sewer flooding incidents both internally and externally has reduced from the previous year.

Minor and serious pollution incidents

The Environment Agency class serious pollution incidents as category 1 or 2. Other (or minor) pollution incidents are classed as category 3.

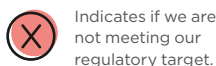
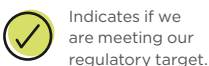
The number of pollution incidents in 2018 achieved our performance commitment for category-3 pollution incidents (188 versus a target of 211 or fewer).

We are disappointed that we failed to meet our target for category-1 and category-2 incidents (major or significant), with 11 incidents affecting our performance commitments compared with our target of no more than two.

We recognise the need to go further and we are working to achieve the ambitious performance commitment for no serious incidents from 2019/2020. We continue to focus on actively maintaining the network, targeting hotspots, customer awareness, and improving our response times and service.

Long-term stability and reliability of waste water networks

We have maintained stable status in the performance commitment for the stability and reliability of our waste-water networks. This is assessed against a number of indicators - most of these continue to show stable or improving performance apart from one - internal flooding due to blockages and collapses. This is a focus for the coming year to bring this indicator back in line with expectations.

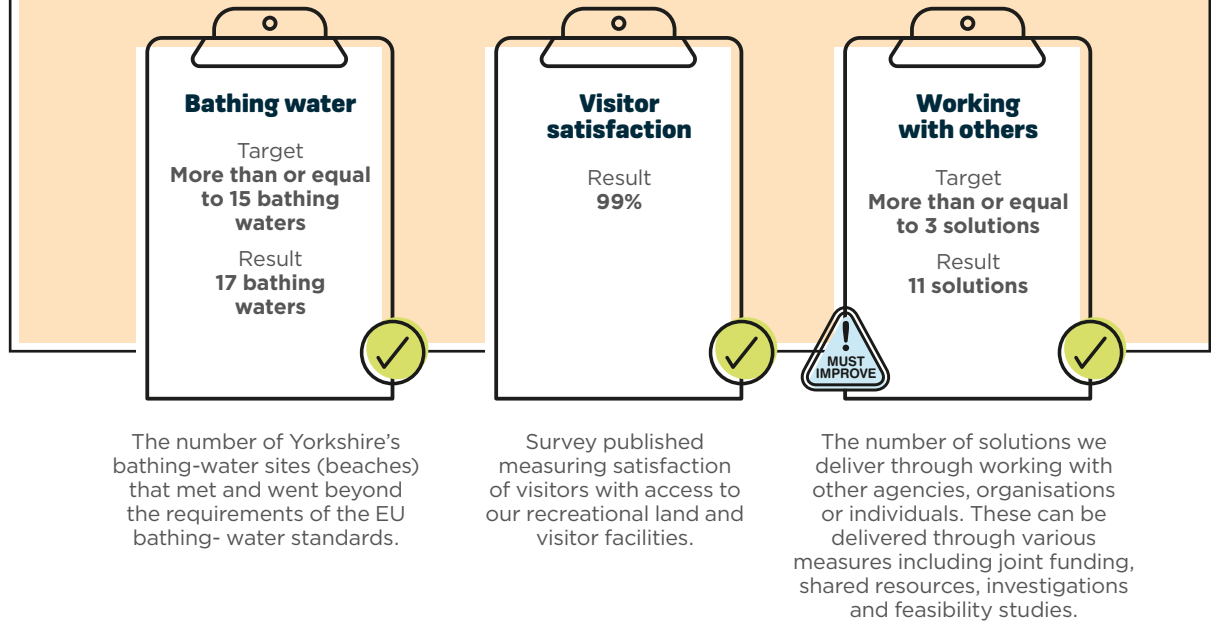


Although we are meeting our regulatory targets we are committed to going beyond these in the future making sure we deliver the best possible service to our customers.



We protect and improve the water environment

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



Bathing water

In 2015, we completed a £110 million investment in our most important assets along the coastline to lessen the influence that our operations had on the marine environment. Since then, we have continued to improve our assets to make sure they are resilient. We have achieved the performance commitment to maintain at least 15 beaches at an 'excellent' or 'good' standard. 17 of our 19 beaches met this standard.

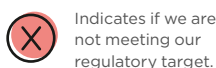
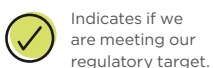
Visitor satisfaction

We own approximately 28,000 hectares of land and manage this to protect water quality while also improving biodiversity and providing recreational opportunities.

Lots of our land is open to the public and we provide visitor facilities at many of our reservoirs. We have a performance commitment to survey visitor satisfaction at our sites and to publish the results with the most recent surveys reporting 99% of our visitors to be satisfied, or more than satisfied, with their experience.

Working with others




We introduced our 'working with others' performance commitment to encourage a more collaborative approach to our work. This recognises that many of the issues we face, such as flood risk, or restoring habitats, cannot be tackled by one single organisation. This year we have contributed £429,800 towards 11 different projects working with 46 different partner organisations. We have worked with local wildlife groups and angling clubs to tackle invasive species and restore river habitats, partnered with Experience Community to improve access to the countryside for people with physical disabilities. And, we have continued to build on our Living with Water partnership in Hull and Haltemprice.



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



We protect and improve the water environment

<p>Land conserved and enhanced</p> <p>Target More than or equal to 11,736 hectares by 2020</p> <p>Result On track. Currently 11,524 Hectares</p> 	<p>Length of river improved</p> <p>Target More than or equal to 440KM by 2020</p> <p>Result Programme continues</p> 	<p>Long-term stability of waste water quality</p> <p>Target Stable</p> <p>Result Stable</p> 
<p>The amount of land in Yorkshire where we play an active role to conserve and improve it. This is a five-year commitment which will be confirmed in 2020.</p>	<p>The amount of river length in Yorkshire we will improve between 2015-2020. This is a five-year commitment which we will confirm in 2020.</p>	<p>A basket of measures to give an overall assessment of long-term stability and reliability in treating waste water.</p>

Land conserved and enhanced

With approximately 28,000 hectares of land, we are one of the three largest landowners in Yorkshire and one of the top-20 largest landowners in the UK. Our emerging vision for our Land Strategy is: "To meet our core business needs, we will maximise value by owning the right land, in the right places, managed in the right way". We are developing a draft strategy to provide a clear approach to excellent land management and our contribution to the region. We aim to finalise the strategies with our board and the forum over the next 12 months.

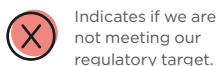
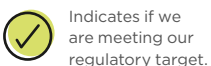
We are on track with our programme of work to deliver our performance commitment to conserve and improve 11,736 hectares of land by 2020, much of which we are delivering in partnership with others. This has varied from longer-term work that we have done in specific areas (for example, with Moors for the Future, Pennine Prospects and the Nidderdale Area of Outstanding Natural Beauty (AONB), to the more focused areas such as the work we are doing with Natural England to review and assess how we improve our Site of Special Scientific Interest (SSSI) holdings and the milestones needed to achieve that status. We have also joined with the National Trust in a groundbreaking partnership where we will work together on a range of initiatives which matches both our and their strategic aims.

Length of river improved

We are still on track to deliver our programme of environmental investment which contributes to our performance commitment to improve 440km of river by 2020. We achieved a reported length of 39.61km by the end of 2018/2019 and most of our schemes are programmed to finish during 2019/2020.

Long-term stability of waste water treatment

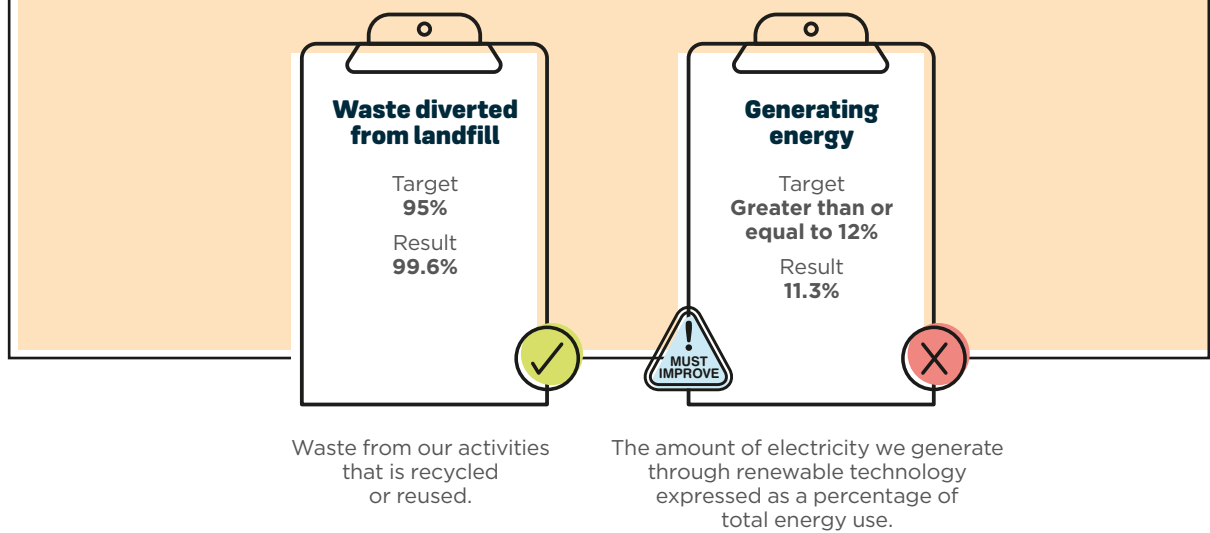
We have continued to deliver our programme of investment in the environment and look into what we should be investigating to 2020. This programme focuses on the investment needed to improve our waste-water treatment and protect the environment. The programme also includes investigations to understand and inform our future investment needs. The outcomes of these contribute to maintaining a 'stable' rating in the overall assessment for waste-water treatment stability and reliability. This needs effective long-term planning and asset management to make sure our service is resilient and sustainable. Six of our 611 waste-water treatment works did not meet their discharge permit conditions in 2017. This was a slight reduction in performance compared with 2017 when we had five failing waste-water works. It is our continued aim to achieve high levels of performance and move towards 100% compliance.



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



We understand our impact on the wider environment and act responsibly



Waste diverted from landfill

We know that it's important to reduce waste to keep bills low for customers, reduce our effect on the environment and stay efficient. During 2018/2019, we have maintained the high rates of recycling from our offices, construction sites and operational sites at 99.6%, which is better than our performance commitment to divert at least 95% of our waste. We continue to move forward with our work to reduce waste and find new ways to take more value from under-used materials and resources such as waste water, sewage sludge and our operational land.

we maintained supply and demand, we had to put in place energy-intensive resilience plans, such as taking water from rivers to allow reservoir stocks to be replaced.

We expect to achieve the 12% target in 2019/2020 following the recent performance of our new £72 million sludge-treatment and anaerobic digestion facility at our Knostrop treatment works in Leeds.

We are also working with contractors to supply solar power to several of our sites.

Generating energy

Electricity accounts for approximately 64% of our operational emissions and is one of our largest operating costs. We work to reduce our electricity usage as far as possible and to generate renewable energy where we can.

The electricity we used increased in 2018/2019, from 598 gigawatt hours to 620 gigawatt hours from the previous year. We work hard to reduce, as far as possible, our electricity usage and to make the most of the amount of energy we generate. 2018/2019 has seen a four-year high with over 70GWh being generated. Despite excellent performance in generating energy, a dry winter and warm summer resulted in an increase in use. So, to make sure that

Indicates if we are meeting our regulatory target.

Indicates if we are not meeting our regulatory target.



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



We provide the level of customer service you expect and value



Measured by our regulator Ofwat's Service Incentive Mechanism and scored out of 100.

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

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

Measure of customer service

Customer service is measured by Ofwat using an independent assessment. The measure gives us, and other water companies, a score out of 100 worked out using two measures. The first is out of 25 and based on the number of phone calls about service failures and complaints received in writing. The second is based on a satisfaction score out of 75 collected through surveys with customers, every three months, about the way we handled any contact with them.

Our overall score this year was 84.0, compared with 84.3 points last year.

Our overall SIM score means we have not achieved our performance commitment which is to improve year on year. Our billing-related services have continued to be strong and match our ambition. However, the cold weather at the start of the year, followed by a prolonged dry period, caused disruption to our water network and so meant our customers were dissatisfied.

Overall customer satisfaction

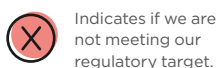
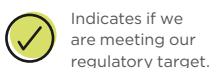
The independent Consumer Council for Water (CC Water) survey water-industry customers about customer satisfaction with their water and waste-water services.

The results showed that 95% of customers said they were satisfied with our water services and 88% with our waste-water services. We are pleased to be achieving our performance commitment to improve average satisfaction scores in this asset management period (AMP) compared with the last one.

People who still choose to phone us, receive a great service thanks to new training and coaching of our staff.

Service commitment failures

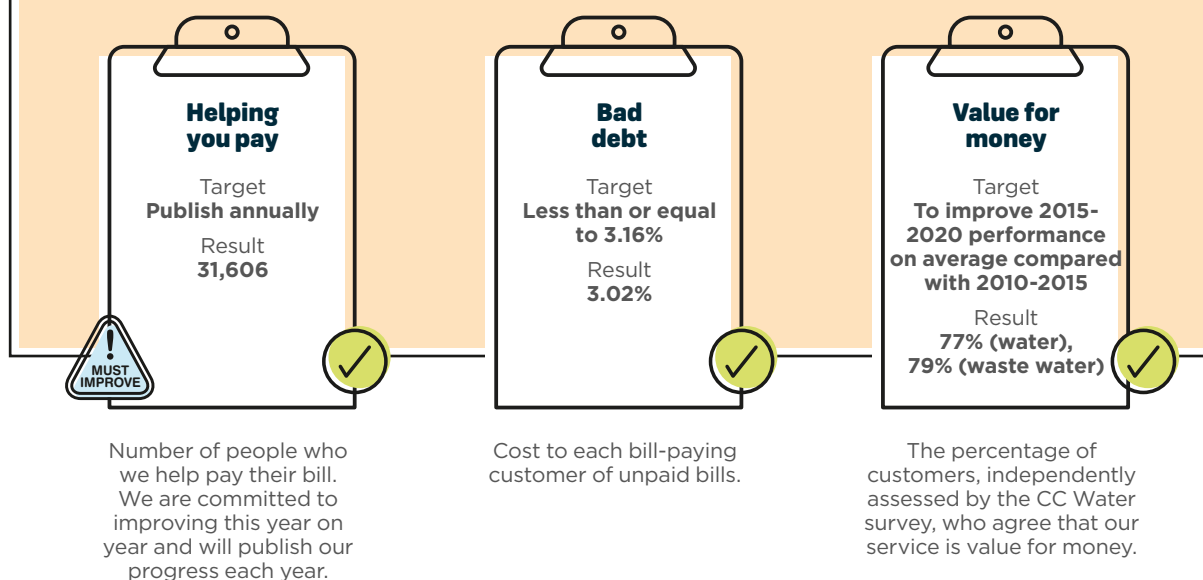
By law, we have to meet specific minimum standards for customer service, such as meeting appointment times. This is called the guaranteed standards of service (GSS). The number of failures this year is was 14,221 which is higher than last year but is still on track to meet this our performance commitment (for our average 2015 to 2020 performance to be less than the average of the last three years of 2010 to 2015).



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



We keep your bills as low as possible



Helping you pay

We recognise that many customers are struggling with the cost of living. Our customer bills are some of the lowest in the country and we are committed to keeping them low. We have capped the rise in our bill price to the Retail Price Index (RPI) each year until 2020. Our average joint water and waste-water bill in 2018/2019 was £387. We will continue to make sure any rises in our average joint water and waste-water bill are no more than the value of the RPI. This performance commitment refers to all customers we provide financial support to through one of our support schemes. There are two social tariffs, WaterSure and WaterSupport, as well as FreshStart, Resolve, Community Trust, and debt settlements for those customers in debt with their water bills. And, for customers in debt, we may support them by offering a water meter if this would benefit them financially.

In 2018/2019, we have seen an increase in the number of customers who are on the schemes, reflecting the continued effort to promote the various schemes that fall under this performance commitment. This is a trend we expect to see continue. We have increased the number of customers we have helped through this and other schemes year on year, from 28,853 in 2017/2018 to 31,606 in 2018/2019. Of all the schemes, WaterSupport, a social tariff aimed at customers with low incomes, has the largest number of customers, at around 16,000.

Bad debt

We run a range of schemes to help customers who genuinely cannot afford to pay their bills and we have strong processes in place for managing debt for those who choose not to pay their bills. In 2018/2019 we met our performance commitment (to make sure that the cost to customers of bad debt was kept below 3.16% of the average bill). We maintained our leading approach to managing debt - the cost of debt was 3.02% of the average bill.

Value for money

Each year, the Consumer Council for Water (CCW) survey water customers about value for money. Latest results show that 77% of customers agreed our water service was 'value for money', and 79% for our waste-water service. We are pleased to be achieving our performance commitment to improve average satisfaction scores this AMP compared with the last one, for both water and waste-water services.



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Want to know more?

Here is a link to the Yorkshire Forum for Water Customers independent report on our performance.

Here is a link to our full annual performance report.

Rather see a video on our performance?
Click here for a video on 'our performance – how we're doing' webpage.

Want to know how our performance compares with other water companies?
Click here to view the Discover Water Website.

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