



Our Blueprint for Yorkshire The next 25 years

Taking responsibility for the
water environment for good

Revised December 2013



YorkshireWater

Our Blueprint for Yorkshire

The next 25 years

This part of our Blueprint describes our vision and the future direction of the company over the next 25 years.

At its heart is a recognition of the importance of our role as custodians of the natural environment and providers of one of life's most essential services to millions of people.

We look after an enormous legacy of reservoirs, structures and pipes across our region. Some of these are many decades old and need long-term planning to ensure that they will continue to be able to do the job. We also need to plan carefully to ensure that new assets can be developed to cope with future demand. At the same time, we need to ensure that our services are affordable for our customers, both now and in the future. All of this is reflected in our company vision of 'Taking responsibility for the water environment for good'.

As we strive to be the best that we can be at customer service, our plan is also about putting customers at the heart of everything we do. The last 25 years have been challenging for the water industry and we've seen some big changes as we've moved on from privatisation to become a mature, innovative, customer-focused company.

Finally, our plan is all about thinking ahead and being well prepared, acknowledging that the water industry may change just as much over the next 25 years. And setting out our vision for the company in that changing world.

I hope you will take the time to read our Blueprint for Yorkshire and that, as you read it, you will come to share my view that we've put together a clear plan that's right for our customers, and right for Yorkshire.



Richard Flint
Chief Executive of Yorkshire Water

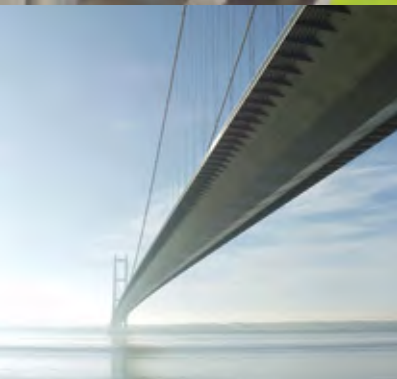
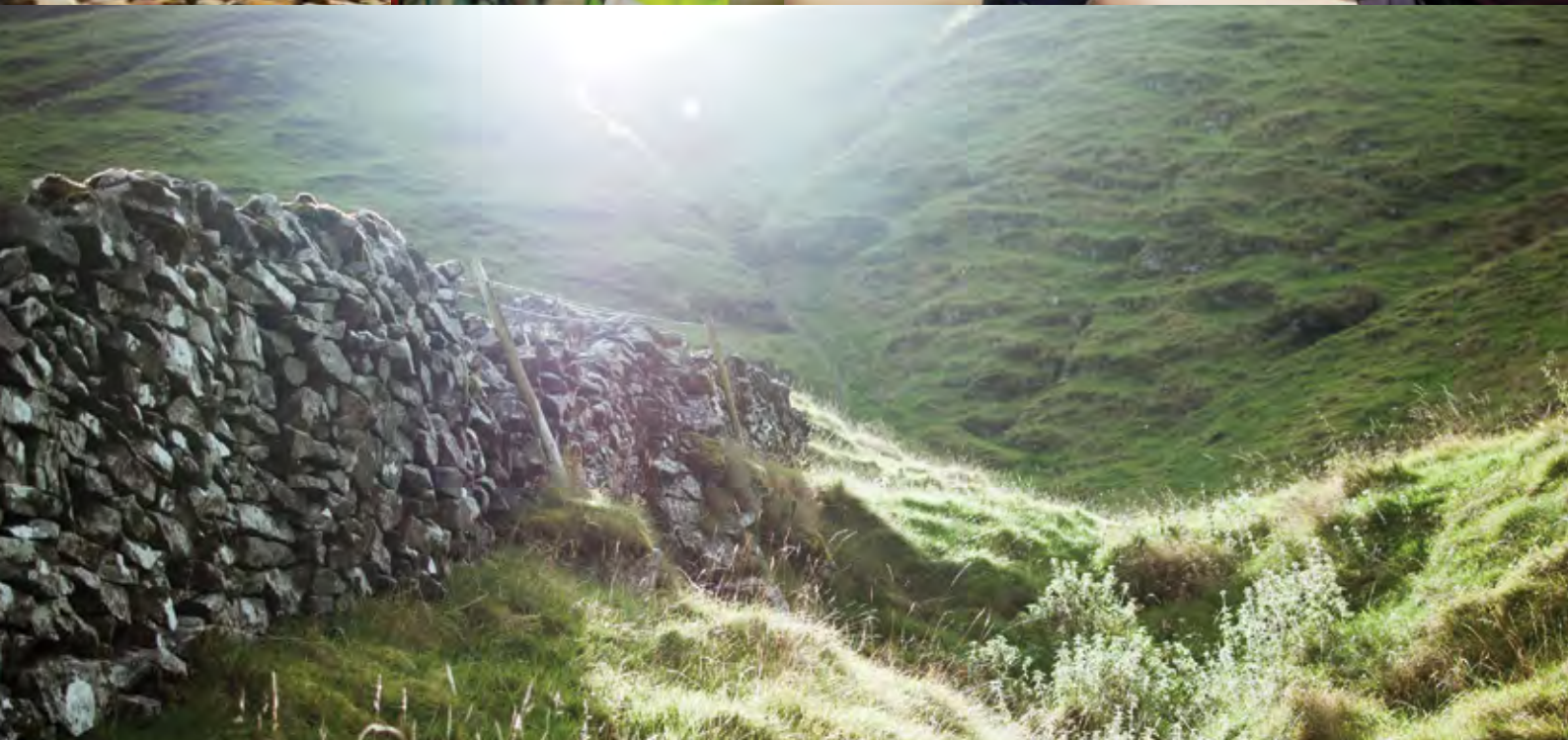
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Protecting Yorkshire's natural resources and providing you with essential water and waste water services is only the start.

This document looks at where we are right now. It also looks at the challenges ahead and describes how we plan to achieve and measure our progress towards meeting these challenges over the next 25 years.

We've worked with you, our customers, and our stakeholders to define the long-term outcomes you'd like us to deliver. Our outcomes are the long-term end results we'll be working towards each and every day to deliver our services to you, and will form the measurable objectives for us in our 5 and 25-year plans. As a result, our plans have our customers and the environment very much at their heart.





Looking after
133 reservoirs
and managing
28,700 hectares
of upland
catchment

Collecting
about 1 billion
litres of waste
water and safely
returning it to
the environment

Maintaining
enough
pipework
to go around
the earth!



Delivering
around 1.26
billion litres of
drinking water a
day to 5 million
customers



Answering
the phone
24 hours a day,
365 days a year



Managing
695 water and
waste water
treatment
works



We collect, treat and distribute around 1.26 billion litres of drinking water to the people of the Yorkshire region every day. We also collect, treat and dispose of about 1 billion litres of waste water safely back into the environment. That's a lot of water.

To do this we operate nearly 695 water and waste water treatment works and look after 83,300km of water and sewerage pipework – enough to go twice around the earth! In 2011, following new government legislation, we adopted 22,000km of private sewers, which significantly increased our sewer network overnight.

So our first job is to keep all this in good working order on behalf of all our 5 million customers. By doing this we ensure that you don't suffer burst pipes, low water pressure, water discolouration, sewer flooding or odour problems. And we keep our rivers and coasts clean.

Our average domestic bill in 2013 is £368 per household – 5% lower than the average combined water and sewerage bill across England and Wales. We're committed to spending your money efficiently, and we use a process of borrowing money over the longer term so that we are able to make the right investments today.

However, our work doesn't stop there

We're also one of Yorkshire's largest landowners and have opened up thousands of acres of our land for everyone to enjoy. And we're one of Yorkshire's biggest employers, actively involved in working with communities and their local environments.

How we've done so far

We're immensely proud of what we've achieved for Yorkshire's water and sewerage services since privatisation in 1989. Our innovation and investment has resulted in some significant environmental improvements, no water restrictions and better customer service, and has brought jobs, work and wealth creation to our region. Here are some of the highlights of the past two decades...

Top quality water on tap, 24 hours a day, 365 days a year

In Yorkshire we now have one of the most flexible and resilient water supply systems in the world, delivering top quality drinking water to millions of homes and businesses every day.

During the drought of 1995 we had to impose water restrictions and bring in water from other regions. Since then, we've led the way developing and creating a grid management system – an extensive underground network of pipes that lets us move water to where it's needed most. So when drought was declared in east Yorkshire in 2012, we were able to draw on water from other parts of the region to re-balance stocks and maintain supply, meaning there were no water restrictions for any of our customers.

And in 2012-13 we recorded our lowest ever leakage levels.

Cleaner, healthier, biodiverse rivers

Yorkshire's rivers have never been cleaner. Our waste water treatment works treat effluent to higher standards than ever before, cleaning the water to remove potentially harmful elements such as phosphorus and nitrogen before returning it to our rivers.

Three decades ago the Don was dubbed one of the most polluted rivers in Europe – our aspiration is to see salmon swimming through the centre of Sheffield once more. In partnership with the Don Network, a coalition of passionate people with an interest in the river and its surroundings, we've undertaken an innovative and engaging programme of work to improve water quality along the entire length of the river – from its source high on the moors above Sheffield to its confluence with the River Ouse in Goole.

Reducing the risk of flooding

We can't control the rain but we do have a part to play in reducing flooding in our region. Since the wide scale flooding in Yorkshire in 2007, we've worked in partnership with local agencies to understand the effect our sewer network has on flooding and to reduce its impact. However, we recognise that this is an issue where we still have much more to do.

Our recent 'Doing the Dirty' campaign is just one of the ways in which we have used different approaches to reduce flooding. We've shown our customers that putting the wrong things into the sewer network causes problem blockages, and that this can lead to homes and businesses becoming flooded with untreated waste water.

**Moving water
around to where
customers need
it most**



**Managing our
resources –
Yorkshire hasn't
seen a hosepipe
ban since 1996**



**Recording
our lowest
ever leakage
levels**



**Investing
£110m in
a 'Coast to
Boast About'**



Rising to the challenges, today and tomorrow

Creating a 'Coast to Boast About'

We're the only water company currently investing with the intention of achieving the 'excellent' standard in bathing water quality. By 2015 we'll have invested over £100 million to help make sure that the water quality at Yorkshire's beaches doesn't just meet the new standards but exceeds them where possible, to attain the coveted 'excellent' standard. This should mean more opportunities for our region's beaches to be awarded Blue Flags and for increased tourism for Yorkshire.

Under our own power

We have a wealth of resources and are still discovering what we've got. In 2013 we have the capacity to generate up to 10% of our electricity using a combination of sludge digestion, hydro and wind generation and our capability is increasing all the time. Our flagship waste water treatment works in Bradford has been remodelled to make energy from the waste water. It is designed to achieve the amazing feat of being energy neutral by cleaning waste water to high standards and putting it back in the River Aire without incurring a single energy bill.

In an entirely different way, our upland assets and catchments are also helping us provide cleaner raw water. We're using natural processes to reduce the colour, pesticides and nitrates, which need to be removed from water before it's put into the drinking water supply. In 2011 Richard Benyon, the Defra Minister for Water, visited us to see our solutions in action on Keighley Moor and said "I applaud the work that Yorkshire Water has been undertaking to tackle the problem of water pollution."

Working together for the environment

We recognise and value the importance of our role as custodians of the natural environment. For many years we've been inviting customers and stakeholders to share their views through our independent Environment Advisory Panel. The panel has monitored and commented on our activities, and we have regularly sought its opinion on upcoming issues, particularly changes in regulation and activity. We're very keen to carry on encouraging and supporting the panel and benefiting from this invaluable relationship into the future.

Making life better for customers

We have an enviable track record for helping our customers manage unpaid bills. We do this by understanding their situation so that we can help them find a way to pay. Which is good news for all our customers because it keeps everyone's bills down.

We're promoting our Water Sure and Resolve schemes to help customers who find it difficult to pay and the number of customers we helped on these schemes is increasing.

CCWater's Annual survey for 2011 showed that 75% of our customers thought our charges were fair compared to the industry average of 67%. It seems customers value what we do.

Creating jobs, helping businesses and the local economy

Our investment in our system of pipes, water treatment plants, reservoirs and waste water facilities helps local businesses.

By making Yorkshire a better, cleaner place to live, work and visit we're helping to attract new businesses and tourists to our region and creating new jobs where they're needed most.



**Yorkshire's
bathing water
doesn't just
meet the new
standards but
exceeds them**



**In 2013 we
can already
generate up
to 10% of our
electricity**

**By making Yorkshire
a better, cleaner
place to live, work
and visit we're
helping to attract
new businesses
and tourists to
our region**



By 2040 we'll
be serving an
extra 501,000
households



Our region's
average
temperature
could rise
by 3.6°C by
the 2050s



855,000 more
people living in
Yorkshire in the
next 25 years



Sea levels
could be
32cm higher
by the 2040s



A changing climate. A growing population. Rising costs and decreasing availability of resources. Some big challenges lie ahead. But we're ready to embrace these changes and are already planning for them.

A changing climate

The climate is changing. For a business that works with water, this is arguably our biggest challenge. Yorkshire's average surface temperature is projected to rise by up to 3.6°C by the 2050s and weather is projected to become more variable and more extreme.

Sea levels are expected to rise by up to 32cm higher than they are today, and the UK is predicted to have more bouts of heavy rainfall. Both of these factors will test our sewer network to its limit.

A seasonal shift in rainfall patterns to drier summers and wetter winters is likely, which will mean that we need to collect rainfall appropriately, and we'll all need to be more careful with our use of water.

We've already been making investments to understand the impact that climate change will have on our operations and how we can address this over time.

A rapidly growing population

We expect to be serving 5.9 million customers by 2040, that's an extra 501,000 more households in our region. This will place huge demands on our water supply systems, the sewer network and waste water treatment works.

Changing customer perceptions

In the future, people will be more informed than ever about environmental issues and the effect their water usage has on the production of greenhouse gases like CO₂. Stakeholders will also be taking an increasing interest in our environmental performance.

On top of excellent service, our customers will also be looking to see us play a bigger role in taking responsibility for the environment and enhancing our communities. They'll expect us to be much more than a utility company.

With the rise of social media, our customers will have a much more powerful voice on the issues that concern them. They will look to us to deliver a great service that's sustainable and resilient for the future and to run our business with openness, honesty and transparency.

Our business customers will soon be able to choose who they buy their water and waste water services from. This means they can opt to have their bill and other retail services provided by the retailer who best meets their expectations.

Rising costs

We know our costs will go up. Energy prices and the cost of resources like fuel and chemicals are expected to continue to rise. We will need to be even more efficient in our use of energy and think differently about how we obtain resources and how to use them more sustainably.

In particular, we need to make sure we tap into all the energy and resources contained within the waste water we collect – something traditionally ignored as a waste product until recently, to minimise our use of limited natural resources.

We're putting you at the heart of our business. Here's what you told us you want for the future...

Our responsibility to our customers is huge. You rely on us to look after our legacy of reservoirs, treatment works and pipes so that we can continue to provide you with water and sewerage services now and in the future. We never forget that your money pays for everything we do, so it's only fair that we ask you what you want from your water company over the next 25 years.

That's why our 25-year plan has been developed in conjunction with the people that really matter: you. We've been carrying out research and listening to you – our customers – to identify the services you value most and the things you expect from us today and in the future.

Here's what you told us...

You need a continuous supply of clean, safe water for drinking and business use

You told us that this is very important to you. You value water that's safe, and looks and tastes good to drink. You value a reliable and resilient service to collect, treat and deliver water to homes and businesses. You also told us that it's important for us to help you to reduce your water use but that we must also look at our own use and the leaks from our pipes.

You want us to remove your waste water and maintain the sewer network

You said it's important to you that we prevent homes from being flooded with sewage by investing in and maintaining a sewer network that can deal with heavy rainfall and safely take all your waste water away.

You want us to protect the environment

You made it clear that it's important that we take steps to minimise the effect of our operations on the environment. Pollution of water, air and land from any source is unacceptable to you. It is important that as well as safely treating and returning waste water to our rivers and coasts, we carefully manage the amount of water we take from the environment to supply our customers.

You want good customer service and acceptable prices

You expect good customer service and a service that caters for specific needs at an acceptable price. You want us to make it easy to contact us at any time and you expect us to reply in a timely manner. You also told us it is important that we help you with your water use and provide options for you to conserve water, so that you can control the costs you pay.

Using your feedback to shape our actions

Based on what you told us we have identified seven long-term outcomes, which will form the core of our future direction. We will plan to achieve these and seek to find innovative ways to work towards them, while keeping our prices as low as possible.

Outcomes for Yorkshire



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

The Customer Forum

In developing our plans for the future we've worked closely with an independent Customer Forum. The forum includes customer and local government representatives as well as a number of our regulators. Their purpose is to ensure that we keep our customers at the heart of what we do and that we have the appropriate level of consultation with you to inform the direction of our business.

Our Customer Forum membership comprises:

- An Independent Chair
- Chair of the Environmental Advisory Panel
- Citizens' Advice
- AgeUK
- Local Council Representative
- Confederation of British Industry (CBI)
- Federation of Small Businesses
- Independent Academic
- Drinking Water Inspectorate
- Consumer Council for Water (CCWater)
- Environment Agency
- Natural England

The Customer Forum meets regularly to study the details of our plans, how we are pulling those plans together and how well our customers' views are taken into account in producing them. We welcome the way it has challenged our approach to engaging customers and how its input has helped us shape this document and our outcomes for the next 25 years.

You can read and download the minutes of the Customer Forum meetings from our Blueprint website at blueprintforyorkshire.com

Measuring our progress against these outcomes

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. 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 wider stakeholders. So, for each outcome there are several measures.

We have only used measures of success which are:

1. Relevant to the outcome you want and need
2. Informed by your views and that they are measures that you place a value on
3. Something we can actually measure and independently verify or compare against others' performance where needed
4. Clear and easy to understand
5. At least in part controllable by us
6. Something we can continue to use into the future.

The following sections take each of our outcomes in turn and outline the detail of what it means for you and how we plan to measure our progress.



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

We supply our customers with around 1.26 billion litres of quality drinking water every day and we're making it our objective to ensure that the people of Yorkshire have safe drinking water that tastes and looks good. We're also making it our ambition to be leaders in drinking water quality, whilst being aware of the need to balance the carbon and environmental cost of any improvements we make.

We're dedicated to serving our customers in the Yorkshire region. But we also think it's our responsibility to help promote safe water across the world. We think everyone should have access to clean, safe drinking water. That's why we actively support WaterAid and Partners for Water and Sanitation, and are keen to provide ways for our people to bring their knowledge and skills to those who badly need them.

How will we get there over the next 25 years?

- Continue to meet our legal requirements for drinking water safety.
- Continually maintain and upgrade our network of pipes, reservoirs and water treatment works.
- Continue with a high quality treatment process at our water treatment works.
- Continue to meet customers' and regulators' demand for ever improving water quality.
- Champion the supply of safe water, globally.

What are the benefits?

- We continue to meet the legal requirements enforced by the Drinking Water Inspectorate.
- Public health is maintained by ensuring our water remains free from harmful bacteria or chemicals.
- You enjoy a clean, safe water supply.
- Drinking water will not have an unusual taste or smell, or be discoloured.
- We reduce the risk of bursts, low water pressure, and supply interruptions.

How we'll measure our success:

- 1. The quality of our drinking water** – the overall compliance with the Drinking Water Inspectorate's strict quality standards.
- 2. Corrective actions** – The number of times the Drinking Water Inspectorate requires us to take further corrective action to protect public health following a significant event. We must submit a detailed report to the Drinking Water Inspectorate for each potentially significant event that includes the number of properties affected and the actions we have taken.
- 3. Customer complaints about discolouration, taste and odour** – the number of times customers contact us each year about discolouration, taste and odour.
- 4. Long-term stability and reliability factor: Water quality** – an overall assessment of long-term stability and reliability of our water service based on a basket of indicators.







We make sure that you always have enough water

We provide five million customers with a secure water supply that will meet their demands both now and in the future. However, water is a precious resource, and the population of Yorkshire is forecast to increase by 855,000 people over the next 25 years. This will place some very big demands on our system. It's the equivalent of a new city the size of Leeds being built in our region.

Climate change also has the potential to create further shortages and stresses and could also increase domestic and business demand for water. So we've taken account of climate change in our plans and forecasts right up to 2040.

By reducing the amount of water we all use each day we can meet the challenge of rising demand for water and the ever reducing availability of this precious resource. We are reducing the amount of water we use ourselves. This is something we measure and publish in our Water Resources Management Plan, which is available on our website.

Another big topic is leakage. In recent years we've done a great deal to reduce losses from our system, but we recognise that there is still much more to do. We know we need to set an example in using water efficiently so that our customers will follow our advice in their own consumption. We're committed to sustainably reducing leakage levels over the next 25 years and finding the right balance between economic and environmental factors.

We know from customer feedback that we can do much more to explain about water use and water saving. We're here to give you the support you need to conserve water in your own homes and businesses, and to manage your bills and water use.

How will we get there over the next 25 years?

- Ensure we have and maintain sufficient supplies of drinking water to deliver to customers long into the future.
- Prepare for extreme weather events or changing conditions caused by climate change.
- Reduce leakage sustainably.
- Make water usage matter – continue providing help and information programmes for our customers on water conservation and efficiency to reduce the amount of water used per person. We will continue working towards reducing household use through water efficiency measures, aiming to give savings of 2 Mld each year.

- We aim to ensure at least 60% of households are metered, in line with our Water Resources Management Plan, balancing the benefits of reduced demand, with the additional costs of metering.
- Take water from sustainable sources to minimise damage to the natural environment.
- Reduce the amount of water we use to maintain our operations.
- Be efficient in how we operate our catchments both regionally and nationally when needed, including trading water with other water companies where it makes sense to do so.

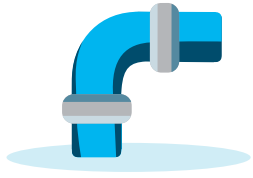
What are the benefits?

- Your security of supply is maximised.
- Reducing leakage will give us more flexibility and choice.
- You will see and experience fewer leaks so less water is lost.
- The risk of a hosepipe ban in the future is kept as low as possible – currently we work to ensure this happens no more than once in every 25 years on average.
- Water will continue to be taken from sustainable sources, minimising damage to the natural environment.
- You'll understand your own water use and how you can use less and keep your bills low.

How will we measure it?

1. **Leakage** – the amount of water which is lost from the water network before it reaches customers' homes.
2. **Supply interruptions** – Number of minutes lost due to water supply interruptions for three hours or longer, per property served.
3. **Water use** – how much, on average, each person in our region uses per day.
4. **Long-term stability and reliability factor:**
Water quantity – an overall assessment of long-term stability and reliability of our water service based on a basket of indicators.

“The water sector can do more to provide water that is sustainable, secure and affordable”



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

We maintain a network of 52,000km of sewers, and collect and treat one billion litres of waste water every day from homes and businesses across the Yorkshire region – a figure that will inevitably rise as the population of Yorkshire increases. We know you expect this to be removed safely and efficiently.

We'll ensure we provide a reliable sewerage service, which adapts to growing environmental pressures such as climate change and the anticipated growth of the region's population, as well as tighter environmental legislation.

You have a part to play too. We want to help you understand what should and shouldn't be flushed or drained away from your homes and businesses – blockages in sewers increase the risk of flooding and pollution.

How will we get there over the next 25 years?

- Maintain and improve the condition and capacity of our sewers.
- Improve our understanding of our sewer networks to identify potential problems before they cause issues.
- Improve ways of managing excessive rainfall to alleviate pressure on the sewer network through water sensitive urban design and through working in partnership with other stakeholders such as local councils and the Environment Agency.
- Work with you to help you understand how you can keep the sewer network flowing by avoiding putting the wrong things down sinks and toilets.
- Protect you from sewer flooding and play a key role in reducing the overall risk of flooding in local communities – by using new and innovative ways of working we aim to ensure that no one is impacted by internal sewer flooding during normal conditions, and through better understanding of our networks we aspire to achieve a '1 in 30 years' level of protection for all properties.

What are the benefits?

- A reliable sewerage service – we will remove your waste water safely.
- We can better cope with increasing demands as the region's population grows and experiences more extreme weather events.
- Reduced numbers of sewer flooding and pollution caused by blockages.
- The chance of experiencing internal sewer flooding of your property is reduced.
- Reduced risk of flooding of roads and gardens from the sewer network.
- Fewer instances of pollution affecting ponds, rivers, canals and coasts.

How will we measure it?

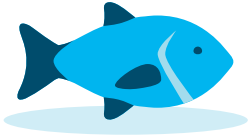
- 1. Internal flooding** – the number of times customer properties are flooded by waste water each year.
- 2. External flooding** – the number of times waste water causes flooding to gardens, roads and other outside areas each year.
- 3. Pollution incidents** – the number of times waste water escaping from our network causes pollution of water courses or other water bodies each year.
- 4. Long-term stability and reliability factor: Sewer network** – an overall assessment of long-term stability and reliability based on a basket of indicators.



Blackburn Meadows –
Yorkshire Water’s
Waste Water Treatment
Works Anaerobic Digestion
Facility – generating energy
and a low carbon waste
water treatment process

E.ON’s Renewable
Energy Plant, using
biomass power to
provide heat and
electricity for Sheffield





We protect and improve the water environment

Yorkshire is a beautiful place. We're determined to play our part in making sure it stays that way. That's why we're making it our responsibility to make sure the rivers, catchments and coasts are of a high standard. It's also why we're willing to go beyond the minimum requirements placed upon us to improve and protect our natural environment.

We treat one billion litres of waste water every day and safely return it to rivers and coasts, cleaning it to a tight legal standard before putting it back into the environment.

We want to protect all the natural water resources in our region so that future generations can enjoy the quality of water they need. To do this means working alongside farmers, stakeholders and other landholders to protect water bodies and manage the upland water catchments that serve our reservoirs. In doing so we protect rivers, surface water and ground water, improve biodiversity, create attractive river environments and set a great example for others to follow.

We own 28,700 hectares of land, making us one of the biggest landowners in Yorkshire with responsibility for the health of a variety of landscapes, particularly moorland, rivers and coast. Protecting and improving the iconic Yorkshire landscape means we need to continue to use partnerships with external organisations and policy makers to improve the quality of the raw water we collect.

We're already working towards achieving 'excellent' standard for bathing water quality at a number of Yorkshire's beaches. But we won't stop there. We'll be working alongside others to ensure that the water quality at all our region's beaches is of a high standard, not just at the designated bathing beaches on which we're monitored, to further support the coastal economy, tourism and the marine environment.

How will we get there over the next 25 years?

- Improve our catchments and communities through working with others.
- Maintain and improve our waste water treatment works to improve the quality of treated water we put back into the environment.
- Participate in partnership-type approaches to drive multiple benefits for everyone in our region.
- Share knowledge on pollution sources for catchments and water bodies and help others to understand and take action to avoid damaging the water environment. For example helping farmers understand the impact of chemicals on the water environment and jointly working ways to avoid this such as use of alternative products or spraying techniques.

- We will work hard to minimise the number of pollution events we experience.
- Always meet our environmental obligations.
- Restore natural uplands, stabilise water quality and support animal and plant life.
- Open up our land for everyone to enjoy safely.

What are the benefits?

- Continued protection of our iconic Yorkshire moorland landscape.
- Improved raw water quality – reduced investment in expensive water treatment processes with less impact on the environment, as well as reduced carbon emissions from less intensive water treatment.
- Improved river water quality which will increase the fish population and other wildlife.
- A coast renowned for the excellent standard of its bathing beaches – excellent water quality at bathing beaches in Yorkshire and the potential for more designated bathing beaches.
- Enhanced biodiversity of the region.
- Enhanced access to Yorkshire Water owned land for customer enjoyment.

How will we measure it?

1. **Length of river improved** – against Water Framework Directive component measures.
2. **How much we deliver by working with others** – the number of solutions delivered by working with others.
3. **Enhanced catchments** – The amount of land we conserve and enhance.
4. **Visitor satisfaction** – a measure of recreational visitor satisfaction with access to Yorkshire Water recreational land and visitor facilities.
5. **Bathing Water Quality** – the number of Yorkshire's bathing waters that exceed the requirements of the EU bathing water standard.
6. **Long-term stability and reliability factor:**
Waste water quality – an overall assessment of long-term stability and reliability of our waste water treatment service based on a basket of indicators.

“Yorkshire is a beautiful place. And we intend to do our bit to help it stay that way”



We understand our impact on the wider environment and act responsibly

Collecting, treating and distributing water is an energy-hungry process that comes at an environmental cost – one we are determined to minimise.

We forecast that our energy needs will continue to rise as we treat water and waste water to ever higher standards, and because climate change will affect the availability of water. If we do not influence and reduce individual water use, energy needs will also continue to rise because a higher population will require and dispose of more water.

So we're thinking differently about how we use our resources to manage and offset this. We're making sure that every single one of our people is thinking about sustainability in their day-to-day work and decision making.

Rising resource costs, natural resource depletion and a growing demand for our services, together with the need to remain a financially sound business all put further pressure on us. But we are committed to becoming a sustainable company that considers the environment, economy and social needs of customers when making all our long-term decisions.

How will we get there over the next 25 years?

- Increase our own renewable energy generation – through wind, water turbines and the generation of bio-gas.
- Reduce our carbon emissions for example by cutting the amount of energy used across the business.
- Innovate to improve the way we manage and operate our waste water and clean water assets.

- Operate our business by making environmentally informed decisions.
- Promote sustainability within our region through building partnerships with businesses in Yorkshire to grow the green economy.
- Limit our environmental impact and strive to achieve carbon neutral and zero waste.
- Help you to understand the implications of your water use.

What are the benefits?

- Reduced environmental impact, reduced greenhouse gas emissions and responsible energy consumption.
- Sustainable company.
- Lower bills for customers.
- Better informed customers who make better choices about the way they use water and what they put down their toilets and sinks.

How will we measure it?

1. **Renewable energy** – the percentage of our energy needs that we generate through renewable technology.
2. **Waste diverted from landfill** – the percentage of the waste from our operations that we reuse and recycle.

“Helping Yorkshire have a positive impact on the world and its resources”







We provide the level of customer service you expect and value

Great customer service is about going the extra mile. It's about making sure you can access services in the way you choose and ensuring that you get the level of customer service you expect.

Providing a great service is key to earning trust. That's why we're committed to putting our customers at the heart of everything we do, exceeding your expectations every time, valuing and supporting our people so they can better support you, and making sure we deliver on our promises.

How will we get there over the next 25 years?

- Ensure we are proactive and easy to deal with.
- Fix things first time.
- Be helpful and friendly and make it easy for you to contact us.
- Listen to you and to our stakeholders to ensure we are meeting your needs and delivering what you want.
- Be open and honest about the profits we make, and how we reward our people, right through to the detail of our operations and our customer satisfaction scores.
- Go beyond the basic regulatory requirements and become a role model, lead the way in being ethical and sustainable and measure ourselves against internationally recognised standards.
- Give our people the right skills, tools, procedures, working environment, rewards and recognition.

What are the benefits?

- Your expectations are met or exceeded.
- We get things right first time.
- Your complaints are resolved first time.
- You receive a friendly, professional and helpful service.
- You understand the services we offer.
- If things go wrong – we own and solve the problem.
- We operate transparently.

How will we measure it?

- 1. Customer Service measure** – Qualitative measure of customer service: the Service Incentive Mechanism.
- 2. Number of Service commitment failures** – the number of times we fail to provide Guaranteed Standards of Service levels.
- 3. Overall customer satisfaction** – using the CCWater Annual Tracking Survey.

“We’re committed to putting our customers at the heart of everything we do”



We keep your bills as low as possible

We're committed to doing everything we can to make sure that your bills represent the best possible service at the lowest possible price. We'll also ensure that our bills reflect your needs and wants and are accurate, and that we will continue to provide support for vulnerable customers.

To do this, we need to remain financially strong because a financially strong Yorkshire Water is good for everyone. It means we can deliver our services to you at a price you are willing and able to pay, while showing good returns for our investors and being able to fund our business and investment plans for the future.

We'll continue to provide help and support to vulnerable customers and to help those of our customers who find themselves in water poverty. Our support includes:

- The promotion of water meters. We believe some customers would be better off financially on a water meter, so we'll help people understand this and see how much can be saved.
- Payment plans for those who fall behind with their bill payments.
- Water Sure and Resolve Schemes.

How will we get there over the next 25 years?

- Deliver services at a price customers are able and willing to pay, and help those who cannot pay their water bill.
- Understand who can't pay their water bill and who won't, and reduce the number who won't pay.
- Deliver communication programmes to help everyone to understand the services we offer.

- Be an open and honest company – being clear about our charges and any changes to the cost of your bills.
- Only increase bills in line with what customers want and society needs; always balancing our regulators', customers' and shareholders' expectations to keep bills as low as possible and aiming to keep them below the industry average.
- Fund our business well and ensure it is an attractive investment in the water industry.

What are the benefits?

- You get the lowest bills for the level of service you want to receive.
- You receive a bill that you're able to understand and can afford to pay.
- If you can't pay we'll explore ways to help you.

How will we measure it?

1. **Help paying water bills** – the number of people who we help pay their bill.
2. **Cost of bad debt to customers** – the proportion of each customer's bill which is due to customers who do not pay their bill.
3. **Value for money** – using the CCWater Annual Tracking Survey.

“Delivering our services to customers at a price they're willing and able to pay”



We set ourselves the challenge of putting together a plan to ensure you get the services you want and need over both the short and medium term, while steadily moving towards the achievement of our longer term outcomes over the next 25 years.

It's a difficult balancing act. We need to ensure we deliver the improvements you value the most. We also need to make sure we meet current or new legal and statutory requirements. And we need to do this while keeping our bills as low as possible.

We also need to deliver a return for our investors so that we can safeguard the future of our company. To do this, we might propose that the investment is made over a longer time frame, or we may accelerate some activities, or we could only choose to invest in certain areas now.

Along the journey, we will always face new challenges and encounter new problems. You can trust us to work to anticipate what is coming next and make plans to meet the challenges. We'll use our programme of research and development to identify innovations and ways of working. When the unexpected happens, we'll deal with that too to make sure you receive the services you want and need.

Checking our direction

Every five years or so we review where we are on our long-term journey. If necessary, we'll review it sooner.

In 2007 we published our Strategic Direction Statement, which described our long-term plan up to 2035. We have checked our progress against that plan, and improved it by updating our previous aims and objectives with the future outcomes, which have been developed in close consultation with our customers.

We've identified measures which will help us track our progress on our journey. In our plans we've also considered the impact of the UK economy and its potential to speed up or slow down our progress towards the outcomes whilst taking account of what you want, what you can afford and the availability of financing.

The next full review of our long-term plan is due in 2018-19.

Your feedback

**If you have any comments on our plans
for the next 25 years please email us at
blueprint@yorkshirewater.co.uk**

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