

Attendees

Andrea Cook

Chair, Yorkshire Forum for Water Customers

Anthony Rabin

Independent Chair, Yorkshire Water

Richard Flint

Chief Executive Officer, Yorkshire Water

Liz Barber

Director of Finance, Regulation and Markets, Yorkshire Water

Wendy Kimpton

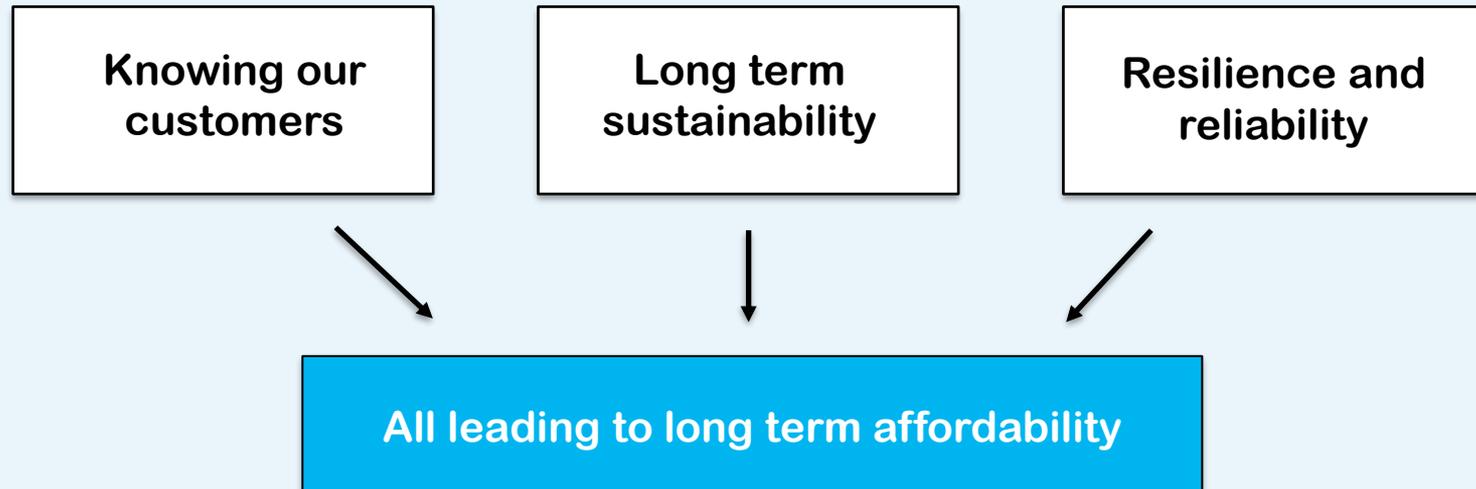
Head of Regulation, Yorkshire Water

We remain an efficient and ambitious company for our customers

- We have included a stretching package of over £800m of cost efficiencies, embracing new markets and innovation.
- To deliver for our customers, we have arguably the most ambitious package of service improvements in the sector.
- Customers want stable and predictable bills so we have reverted to the natural pay-as-you-go rate.
- Our customers support the statutory WINEP programme which is three times the size of previous programmes and requires completion by 2025.

Our ambition to reduce bills has been frustrated by the scale and timing of our WINEP programme.

There are several fundamental innovations in the thinking behind our plan



CUSTOMERS



**WATER
SUPPLY**



ENVIRONMENT



TRANSPARENCY



BILLS

How this changes things for our customers

I can contact Yorkshire Water how and when it suits me.

I know it is easy for me to access the help I need.

I decide when they visit me, I know who is coming and track their progress.

The company looks for signs that I may need wider help and knows how to get it for me.

The company recognises and responds to my individual needs.

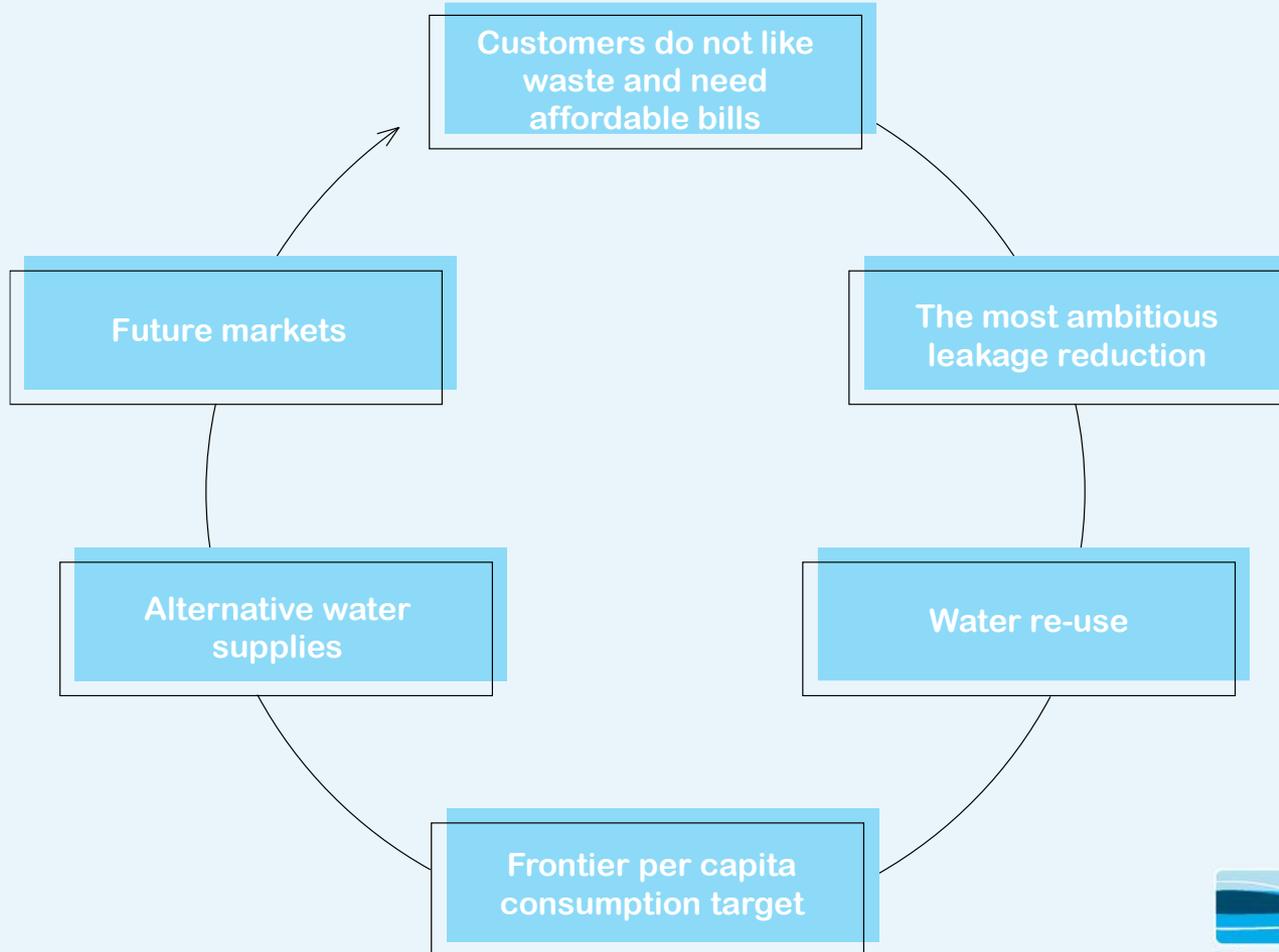
They will contact me if I might be at risk of falling into debt and offer effective help.

My account is reviewed every year to give me the best tariff for my lifestyle.



How this changes things for our long-term sustainability

Bringing our water demand management approach to life:



The role of our Board

Board participation and ownership are integral to the plan

The Board asked three questions; was the plan aspirational, acceptable and achievable?

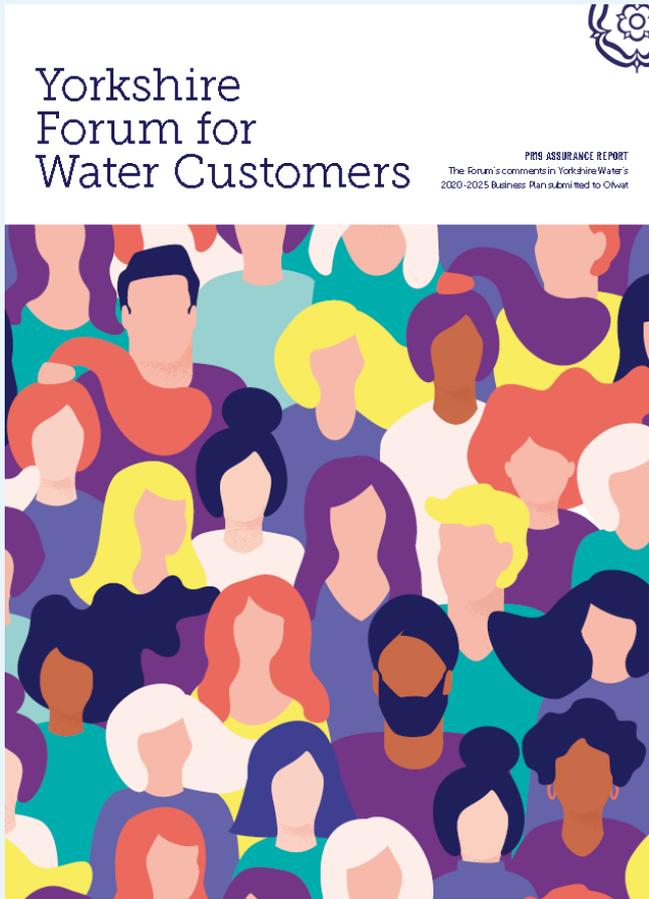
It then considered how it could be satisfied on these points.

What did we do?

- **Challenge of aspiration**
- **Challenge of acceptability**
- **Challenge of achievability**

In summary, this is a bold plan designed to fully meet customer needs and wants and one that is wholly endorsed by the Board.

The role of the Yorkshire Forum for Water Customers



- Expertise in key areas of the plan facilitating scrutiny and input.
- Providing expert input into the development of the approach to vulnerability and affordability.
- Supporting and challenging the company in the development of customer research.
- Ensuring that the research results are reflected in the plan.
- Ongoing input into published materials supporting transparency.