Summary report

Autumn Accountability Session with Yorkshire Water

As part of CCW's Water Voice programme, Accountability Sessions allow community members to challenge water company performance, question senior representatives and agree actions to enhance customer experiences and drive meaningful improvements.

Accountability Session | Tuesday 27th October 2026
Report published: Thursday 5th November

Community members questioned Yorkshire Water's senior representatives about environmental performance, future water supplies and customer support. They wanted clearer connections between what customers pay, the work being undertaken and the improvements they should experience.

The Action Plan Review focused on making local investment and pollution reduction information more useful. The Performance Review explored how additional supplies, leakage reduction and household water savings would address growing demand and drier summers.

During the Q&A, members discussed vulnerability training, help with water saving measures and executive remuneration. The following pages distinguish customer requests, company responses and matters requiring further consideration.

Q1: Action Plan Review
Local investment and environmental improvements

Members welcomed the company's openness, but were disappointed by the anticipated deterioration in its environmental rating.

They wanted clearer local delivery information and evidence that investment and operational changes are working. They requested that straightforward updates be delivered directly to customers, rather than being left for them to find.

Q2: Performance Review
Future supplies and shared water savings

Members welcomed the explanation of long-term planning but wanted clearer information about delivery and how households could participate.

Discussion focused on leakage, smart meter access, useful comparisons and water saving incentives. The company said comparative usage information would become available before the financial year-end.

Q&A Q3:
Making vulnerability training count

Members wanted evidence that staff training improves customer experiences, particularly where people have already explained their support needs.

The company described call auditing, customer feedback and retraining. Members sought more consistent use of customer information and regular reinforcement of learning.

Q&A Q4:
Making water-saving help more accessible

Members wanted practical help with the cost of saving water, including access to water butts beyond existing targeted areas.

The company explained its current support and committed to investigating wider discounted provision and returning at the next meeting with what it proposed to do.

Q&A Q5:
Understanding executive rewards

Members questioned how missed targets affect executive rewards, including payments for parent-company work.

The Chief Executive distinguished performance incentives from shareholder-funded fees. Members wanted a simpler explanation of total remuneration, its funding and its relationship to customer benefit.

What is the purpose of this report and what happens next?

This report summarises the key discussions and actions raised by Water Voice community members during the Yorkshire Water Accountability Session held on 27th October 2026. The actions outlined reflect the improvements community members would like Yorkshire Water to make. These are community-led requests and do not represent confirmed commitments from the company at this stage. Yorkshire Water will create a formal action plan by Friday 4th December 2026, setting out its response to each action, what it intends to deliver and the proposed timescales.

CCW will then monitor progress against the company's commitments and provide monthly updates, allowing community members to see what has changed and continue to hold the company to account.

Q1: Action Plan Review

Strengthening the company's existing actions

Will you strengthen Actions 12[1] and 16[2] so we can track which local works our bills are funding, what they will help, when they will be finished and whether pollution and sewage spills are falling against your official targets?

Context from the session:

Members appreciated Yorkshire Water's openness but were disappointed to hear that the company expected its environmental rating to fall from two stars to one.
They welcomed explanations of additional staff, maintenance, investment and technology, but wanted to understand **what these changes would achieve, where improvements would happen and whether priorities would change following poor performance**.
Members also challenged the expectation that customers should search lengthy reports or websites. They wanted straightforward local information, regular evidence of progress and clearer explanations when results deteriorate.

Existing activity context

Y12[3] and Y16[3] are in progress and already cover local investment information, including regional and map-based presentation. **Y18[3] is delivered**, covering easier access to pollution plan information. The additional requests concern the usefulness, delivery detail and outcome evidence within that information - not simply producing another map or making an existing plan available.

Actions requested by community members

1A. Make local investment and environmental progress trackable

Strengthen the information provided under Y12[3] and Y16[3] so customers can understand:

- **Local delivery:** What work is planned in their area, why it is needed, its expected benefit and when it should be completed.
- **Performance:** Whether pollution incidents and sewage spills are improving against the relevant official targets.
- **Connections and limitations:** How the work contributes to improvement, including where a direct relationship between one scheme and a measured environmental change cannot reliably be established.

The company's explanation of the difficulty of attributing results to individual investments should remain visible; it should not remove the request for meaningful evidence.

1B. Make the explanation of environmental performance and improvement plans accessible

Build on the explanation given during the session to communicate clearly **why the environmental rating was expected to deteriorate, which measures had improved and what the company is doing to address the areas falling short**.

Explain how additional frontline staff, maintenance, investment and technology contribute to reducing pollution risk, including relevant examples of technology used elsewhere. Members also wanted to understand the scale of the remaining challenge and whether lessons learned or newly identified problems would change priorities or planned work.

Requested actions continued overleaf...

[1] **Y12** - *Improve how bill increases, investment and local outcomes are communicated online and in billing communications, including creation of a regional webpage highlighting investment and associated benefits across Yorkshire at a regional level (e.g. North, South, East and West).*

[2] **Y16** - *Strengthen communication of investment progress and outcomes through a dedicated regional investment webpage, highlighting investments and the benefits delivered across Yorkshire at a regional level (e.g. North, South, East and West).*

[3] See Slide 9 for a comprehensive overview of all referenced actions

Q1: Action Plan Review

Strengthening the company's existing actions

Will you strengthen Actions 12[3] and 16[3] so we can track which local works our bills are funding, what they will help, when they will be finished and whether pollution and sewage spills are falling against your official targets?

1C. Bring clear progress information to customers

Provide accessible, proactive updates on investment and environmental performance rather than relying principally on customers finding technical information themselves.

Members suggested simple email updates and a straightforward account of progress. The company should explain the communication approach it can offer, taking account of customers' preferences. **A monthly frequency was suggested during the live capture but was not agreed.**

Company response and outstanding clarification

Yorkshire Water explained that the anticipated rating deterioration reflected total pollution, serious pollution and missed deadlines for six environmental schemes, while some other measures had improved. It described additional staffing, maintenance and technology, and said its forthcoming reporting would explain lessons learned and further actions.

The company's goal was to make the wider investment map available **before the end of March 2027**. It also described existing six-monthly performance reporting and acknowledged the request for clearer, more proactive communication, subject to customer communication preferences.
The formal response should confirm how the requested information will be made accessible and how the map timetable relates to the existing deadlines for Y12[3] and Y16[3]. **A monthly email service was not agreed.**

[3] See Slide 9 for a comprehensive overview of all referenced actions

Q2: Performance Review

Challenging the company's performance and service delivery

What additional water supply will be available, how much and by when and how will that keep pace with growing demand and drier summers?

Context from the session:

Members welcomed the explanation of long-term planning, new boreholes, leakage reduction and smart metering. However, discussion showed that customers did not always know how to request a smart meter, what information it provides or how household savings fit alongside the company's own efforts. Members sought clearer communication of local work and practical ways to understand and reduce consumption. They also questioned how plans would accommodate housing growth and customers who did not take up smart meters.

The company provided an overall estimate and indicative delivery timings. Members welcomed the long-term planning but wanted clearer communication of the measures, how households could participate and how the plans account for new development and customers who do not take up smart meters.

Existing activity context

The company described existing supply, leakage and metering programmes. **Y01**[3] **is marked delivered** and includes clearer smart meter information and improvements to digital account services. Y12[3] and Y16[3] cover investment communications. Any additional actions should strengthen access, usefulness and evidence of progress, rather than restate these programmes or introduce alerts the company says already operate.

Actions requested by community members

2A. Make the supply plan and local improvements understandable

Bring together the figures and indicative delivery timings described during the session in an accessible explanation covering:

- **Water available:** How additional sources, leakage reduction and lower household consumption contribute to protecting supplies.
- **Delivery and demand:** When these measures are expected to contribute and how the plan takes account of growing demand, including new development.
- **Visible local progress:** Clear information about water-supply works and leakage repairs, including what is happening and expected completion dates where work appears inactive.

Build on the explanation already given, rather than requiring customers to assemble the overall picture from separate information sources.

2B. Make smart meter access, rollout and benefits clearer

Build on existing communications to explain how customers can **request a smart meter**, how areas are prioritised and what customers should expect from installation and use.

Communicate clearly the company's stated aim for about half of households to have smart meters by the end of 2030, how benefits differ by household and how the plan accounts for customers who do not take up a meter. Explain any billing-choice arrangements accurately for the customers to whom they apply.

Requested actions continued overleaf...

[3] See Slide 9 for a comprehensive overview of all referenced actions

Q2: Performance Review

Challenging the company's performance and service delivery

What additional water supply will be available, how much and by when and how will that keep pace with growing demand and drier summers?

Actions requested by community members

2C. Give customers useful comparisons and make existing alerts visible

Provide the usage comparisons discussed during the session, helping customers understand their consumption alongside relevant household comparisons.

The company should also explain the unusual-usage alerts it already provides and how customers can use them. **This is not a request to introduce an entirely new alert service where one already exists.**

2D. Respond to the proposal for water-saving rewards

Respond to members' suggestions for rewards or incentives that encourage reduced consumption, including approaches linked to periods of higher demand.

Explain whether these suggestions could usefully complement existing campaigns and metered-bill savings, and what the company proposes to do. **No reward scheme, time-based tariff or pilot was agreed during the session.**

Company response and outstanding clarification

Yorkshire Water described approximately **75 million litres per day** of combined additional supply and savings over the five-year period, alongside indicative borehole delivery timings. It also explained its location based smart meter rollout, how customers can request a meter and billing choice arrangements for eligible customers moving from rateable value charging.

The Chief Executive specifically said that **comparative usage information would be available before the end of the financial year**. The company confirmed that unusual usage alerts already operate and said it would review the communication requests before confirming feasible actions.

Members' questions about the effect of lower smart meter take-up and how new developments are accommodated were not answered in detail. These should be addressed in the formal response. **No water saving reward scheme or time based tariff was agreed.**

Q&A: Q3

Further questions about the company's services and accountability

How will you show that vulnerability training is improving customers' experience and what will you change when it is not?

Context from the session:

The question arose from a member's experience of being worried about losing support and having to explain their circumstances again. **The facilitator confirmed that Yorkshire Water had corrected the error and apologised.** The wider discussion concerned whether training consistently improves customer experience. The company described call auditing, customer feedback and retraining where interactions fall short. Members wanted training to be reflected in everyday behaviour rather than treated as a box-ticking exercise, alongside better use of previously supplied information and regular reinforcement of learning.

Existing activity context

Y09[3] and Y14[3] are marked delivered, covering vulnerability training; Y10[3] covers field-based training and is also marked delivered. Wider customer-experience and safeguarding work under **Y11[3] remains in progress**. **Y04[3] and Y05[3]**, also in progress, cover the visibility of customer needs and more tailored support. The additional emphasis is on consistent application and evidence of customer benefit.

Actions requested or developed during the discussion

3A. Demonstrate that training changes customers' experience

Use the existing call audits and customer feedback described during the session to explain **how the company assesses whether vulnerability training is improving customer experience and what changes when shortcomings are identified**.

Members also suggested regular refreshers and practical reinforcement, rather than relying on initial training alone.

3B. Reduce avoidable repetition of sensitive information

Build on Y04[3] so relevant information about previously disclosed support needs is available and used appropriately during customer contact.

Explain how the company checks that colleagues use this information and addresses failures. Distinguish avoidable repetition from checks the company says it must undertake, making the purpose of any necessary questions clear to customers.

Company response and outstanding clarification

Yorkshire Water described existing call audits, its customer survey, retraining and escalation where service falls short. It acknowledged that staff access to, and use of, vulnerability information should remain subject to monitoring, and described learning from other organisations.

The company also explained that some periodic Priority Services checks involve questions it considers necessary. **This was a general explanation, not confirmation that such a check caused the original member's experience.**

The follow-up should focus on making the existing assessment and learning process understandable and responding to the suggestions about refresher training and avoiding unnecessary repetition. **No new numerical improvement target or reporting deadline was agreed.**

[3] See Slide 9 for a comprehensive overview of all referenced actions

Q&A: Q4

Further questions about the company's services and accountability

Will you expand funded water-saving help for households, including easier access to water butts, with clear delivery dates and evidence of how many homes benefit and how much water is saved?

Context from the session:

Members wanted practical support with the cost of reducing water use, particularly where homes have less efficient fittings. Yorkshire Water described free water-saving products, home water-efficiency support and targeted water butt provision. The discussion then focused on customers outside the existing targeted areas and whether they could access a discounted water butt. Members also asked why certain locations were prioritised. The company explained that its targeted approach sought benefits for both household water use and the amount of rainwater entering combined sewers.

The questioner also raised rainwater reuse and water-saving features in new homes. The company described practical considerations, collaboration with other organisations and limits to its direct influence, without committing to a new requirement for developers.

Existing activity context

The company described products, home visits and targeted water-butt provision as existing activity. The supplied Water Voice tracker does not contain a coded commitment to a wider discounted water-butt scheme. The new undertaking concerns **investigating wider provision and returning with a decision**, not repeating existing offers.

Action requested and company undertaking

4A. Report back on wider discounted water-butt provision

Investigate the feasibility of extending discounted water-butt provision beyond the existing targeted areas and **return at the next meeting with what, if anything, the company proposes to do**.

The response should explain the proposed scope and discounts, or why wider provision is not being taken forward. Where an extension is proposed, address the original request for delivery dates and evidence of households benefiting and water saved.

The Chair additionally encouraged consideration of practical barriers such as delivery and installation for customers unable to collect or fit a water butt themselves.

Company response and outstanding clarification

The company explicitly accepted the follow-up. The company committed to reporting back at the next meeting. The Chair referred to reviewing action plans in six months, but no calendar date was agreed.

The commitment was to investigate and report back-not to provide free or discounted water butts universally. The original question also sought wider funded help with household water efficiency; the response should distinguish existing provision from any additional support being proposed.

Q&A: Q5

Further questions about the company's services and accountability

How can you justify total executive rewards, including any parent-group payments, when targets are missed and pollution incidents are occurring, what would cause those rewards to be reduced?

Context from the session:

Members wanted to understand whether poor performance affects total executive remuneration, including payments for work elsewhere in the parent group. The Chief Executive said she had not received performance incentives for three years and explained a separate shareholder funded fee for parent-company work. She linked that work to securing funds and arranging repayment of a historical intercompany loan. Although the questioner welcomed the explanation, several members found the financial arrangements difficult to follow and requested a plain-English account.

Existing activity context

The company referred to published remuneration information and existing performance related arrangements. No specific executive remuneration explanation is identified in the supplied Action Plan. The customer request concerns making the explanation understandable, not introducing a new pay policy.

Action requested by community members

5A. Explain total executive rewards in plain English

Make the explanation given during the session accessible to the wider customer base, distinguishing:

- **Types and funding:** Salary, performance incentives and parent-company fees, including who pays each element.
- **Performance:** How customer and environmental performance affects incentive payments.
- **Parent-company work:** Why the separate work is undertaken, its intended benefit to Yorkshire Water and the company's explanation of when the associated payment would cease.

This should make the arrangements understandable without treating the request as an agreed change to remuneration policy.

Company response and outstanding clarification

The Chief Executive said she had not received performance incentives for three years and explained that customer and environmental performance thresholds affect those payments. She distinguished the parent-company fee as shareholder-funded, described the intended benefit of that work to Yorkshire Water and said the payment would cease once the relevant work was completed.

Following members' requests, she gave a simpler verbal explanation. **The Chair encouraged a customer-friendly explanation for the wider customer base.** No specific publication format or deadline was agreed, and no change to remuneration policy was committed to.

Existing Action Overview

Existing Action	Action Statement
Y01	*Improve the website and digital support over the next three months by adding postcode-based network updates, simplifying account management, improving accessibility, expanding WhatsApp support, and making smart metering and clean-water information clearer.*
Y04	*Improve how vulnerability information is recorded and shared across customer systems, so colleagues can identify needs earlier, tailor support and sign customers up directly to Priority Services.*
Y05	*Use better customer insight to provide more personalised and accessible support, including adapting communications and ensuring customers with critical water needs receive timely help.*
Y09	*Enhance vulnerability training for customer-facing colleagues so they can better identify, understand and respond to visible and hidden vulnerabilities.*
Y10	*Develop similar vulnerability support training for field-based colleagues to ensure consistent, timely and appropriate support across all customer interactions.*
Y11	*Roll out wider customer experience and safeguarding training to build a more customer-centred organisation and improve support for acutely vulnerable customers.*
Y12	*Improve how bill increases, investment and local outcomes are communicated online and in billing communications, including creation of a regional webpage highlighting investment and associated benefits across Yorkshire at a regional level (e.g. North, South, East and West).**
Y14	*Improve staff training so contact centre and operational colleagues can identify customer circumstances, visible and hidden vulnerabilities and opportunities to provide support.*
Y16	*Strengthen communication of investment progress and outcomes through a dedicated regional investment webpage, highlighting investments and the benefits delivered across Yorkshire at a regional level (e.g. North, South, East and West).**
Y18	*Make Pollution Reduction Programme information easier to find from the website's pollution landing page.*

** Commitment changed from postcode-level, to regional-level information as of September action update.*

Attendance list

Nicola Shaw	Chief Executive Officer Yorkshire Water
Matt Rice	Executive Director of Service Delivery Yorkshire Water
Stephanie Pullan	Director of Asset Management Yorkshire Water
Nicky Taylor	Session Lead Facilitator Managing Director, Taylor McKenzie Research
Mike Keil	Session Chair Chief Executive Officer, Consumer Council for Water
11 x Community Members	Water Voice Community Members Yorkshire Water Community

Session transcript

CCW Chair: Good evening, everyone. Welcome to this session. I'm Mike Keil, I'm the Chief Exec of CCW. Some of you may have been expecting Rob Wilson who is the chair of CCW. He can't make it today, at the last minute, so I have stepped in to chair. I have not chaired one of these sessions before, so what I'm going to ask of you is to be kind, all of you.

As you know, tonight's session is part of our Water Voice programme, and the purpose of Water Voice is really simple, but absolutely critical, and that's to give you a stronger, more direct voice in how Yorkshire Water performs, communicates and improves.

This specific session tonight is all about accountability and it's an opportunity for you to question senior leaders from Yorkshire Water directly about the issues that matter most to you, areas that need improvement and areas that we hope will change as a result of this discussion.

But we need to be really clear. This isn't a complaints hearing. We're not going to do a deep dive into anyone's individual personal complaint you may or may not have with Yorkshire Water. And it's not a technical inquiry, so let's keep everything jargon free. That's mainly directed at the company.

But look, this is a structured, company-led conversation focused on accountability, what we can learn together, and agreeing clear actions, practical actions that can then be done in the future.

Another really important point is the topics tonight haven't been chosen by the company. I'm sure they wish they could, but they've also not been chosen by CCW either, and that's really important, because they have been shaped by you, the community members, through the pre-task that you did, through the briefing session that we had a couple of weeks ago, and through all the research and the discussions that happen on a daily basis on Water Voice. So, this is your agenda.

I want to set a clear tone as we embark on this. I want this to be respectful, but I do want it to be challenging. There's no point if it's not going to be challenging. We're not here just to have a nice chat. Community members should feel they can speak openly and honestly about their experience and expectations, and equally we expect clear and transparent responses back from Yorkshire Water's senior team that are here. So, I want some grit, but I don't want any mudslinging. That's the kind of ground rules, and I think that's what everyone's bringing today.

I'd just ask, if you're not speaking, please put your microphones on mute to avoid any background noise and to prevent any feedback and all that stuff that we don't want. The session will be fully transcribed, and the agreed outcomes will be published. Yorkshire Water will be expected to publish an action plan responding to any commitments that are made during this session, and that's really important, because transparency is a key part to what makes this whole process meaningful.

Just in terms of ground rules, we'll take one person at a time. Let's keep contributions really focused, and let's concentrate on trying to find forward-looking actions, things that we want to see changed, and let's be clear about what will change, by when, and how will we know? How will we all know that the changes have been done? So, we're looking for meaningful changes.

I'd now just like to introduce the others who are joining us this evening. First, I'd like to introduce Nicky Taylor from Taylor McKenzie Research, hello Nicky, who's going to guide the discussion, and he'll ensure all voices are heard. And I'm also pleased to introduce three guests from Yorkshire Water. We've got Nicola Shaw, who's the Chief Exec, hello, Nicola. We have Matt Rice who's the Exec Director of Service Delivery, hi Matt, and Steph Pullan who's the Director of Asset Management. That's the team for today.

I want to thank all of you for giving up your time to be here in the evening. I'm now just going to hand over to Nicky, who's going to explain a little bit more about how the session will run.

Session transcript

TMcK Facilitator: Thank you very much and very well done on your first attempt there, excellent work. I think before we begin, I want to briefly explain how the names in the transcript will be handled. In the room this evening, we're going to be using first names for the community members only. In the published transcript and report, customer names will be anonymised. After the session, community members will have the opportunity to flag anything personal that they would prefer to be removed or further anonymised before publication. The purpose of the transcript is to accurately reflect the discussion and the actions agreed. It's not to single out individuals.

There are three main parts to tonight's session. First of all, we will review part of the existing action plan[3], and challenge Yorkshire Water on the action, or actions, the community agreed needed to be strengthened. Second, we will ask one new performance challenge question, developed from an issue that the community members prioritised both during the briefing session, but also on the community itself and through the spotlight and barometer surveys.

Third, we will move on to a shorter Q&A where community members will ask the additional questions that were prioritised during that data-uncovering process.

For the first two questions we will use the same accountability cycle. A community member will ask the agreed question. Yorkshire Water will have five or six and sometimes seven if Mike's feeling generous, minutes to respond. Community members will then react to that response and identify what is clear, what is missing, and what needs strengthening, so we'll have a bit of chat amongst ourselves while that's happening.

We are going to be creating a live document, I've got some analysts on the call, I've got Amy and Ryan from Taylor McKenzie, who will be capturing what is said and any specific actions and outcomes that are spoken about during the session. I will then share that on the screen, and we can all look at that and discuss what we're seeing. Yorkshire Water will then have a short opportunity to look at those actions that we proposed and let us know if they're feasible or not, or in fact clarify some areas around that.

During the Q&A we will use a lighter version of this process. The nominated community member will ask the question, Yorkshire Water will respond, and then the question asker and wider community can follow up, and there can be bit more sort of too-ing and fro-ing than in the first two questions.

Before we get started, I'm going to go around the room very quickly, and I just want some brief introductions, so just first names, just repeat it back to me, because I'm going to have to call it out in order to identify you, so just repeat that back to me and let me know whereabouts in the country you are just now. That would be great. I'm going to start off with Community Member 1.

Community Member 1: Good evening, my name's Community Member 1, I'm a Yorkshire Water customer and I live between Bradford and Leeds in Pudsey.

Community Member 2: Good evening, Community Member 2, I am in West Yorkshire and I live in Hebden Bridge.

Community Member 3: Hi, I'm Community Member 3, I'm in Wakefield.

Community Member 4: Hi, I'm Community Member 4, I'm from Sheffield.

Community Member 5: I'm Community Member 5 from Huddersfield, Yorkshire Water customer.

Community Member 6: I'm Community Member 6, I live just outside Leeds, on the border of Leeds and Bradford.

[3] See Slide 9 for a comprehensive overview of all referenced actions

Session transcript

Community Member 7: Hi, I'm Community Member 7, and I live in Killinghall, just outside Harrogate.

Community Member 8: Hi, I'm Community Member 8 and I live in Pudsey.

Community Member 9: Hi, I'm Community Member 9, I live just outside Leeds.

Community Member 10: I'm Community Member 10 and I live in Batley, between Bradford and Leeds again.

Community Member 11: I'm Community Member 11 and I am from Leeds.

TMcK Facilitator: Mike, shall we let the Yorkshire team introduce themselves quickly?

CCW Chair: Yes, that would be good.

TMcK Facilitator: Okay. I guess we'll start with Stephanie, because you're next along.

Stephanie Pullan: My name's Steph Pullan, I'm the Director of Asset Management here at Yorkshire Water.

Nicola Shaw: Hello, I'm Nicola Shaw, I'm the CEO at Yorkshire Water.

Matt Rice: Hi everyone, I'm Matt Rice, I'm the Exec Director of Service Delivery here at Yorkshire Water.

TMcK Facilitator: Thank you very much, everyone, I am now going to hand back to Mike, and we're going to get things started.

CCW Chair: This is the first chunk of three that Nicky described, and this is the first question really where we look at the action plan from the last session, and whether there are any follow-up questions. We're looking at the commitments that have already been made in Yorkshire Water's action plan, so during the briefing session, the community members agreed that pollution reduction, regional investment and evidence of improvements were areas that needed further scrutiny. Now I'm just going to invite Community Member 6, who is going to ask the agreed question.

Community Member 6: Hello, everybody. The company factsheet we reviewed showed an environmental rating of two stars for 2024. Actions 12[3] and 16[3] now cover the investment and pollution updates previously included in Action 17[3]. Your Pollution Incident Reduction Plan already sets out work to reduce pollution. We want to understand what will physically change in our areas, when it will happen, and what difference our higher bills are paying for.

Will you strengthen Actions 12[3] and 16[3] so we can track which local works our bills are funding, what they will help, when they will be finished and whether pollution and sewage spills are falling against your official targets?

CCW Chair: Thank you, Community Member 6. That is the first question, so before I just hand over to Yorkshire Water, it would be helpful if the Yorkshire Water team could be as specific as possible in ensuring that the response given is to the point, doesn't have any jargon in it, and to the community members, just remind you, please listen carefully to the answers that you're going to hear from Yorkshire Water, make notes of anything that is unclear or incomplete or you don't really feel is strong enough in terms of answering that question. I'm going to hand over to the Yorkshire Water team. I'm not sure who is going to lead this question on the Yorkshire Water side.

Nicola Shaw: I'm happy to have a go, and I know that there'll be more detail from my team if we need it, and Community Member 6, your question is multifaceted, so let me have a go and, if you feel like I've missed something or you want some more details, please don't hesitate to say, "Can

[3] See Slide 9 for a comprehensive overview of all referenced actions

we have a bit more on that?" because there are lots of things in here.

Pollution is one of those things that we really want to tackle, and I'm not surprised you've called it out, because it's something that has been raised by lots of our customers, and is often in the media. And we care about it, because pollution affects rivers, and that affects all of us who live in Yorkshire, so it matters to us. That's probably worth saying.

Pollution is not necessarily what you always think it is. In this case, it is something that is discharged into a river when it isn't done in accordance with a permit, and whether it has an effect on the river, so you can see it or you can smell it, for example, or it has an effect on the chemical balance in the river. So, there are lots of different ways to define pollution, but that's broadly the way that we define it for these purposes.

And you mentioned that we were a two-star company against the environmental performance rating from the Environment Agency in 2024. The ratings for 2025 are likely to come out in the next couple of days, and we're expecting that we'll be a one-star company for 2025, and I probably need to explain why to you, but pollution and serious pollution make up a large part of that.

There is one other issue that had an impact for us in 2025, but really, the pollutions and serious pollution point is that we are still struggling. We've got a very good Pollution Improvement Incident Reduction Plan. We know that it covers a lot of things. First, how are we going to get people to an issue quickly, and how are we going to make sure that people clean our sewers effectively, because that reduces the likelihood of things going wrong. Maintaining our network is really important. And then getting there quickly to reduce the severity of a pollution is also important, and we can only do that with people.

One of the things that your bill increases have gone on is by employing more people. Since April 2025, we've increased the number of people in Yorkshire Water's team by about 1,500 people, from about 4,500 up to over 6,000, and the vast majority of those people are in the front line, so they're out and about every day doing work, and a large part of that is doing things to reduce the risk of pollution.

The second thing to do in the plan are things that are physical investments, so upgrades to our treatment works, upgrades to our sewers, replacement of sewers, changes to pumping arrangements, all those different physical interventions that help us to reduce the number of pollutions.

And the third thing that we do is add technology to help us to identify where issues are potentially developing and trying to get there before they actually become a problem. One of those, for example, is that we can now see signals from our pumps. We've got thousands of pumps across the network to do various different jobs, but mostly to put extra pressure under the sewage flow if it needs to go uphill, because although obviously mostly we like to use gravity, on occasion we have to push it uphill to make sure it gets to the treatment works.

And it's those places where there can often be issues, and a pump can give you a signal through the use of electricity, so when it's using more electricity, you can tell that it's a bit stressed. And it tends to be stressed if there's a problem in the network. If there's a problem, that will then later lead to a pollution, because there'll be some kind of explosion, whether it's just a crack in the pipe that then leaks over time, whether the pump fails and there's a blockage that then puts more pressure on the pipe behind it, those sorts of things can lead to pollutions happening.

CCW Chair: Nicola, I'm ever so sorry to interrupt, but I want to try and get to the heart of the question, which was people wanted to know what's being invested in their local area, and to be able to see that and that visibility of what's being done. Whilst your answer's good at the high level, but I think that's at the heart of this question.

Session transcript

Nicola Shaw: I think there was a commitment from us to put in place a postcode lookup for this, to try and find, really clearly, where the investment was going in. Our preferred way of doing this is to go to a map so that you can zoom in. It may be, for example, you really care about where you live, and then you can zoom in on that, but you might also care about where you are in the Dales when you want to go for a walk, or if you want to go to Scarborough for the day and you want to go swimming, you want to understand the different things that we're doing across the county.

So, what we'd like to do is to do a map so you can really zoom in or zoom out, depending on what your things are, so that you can see where we're planning to make investments, and that's the change we'd like to make in our commitment.

CCW Chair: Do you have a timescale for that, like when we're going to see the map and how easy will it be to understand, all that kind of stuff?

Nicola Shaw: It's always difficult because we've got so many investments to make, that our programme is very extensive. We will try and make it as clear as possible. If you look at our storm overflow map, for example, if you click on one of the storm overflows on there, it will tell you where we're intending to make an investment and when. But we want to do the same for all of the investments we're making across the county so you can see it. The goal is to do it before the end of March next year.

I've one other thing to say, Mike. I feel like people want a really direct link between this investment and this reduction in pollution, and that's really hard to do, because the network is extensive, 53,000 kilometres of sewer. We've got thousands of kilometres of rising main. We've got a number of different pumps. So, we're not going to be able to absolutely make a direct link. What we can say is that we're investing in the things that are most likely to cause pollution, so we will be removing those big risks. That's the goal.

CCW Chair: Yeah, I agree that that one-to-one mapping is difficult, but I've got a CSO[4] along my street which I had a look at, at lunchtime, because I'm that sad, so you can make a connection between frequency of that serious sort of spilling, and then what happens in my local river. And I think it's things like that that's at the heart of this question.

Nicola Shaw: The spill stuff we've already done. You can see that on our CSO[4] EDM[5] map. That shows you where we're planning to invest by CSO[4].

CCW Chair: Okay, and Steph or Matt, anything you want to add?

Matt Rice: Nicola's been pretty conclusive. I think the general question is quite similar to sessions I've had in York recently, and over in Hull, the pull for local information. As Nicola said, at a point between now and the rest of the calendar year, we will continue to look to update the website, where we're making physical interventions.

The other things we're looking to do is through my team, through control, and we'll touch on some of this later on, is making sure that our direct communications with customers, where things don't go well, is more localised as well. Yorkshire's a big old county, it's very different on the east than it is on the west. We've got lots to do, improving in that space.

This is an ongoing effort to make sure that the information that sits in my capital portfolio is made available for our website, and we continue to iterate that on a month-by-month basis. So, by the end of this, as Nicola said, the end of the financial year, we will be in an even better position for sharing information.

CCW Chair: Okay, so we've all failed, Yorkshire Water and me, CSOs[4], jargon, that was me -

Nicola Shaw: Ah, sorry combined storm overflow.

[4] CSO Combined Sewer Overflow
[5] EDM Event Duration Monitoring

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CCW Chair: Apologies. That's fine. I did the same. When a sewer is full, and to stop it backing up into homes or businesses or out into the environment, it will spill into a river, so apologies. I think I started that CSO[4] shenanigans. Right, I'm going to hand back to Nicky now.

Matt Rice: Sorry, there is a specific part on our website called Investing in Yorkshire, which is a direct starting position I'd ask community members to have a look at. That is the sort of thing we're getting better and committed to improving more and more, and it's this sort of forum that enables us to change that remit to mature it so that, as far as is possible, the story's local, recognising Nicola's absolute spot-on point that some stuff actually doesn't work locally, but nonetheless it will be made available as and when we get the information in the right shape.

CCW Chair: Thank you and thank you for that response. We're now going to pause and turn back to community members. This part is about testing what they've heard whether it answers their concerns that sit behind the question, so I'm going to hand back to Nicky, who is going to start that discussion.

TMcK Facilitator: Thank you very much, everyone, for that, and I'm hoping community members were listening carefully. Now I'm going to come back first of all to Community Member 6. You obviously asked the question, and if you remember at the time when we were having the briefing session, what was really important to us was we looked through all the different actions, and Action 12[3] and 16[3], they're really important to you as community members, because it does an awful lot of work in terms of delivering information to you.

They're not yet delivered, and you thought, "Well this is maybe an opportunity for us to challenge as to why it's not been delivered, but also build on it," and it was really to try and understand how are these changes going to actually impact the pollution results that we're seeing against the official targets and all that side of things. So, I guess my question to you, first of all, Community Member 6, is how well do you feel that was responded to, that question that you've just asked?

Community Member 6: Well, I feel it was responded to honestly, but it's very disappointing to hear that the expected environmental rating will be one at the end of this year. The actions that we're talking about in 12[3] and 16[3] are both due for completion by the end of this year, and any moves that are made now to increase, we've got to get back up to two just to stay where we are.

So, I find it really disappointing, but I do appreciate the honesty, but I think we need, when things are in progress, I find, and I've not been assured that things are less vague than they were. I still feel there's a lot of vagueness about it, and I think the point that Matt made about things going on the website, I think the proactivity lies with the wrong people, not with people that are chasing these things down. I think the proactivity should come from Yorkshire Water to tell us these things.

TMcK Facilitator: And Community Member 6, why is it that you feel as a customer that Yorkshire Water should be telling you about it as opposed to you finding it? What's the difference there?

Community Member 6: Well, I believe that there's so much going on that Yorkshire Water have got specialists in each field, I presume, and to actually trawl through a website, I mean the action plan, the things that were being sent through, it's a 58-page PowerPoint presentation. All that information is obviously available somewhere, but I don't see why I, as a customer, should have to get on there and trawl through that, for God knows how long, to get an answer that I want. Okay, we can be directed in certain areas, but again, I feel it's a task that we shouldn't have to do.

TMcK Facilitator: Thanks very much, Community Member 6. Has anyone else got any other thoughts to add to what Community Member 6's just said?

Community Member 4: I thought it was good at the honesty, like Community Member 6 said, even though it's not what we want to hear.

[3] See Slide 9 for a comprehensive overview of all referenced actions

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At the end of the day, all we want to hear is facts, which leads me on to, I think it's also good that we're getting sort of measurable, like on where the investment is going, so it's going on employment and investment into technology, which I find really good as well, which then hopefully boosts us from a one star back to a two, and then hopefully progresses further, to lower the pollution into the rivers and the waters. So hopefully it's this technology that works.

But then I've got another question, which would be, what happens if, when this technology comes into play, it's what happens if there's another big sort of highlighted area that's causing this pollution, will investment then go in to stop that, or is it just sort of stopping the things that are already highlighted?

TMcK Facilitator: It's almost that you're looking for some kind of roadmap of improvements and how the infrastructure's going to change, and how that's going to impact things, and I think obviously with Community Member 6's thoughts in mind, it doesn't have to be a multiple-page document, Community Member 4, is that fair enough to say? You're just wanting something quite simple? Have you got an idea in your head, or Community Member 1, do you want to come in there?

Community Member 1: No, no just finish that off, I've got something else to bring up.

TMcK Facilitator: So, my question, Community Member 4, was just what sort of information, because you know, Yorkshire Water hold a huge amount of information on all kinds of things, so what for you would the best way for them to present that to you?

Community Member 4: I think what we get is, on this panel, is direct emails with said information in place, because I know from when I started this research, I've learnt so much, like I've learnt so much about the company, how it works, so I think it'd be good if like all the customers of Yorkshire Water got easy access to these sort of things we're learning.

TMcK Facilitator: So, just a simple email to update you, great. Community Member 1, do you want to come in?

Community Member 1: Yeah, it was very impressive and great that you've employed over 1,500 people. This is a very basic question, is it that easy to help pollution by employing more people to clean sewers?

TMcK Facilitator: Yorkshire can come back on that in as second, Community Member 1, in a second, but right now, your point there is will this response, employ more people, create an answer to the pollution issue? Is there more to it than that? And I guess when it comes to creating an action around that, Community Member 1, what sort of information would you want from Yorkshire?

Community Member 1: I think it's a whole thing about educating the community and their customers about what proactivity they're doing to show that they're being proactive in cleaning sewers and helping with the pollution scenario.

TMcK Facilitator: Community Member 2, do you want to come in there?

Community Member 2: I think when Nicola was talking there about this new technology, I'd be interested to know if it's been tested elsewhere with other organisations and what the success has been.

TMcK Facilitator: What would your expectations be, Community Member 2, with technologies like this?

Community Member 2: Well, I would expect it would be, I mean obviously whenever a company introduces new technology, then I think it would be mapped against similar type of organisations,

whether it be in the UK or even abroad, so I would expect some kind of measurements as to how it had been used, and what efficiencies it had brought in other organisations.

TMcK Facilitator: I think someone had mentioned earlier just about whilst it's not great news, you appreciated the honesty from Yorkshire Water, and I think we spoke about that a lot in the briefing session, about the importance of transparency. Are there any thoughts on how they could bring that to the fore and maybe build actions around that?

Community Member 5: Yeah, just a quick one from me, and it might be quite a Noddy viewpoint on it. If we've gone down to one star, is there anything in the plan that needs to be pushed further up the priority list or reconsidered? Is there anything that really impacts the plan differently, or do we just keep to plan because we know that'll fix it, medium to long term? That would be my thought, and if there are changes to that plan or immediate actions coming out there, that's what I as a customer would want to hear about.

TMcK Facilitator: I think that's a great point, Community Member 5, because it could well be that Yorkshire Water have maybe not expected this to happen, but they've built their infrastructure improvements around making change, but I think it's great to challenge on what's changed, what could change going forward, so yeah, fantastic. Community Member 1, do you want to jump in?

Community Member 1: Do we need to know why they've gone from two star down to one star? I don't know if it's relevant or not.

TMcK Facilitator: You tell me. I mean would you want to know, as a customer?

Community Member 1: Yeah.

Community Member 10: I think it's a sad reflection when prices have gone up so much, there's so many more people, and yet they're getting worse with the star rating.

TMcK Facilitator: I think when we spoke about the actions, the two actions that we're focusing on here, which was Actions 12[3] and 16[3], it was all around strengthening communications around how bill increases and investment are going to improve local outcomes.

So, Community Member 10, to your point, the bills have gone up, our star rating's going down, what's going on? I think it's a really important place for us to have a discussion about how can Yorkshire Water communicate here so that you as customers can look at it and go, "Do you know what? Yeah, okay, it's got a little bit worse, but we can see the plan, we can buy into it." What are our thoughts around that? What can Yorkshire Water do to really help you as customers?

Community Member 8: I think transparency, so be honest and clear on how they're moving forward in terms of everything. I think transparency's quite important in this.

Community Member 3: I agree. We need to know. We need to know what's not working. We've all this money spent on staff and everything, and things are going the wrong way. They're going down rather than up. We need to know why really.

TMcK Facilitator: And Community Member 3, do you want that in plain English, easy to understand, "Here's what went wrong, here's what we're doing about it," is that what they need to do?

Community Member 3: Yeah. Like Community Member 1 said, you don't want like a 56-page of paperwork to look through. You just want clear answers in things that everyone can understand.

Community member 6: It does go back to the original question and Action 16[3], where we're saying, what work is happening and why is it happening?

[3] See Slide 9 for a comprehensive overview of all referenced actions

Community Member 9: [Overtalking] sort of facts and figures, some numbers coming out of Yorkshire Water to say, "These other things are going down," or "We've improved by this much," on a regular basis, to be able to pass judgement in a way. Fifteen hundred new people, you'd expect some proof coming through regarding the benefits that are coming out of that. I don't expect it to be instant, and I understand that doing all of these things, initially you're going to get the ratings drop, it will take time to work it into the system, and hopefully we'll see it jump up a lot quicker.

I just wanted to ask one question regarding, does anyone measure the actual pollution that's in the rivers? Is there something that is available, how bad the pollution is being monitored in the rivers?

TMcK Facilitator: Community Member 9, I can probably jump in, there's loads of information available online around that, but again, it's up to you if you want to find it, you need to then look for it, so I guess then the question I would turn straight back to you is, is this something that Yorkshire Water should put in front of customers? Is it what you want to know?

Community Member 9: Yeah, definitely. They should be telling us. They should be monitoring that, because that gives us, the public, an indication of how bad it is and is it safe to go in water. You know, what happens to all this? How does it break down? How does the sewage break down over time in the rivers, and is there anything they can do to monitor that and maybe speed up the breakdown of the sewage in the rivers?

TMcK Facilitator: Well, I know that Yorkshire Water have got an environmental performance assessment for 2026, so perhaps they can talk a little bit about how that might build into things when they respond. And with that in mind, I just want to check, is there anything else the group feels we need to cover before I share my screen and talk about what's been covered so far?

Community Member 7: I just have one. It might be a loaded question, but the star rating, is it fair and is it okay to go down to get a longer solution? Because I know sometimes you have to go backwards to go forwards. Like there's no point patching something, but if you're not patching something to fix it in five years, because it might cost more to fix little things now, then that's fine to go backwards. We just need to know.

TMcK Facilitator: I think we mentioned that didn't we Community Member 7, just we want to know what's happened.

Community Member 7: Yeah.

TMcK Facilitator: Be as transparent as possible, be honest, tell us what's happening and what are you doing about it, I think that was really the crux of the matter, so I think that's just another really great way of articulating that. I'm going to share my screen again, and my analysts have been working very hard in the background, so I'll read this out quickly in terms of summarising the response, and again this is for Yorkshire Water to look at and make sure that they're happy with everything we've got, and we'll obviously build on this one as we review the transcript, this is hot off the press.

Pollution and sewage pollution, there is an acknowledgement that they are struggling with this and they're expecting a one-star rating for pollution for 2025. The pollution reduction plan is seeking to prevent the risk of pollution and maintaining the sewage and making it better. They've increased the number of people in the team by 1.5k. The vast majority of these are on the front line, a large proportion of that being involved in preventing pollution.

Investing in the things that are most likely to drive sewage events, so physical investments, replacement of sewers, changing to pumping arrangements etc. There's a real understanding that they are on top of this or trying to get on top of things.

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Pumps are there to move sewage uphill is a point of stress, you know, the company's using signals from the pump to focus in on these to avoid blockages causing further issues, so that was the new technology that was mentioned.

Continue to update the website where things are being updated, and ongoing effort to keep communication with customers in regard to pollution and make sure everything is where it needs to be.

Into the future there's a commitment to a postcode lookup. The preference was mentioned of there being a map that you can navigate so that you can zoom in and zoom out as required. Confirmation of that, by the end of the financial year, Yorkshire Water will be in a better position for sharing investment information publicly on that.

When it came to the community, we are looking for an explanation to customers how employing more workers on the ground will impact environmental performance. That was seen as quite a good thing. How many of the 1.5k are specifically involved in environmental-impact work? Tell us a little bit about that. What work are they involved in and how does this deliver impact?

A plain-English communication to customers around the drop in environmental performance rating. Why has it dropped? What are Yorkshire Water's plans going to look like to resolve this, can this be built into the actions we spoke about, and whether it will prompt a change to current plans.

Yorkshire Water should be more proactive and transparent in updating their customers on all incidents and progress within the company. It should be easy for them to find within the company website and provide a simple roadmap of progress being made by Yorkshire Water. This could take the form of a simple email and just update customers monthly or so.

I just want to check, I'll go to the customers first of all, I just want to check, are we quite happy that this summarises our thoughts on the matter? Is there anything else you want to see on the screen just now that may have been missed?

Community Member 5: No, it's fairly covered for me.

TMcK Facilitator: Happy with that. Everyone else, take your time to have a look. There are a few nodding heads happening.

Community Member 10: Yeah, it's fine.

Community Member 6: I just don't feel that we have a picture of the size of the task, and what's prompting me to say that is the pumps to move the sewage uphill. I lived in a row of four houses, we were just below the main sewers, and I know the problems that there were just for four houses, so I think the scale of this, I'd like to know the scale of it and is it achievable within a set timescale?

TMcK Facilitator: Any other thoughts before I hand back to Mike?

Community Member 6: On pollution, it might be outside of the scope, but some of the farms are not great. Most of them are, but I know a few. Is that purely Environmental Agency? Because the issue we had here last year was actually a farmer doing something they shouldn't have done that poisoned a bunch of dogs. Whether there's anything they can do to work together to just try and alert people for that? I realise that's not Yorkshire Water specific, but obviously waterways and so forth.

TMcK Facilitator: I think we spoke about this at the briefing session, Community Member 7, and in the eyes of the consumer it's all pollution and everyone's got a part to play, whether you're a customer or whether you're a company, so I think something around that could be useful.

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All right, anyone else for anything?

Community Member 10: No.

TMcK Facilitator: Okay, so I'll hand back to Mike, and we can take it from there. Thank you.

CCW Chair: Thank you and that was a really helpful and constructive discussion. Just on Community Member 7's point, it is a really important from CCW that we don't think water bill payers should be paying for pollution that water companies aren't responsible for, so Community Member 7, it's a whole session in itself, but it's a really, really important point, because road runoff pollutes rivers and water courses, as does agriculture, and there's other sources, and should you be paying for that through your water bill? I don't want to get into a sidebar, and I have to pick myself up for that, but I think it's a really important point.

Before we finalise these actions and lock them down, I'm just going to quickly go back to the Yorkshire Water team, give them a brief opportunity to highlight any of those commitments that you saw on the screen there that they don't believe are feasible. If not, explain why, and if there are constraints, whether it's regulatory, financial, operational or maybe a legal reason that you couldn't do those things, please set that out really transparently so that we can understand and record that as part of the session. So, over to you, team Yorkshire Water.

Nicola Shaw: Thanks, Mike. Wow, what a conversation, really wide ranging, and interesting to hear how you built on one another too, so thank you, and thank you for allowing us to hear it.

The first thing that really jumped out at me is your focus on transparency. We absolutely want to be transparent but, as you've pointed out already, there is so much information of different sorts coming at you in different ways. We have agreed to publish, and we are publishing already, an update every six months on our performance against all of the things that we get monitored against, and there are 23 core measures and a few others that we publish every six months. The first one for this financial year is coming up soon, because we've just been through the half year, so do keep your eye out for that and we'll try and -

CCW Chair: Nicola, sorry for interrupting again, but will that be customer friendly or is that a thing you're doing for regulators, just so we're clear?

Nicola Shaw: No, we're not doing it for regulators. We're the only company in the UK who's committed to doing this. We think it is important that we keep doing it. Whether it's customer friendly or not, I think that's probably for the customers to tell us. We are seeking to be as open as possible. We don't want to hide information from you.

I wanted Steph to talk you through the EPA, the Environmental Performance Assessment, that's the star rating, if you would give us the time, because we'd be very happy to talk about that. It's a complex system and there's quite a lot in there that is interesting, if you'd like to talk about it.

CCW Chair: Well, I think the EPA and star rating are quite important, given that I think people welcomed your transparency, but I really urge Steph, if she can, to whittle down the key points of something that's complex into two minutes.

Nicola Shaw: The only other thing I'd say is, we'll take on board your comments, the one challenge for us is we can't just send emails to everybody all the time to try and communicate with them, partly because some people object to that and have opted out from any communication from us other than their bill. So, we have to be very careful, and we have to make sure we don't send the wrong things to the wrong people.

Secondly, transparency we've tried, so in July we had our annual report, and I did a long interview with the Yorkshire Post which actually ran on their front page for a few days, talking about our performance in 2025 and what had driven that, talking about the drought obviously and about

pollution, and the fact we were likely to be a one-star company. So, we are seeking to communicate. It may not always hit everybody's screens. I know how difficult it is to stay up to date with things, but we are trying to be as transparent as we can.

And we've also got, as you've discussed, we have a pollution incident reduction plan. We published our first version of that in April, and we've obviously learnt some things since then. At the half year, as well as doing the report on all of our standards, we're also going to do, "and what we've learnt is this," and we're going to do some more actions as a result. And so, we're going to keep trying to make sure we're as open as possible with people about what we're learning and what we're improving all the time.

And the third thing, before Steph talks about EPA, is lots of different tech. I only mentioned one. We're trying lots of different tech. Another one of those is something called the SewerBall, which looks a bit like a tennis ball, and it has CCTV cameras in it, and we can drop that down into a sewer, and it bounces along in the water as it flows through, and we can see the condition of the sewer inside. That's something that was developed in France with SUEZ, which is a French water company. So, it's a good example of things tried somewhere else, we've seen how they work, and we bring them to Yorkshire. Steph, would you like to talk about EPA?

CCW Chair: I just want to say, the pollution reduction plans are not customer-friendly plans at all, though. I mean I've looked at these. They're really not. I think we just need to be careful when we say that these plans are being produced that this isn't something a punter would look at ever, really, if we're being honest. So, I think there's work to do to make that clearer. Steph, sorry.

Stephanie Pullan: Thanks, Mike, and we do welcome feedback on the purpose of regulatory document, we're publishing out of cycle to make sure that we're really clear about our continuous improvement, and that is something that we've chosen to do because we want to be transparent about the investment we've already made, the improvements we've had, and actually what we now need to do next, which I think was picked up earlier about how do you make sure that you keep learning, and it's an iterative process, but totally take on board that the feedback from customers about how friendly that is and how accessible that is, is totally fair.

On the Environmental Performance Assessment, it is made up of a suite of metrics, and there are some metrics within that which are around our self-reporting of pollutions, and our performance and our works that have actually got better. So, there is within there, although we are one star, there is some movements that have gone from amber into green, so we can see where we have put energy and effort, and sustained energy and effort that we can turn that performance around and it will get better.

Where we've seen that we've not performed as well and where we know that we absolutely need to improve is around our total pollutions, our serious pollutions, and then something called the Water Industry National Environment Programme, which is a large series of investments that are given to us by the Environment Agency with a deadline that we need to meet and, unfortunately, for six of those out of the programme, we didn't meet the deadlines that were given to us, and what we've done is, that's not saying we aren't delivering, but we have missed those deadlines, and those are all in one area.

We are on site at the moment. We have already completed one of the six, and we're breaking ground on the other ones, so that is just being really clear that we are absolutely accelerating as much as we can to ensure that we're getting those improvements done as quickly as possible.

Nicola Shaw: The funny thing about the Environmental Performance Assessment is that you don't get a star based on one item. There are, I think, about six or eight -

Stephanie Pullan: Seven.

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Nicola Shaw: Seven items, and they rate you on a red, amber, green status on each of those items. If you have three reds, you become a one star, and we had three reds last year, because we had issues with pollution, serious pollution, and that last thing that Steph mentioned. We are very hopeful that this year we'll only have two reds, so we will go back to being a two-star company. But that requires a lot of work from all of us, and the team are absolutely on it, making sure that we stay in that place.

CCW Chair: Okay, thank you. Right, we're going to move on now to chunk two of three, and this is the new challenge question. We're now moving to an issue that community members have chosen to ask you. The topic was prioritised through a pre-task and the briefing session that we had a couple of weeks ago, and community members were understandably concerned about whether water supplies would keep pace with growing demand and drier summers. So, I'm now going to invite Community Member 4 to ask the question. Community Member 4, over to you.

Community Member 4: I live in Sheffield where more homes are being built, data centres are being mentioned, and recent dry periods have made me concerned about whether our water supplies will keep up. We welcome progress on reducing leakage. We also want to understand what additional supply is being developed, when it will be ready, and how the investment our bills are funding will protect us in the future dry summers. What additional water supply will be available, how much and by when, and how will that keep pace with growing demand and drier summers?

CCW Chair: Thank you, Community Member 4, for that question there. Again, in responding, Yorkshire Water team, please be as specific as possible about what is going to be done, this is really future looking, what will be improved and by when? And again, to the community members, please listen really carefully, take notes of anything that feels unclear or incomplete or a not strong enough answer the question. So, team Yorkshire Water, over to you.

Nicola Shaw: That's a great question because, as you know, we've had two very hot and dry summers in the last two years, and then we had the same thing in 2022, and that gives us two challenges. It gives the challenge of supply, have we got enough water, and secondly, it gives a challenge of people want more water when it's really hot, to start off with, for their gardens, but then also for themselves. So, you get more demand and you have less supply over time, and those things come together in very hot, dry years.

So, what we do is we try and forecast right out for 50 years or so to say, "What do we think the demand is going to be in Yorkshire over that period, and how are we going to make sure that supply is enough? And it has to be a long-term forecast, because the sort of ideas you might have, like shall we build a new reservoir, are things that take a long time.

So, we do the long-term planning, but we also do the much more short-term planning. What can we do for the next five years to make sure we have enough water? And in Yorkshire Water we are investing, within these five years, in boreholes - so new boreholes, which brings more water into supply that we can use, we can treat, and we can put into the clean water network for everybody to use. We're also working, as you mentioned, Community Member 4, on leakage reduction. Both of those have about the same impact in terms of improvement in the amount of water available for customers.

And the third thing we're doing, which is really important, is switching over to smart meters. About half the households in Yorkshire will be on smart meters by the end of 2030, and we're doing well on that programme already. Why does that matter? Well, it turns out, when people know in real time how much water they're using, they use less. And that is significant, about 2.8% is what we're finding, from people who've moved to a smart meter. And oddly, that ends up with about, again, the same amount of water being saved across the county. All of that adds up to improvements in our resilience.

In the first two years of this period, so 2025, 2026, we calculated our resilience that we would, once in every 100 years, need to have standpipes for people to use when we are restricting access to water. That's the way of thinking about the risks. If you think of a hosepipe ban as the first way of reducing consumption, the last way, the most extreme way of reducing consumption is by saying you have to go and fetch it from somewhere down street, and you can only have water in your home occasionally. That's the most extreme and you really want to avoid that.

So, 1 in 100 years was our calculation for the first two years. By the time we've got the boreholes in a couple of years, so by the end of these first two years, we will have reduced that risk to 1 in 200 years. And then again, we'll reduce the risk by 2030 from all of the other things we're doing to 1 in 500 actually by 2039. So, you can see how the risk comes down with the interventions being made. I'll stop at that point and see whether Steph thinks I've mentioned everything I should have done.

Stephanie Pullan: Thanks, Nicola. I just want to pick up on the long-term plan, because you're absolutely right in that we need to be looking out to the future. We're looking at growth and climate change, and really what we're making sure within our programme is that we're securing supplies for customers, mitigating climate change and growth within those plans, as well as safeguarding the environment at the same time.

And we do that in stages, so it's about iterating and adapting the plan as we learn more information, and making sure that we're always improving, and we're doing that both from a supply side perspective, so are we making sure we've got enough supply, and there's definitely a specific piece that you mentioned about when will water be available? So, as Nicola said, we're putting in boreholes and we are bringing on supplies by 2030 that will allow for more water to be in the network. And then we're looking at the demand side as well, which Nicola's touched on, which is how do we make sure that we're bringing down demand at the same time, and that's through leakage as well as through customer usage.

Nicola Shaw: We have, I don't know if anybody recalls, we've got a big nationwide campaign this year actually. All the water companies together have taken some of the money that you put in through bills and pooled it to do a nationwide campaign to make sure people understand the value of water, and to think about how they consume it.

That has had an effect. We can see that people have got much better awareness of it, but we do those campaigns locally as well, and so occasionally during a long, hot spell, some of our equipment gets tired. If you think, what we get and see in a very hot period is demand rises from about 1,300 megalitres a day, that's just a huge number, to about 1,500, so you see a big spike in the amount of water people need.

And that means that our system has to operate full on all of the time, and after a while, you can imagine, any plant that is being used full on gets tired, and we get worried that it's going to have an issue, or we need even to take it out of supply for a day or two, to do something to it so that it can continue to deliver.

And those critical moments are becoming more severe. Community Member 4's point about generally summers are getting hotter and drier, we similarly have problems, specific weeks get really difficult, and we have to work really hard to make sure we've got enough investment in particular treatment works, and also, we communicate with people in those areas to say, "Can you do something?" So, this year, if you lived in Rotherham, you would have seen, we communicated much harder into Rotherham over one weekend, where we knew we were going to have challenges, and it was great to see people reduce their demand, because they recognised, this is a community activity, it can't just be us.

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CCW Chair: Before we move into the discussion from the community members, just help me and help us with a bit of context, because you've obviously explained your boreholes, more leakage repair, smart meters to help drive down usage, but what's the size of the gap in the next five years that you have to fill? You've said you use 1,300 megalitres a day, which is a lot of water typically per day. What's the gap that you need to fill in the next five years, percentage-wise? Is it an extra 10%, is it 20%? What is it? Just help us orientate so we understand the size of the challenge.

Nicola Shaw: I'm hoping Steph's going to come in, but it's about 75 megalitres a day is what we're talking about, from those three different sources, from demand from leakage and from supply, I think, and that's about 6%-ish that we're seeing changing over that period.

CCW Chair: And that's the first five-year chunk of that longer-term plan?

Nicola Shaw: Yeah.

CCW Chair: Okay, that's helpful just to get some context of what you're trying to find. Right, I will hand back to Nicky now, who is going to have the discussion with the panel members on what they've just heard.

TMcK Facilitator: Thanks, Mike, and thanks, everyone, for the response. Obviously, Community Member 4, you asked the question and you've heard the response, and I just want to understand your thoughts on what you've heard.

Community Member 4: I thought it was good to hear about the numbers, but I think like the biggest thing is that it is being proactive, and it was promising to hear not just looking at next year and the year after. I heard about the looking 50 years in the future, which I thought were promising, because like in the question with the rising population, you have got to forecast not just for now, but in the long-term. So, I thought that was promising that it's not just about what will happen next year. It's good to hear that there is a long-term plan there.

TMcK Facilitator: So that was the positive stuff that obviously gave you a bit of confidence. Was there anything that felt unclear or still feels vague in your mind as to what's going to happen?

Community Member 4: The smart meters, because with smart meters there will be customers that aren't wanting one and will refuse to have one, so if enough people refuse to have one, will that then become a problem for the rollout?

TMcK Facilitator: Anyone else got any thoughts? Community Member 1 or Community Member 11, were you going to come in there?

Community Member 11: I was just wondering, with the smart meters, you know they're saying in 2030, 2030 is in four years, and we're end of, so actually 2030 is in four years, because it's nearly the end of the year now, isn't it? So, is it realistic that everybody's going to get a smart meter? And actually, like the gentleman said before, I've forgot his name, what if they don't want it? That's another situation, have they thought of a plan of when people don't want a smart meter? That's my question.

TMcK Facilitator: Again, Community Member 11, what's your understanding of smart meters in terms of how they improve things? Do you want more info or are you quite happy with your understanding?

Community Member 11: I've got a smart meter for my gas and electricity, and it does actually make you look at what you're using. I do find it's very good, and it gives you much more understanding, and it's really good to teach your children about the usage of water, and the gas and electricity, so it sets them up in life going forward, I think.

So, I do think it's a good thing. I just think it's, you know, they say all these numbers and then, but realistically, is it going to be actually feasible, is it going to happen? And that's what I think a lot of, when we listen to it, it's like is it really, is it just all talk? Is this really going to happen? People want to see it, don't they? They want to see it. They want to know the good and they want to know the bad. And that's what I think, let's Yorkshire Water down, the communication of that.

TMcK Facilitator: Thanks very much, Community Member 11. Community Member 2, you've got your hand up there, do you want to jump in?

Community Member 2: Obviously Yorkshire Water are keen for people to have smart meters, but I just wondered how well this has been communicated, because if it means that we all save water and save money, it must be a win-win, but I can't really say I've seen anything, how you opt in for smart meters, and I just wondered how Yorkshire Water are actually proactively promoting that, if it's such a benefit for the environment, for us as customers, and for Yorkshire Water themselves.

TMcK Facilitator: And I guess you don't have a smart meter just now, but you want one, is that where this is coming from, or do you have one already?

Community Member 2: Well, I'm not aware that I have one, and nobody's told me how to get one.

TMcK Facilitator: Community Member 1, do you want to come in there?

Community Member 1: I just wondered if there were any thoughts of rewards for customers who don't use as much water. My energy supplier encourages me to not use my energy between certain hours, and for that I get certain rewards. I wondered if there was any mileage in Yorkshire Water doing that for water supply.

TMcK Facilitator: There's a couple of questions there about smart meters. I think with Community Member 2's, we could look at an action here, is like make it easier for customers to request a smart meter first of all. Community Member 1, for you, electricity's slightly different from water, right, because the water production takes a bit longer to come onstream, whereas the electricity's instant. The wind farms are on, and we want to give it away cheaply, so they can find really simple ways to do that. But I guess your challenge for Yorkshire Water is, what's in it for us? If we get a smart meter, let's create a story around how customers can become smarter themselves in their water use, and what that might mean for bills, yeah?

Community Member 1: We need to encourage people to use less water. Yorkshire Water, please, give us some rewards for doing that. I think that will concentrate people's minds on actually saving water.

Community Member 6: I think the incentive, for me, is actually paying less. The prices went up, what, 5.9% I believe, and yet my direct debit went down by £3 a month because I'm using less, and I don't have a smart meter. If I had one, I'd probably use even less. But the fact that I'm paying less per month this year is a great bonus for me, and it's because I was saving water consciously.

TMcK Facilitator: That's brilliant to hear, Community Member 6, and I know that Yorkshire Water have got a 4.8% reduction commitment for the households as a target that's officially been set by Ofwat. But we spoke in the briefing session, so whilst you're being asked as customers to reduce your decision and Yorkshire Water will try and encourage that, obviously smart meters will help, there's also leakage performance targets that Yorkshire Water have. Did you hear much about, in their response, about how they're reducing leakage in the network or what that will look like for you as customers? Is that something that you maybe want to know more about?

Community Member 6: Well, we hear about the vast amounts of water that are lost through leakage, but the only time I get involved with it at all is if I see water gushing down the street when it's not raining, and apart from that I've no real knowledge of the amount of leakage in

Yorkshire Water area or what's being done about it.

TMcK Facilitator: They have got official targets. I believe it's a 20.2% reduction commitment to leakage on the network. Is that something as customers you're interested in? Should it be explained to you more clearly, outwith pages upon pages of action reports etc?

Community Member 6: It's of interest to me, because obviously it's their way of saving water. We save our water individually. They can save water as a company.

TMcK Facilitator: Community Member 4, do you want to come in?

Community Member 4: I think leakages is a big thing, because in the wider public, like at work, like when I go to work, people do say, "Oh, why should we save water when there's leaks here, there and everywhere?" I think if you educate the public on what's being done to prevent the leakages from Yorkshire Water's side, it might make the general customer think, "Oh, actually, they're doing their part, I better do mine."

TMcK Facilitator: Anyone else want to come in there?

Community Member 3: Yeah, I was just going to say that really. They need to be seen to get these leaks sorted as quick as possible. I mean I know there was, not round my area, but it was still in Yorkshire, and the road was up for ages and ages, and nothing was being done, and it was causing a lot of traffic congestion and everything. There were signs up saying "Yorkshire Water" but people were saying, "There's nobody there. They're not doing anything." So, you can understand why people are getting annoyed and that, and think, "Well why should I when they're not bothering really?" I mean I know it's probably just a one-off, but it's how people think, isn't it?

TMcK Facilitator: Yeah, I guess it's the perceptions around that, and it's always a tricky thing to communicate, and I think Nicola said at the start, there are thousands upon thousands of mains water pipes, and it's a big area, so I guess it's what are the expectations from customers perspectives?

Community Member 3: And I was just going to say as well about, there's so many new housing estates going up as well. That's another thing they've got to think about. Are they going to be able to cope with all that? You know, water, gas, electric. It's all more strain on it, isn't it?

TMcK Facilitator: Anyone else? Community Member 10, have you got any thoughts or are you quite happy with what's been covered?

Community Member 10: I'd be interested to know if there is an improvement in the leakages, how they're coping with the leakages, because it is an ongoing problem that's been going for some time.

Community Member 9: I wanted to ask, with the development of so many more homes and blocks of flats, etc, and what have you across the county, how does Yorkshire Water work out how they can supply, you know, say a block of 50 or 100 apartments, you know, just off the cuff? Because they're going to come online, obviously it'll take a year or so to build these places, do they actually talk to the developers beforehand and say, "Look, we might have issues with water?" because I've heard some sites where they build a whole block and then the residents have problems getting water.

TMcK Facilitator: I think what I'm certainly hearing is there's a lot of concern about water, and we've seen it in the news that there's droughts happening across the country and -

Community Member 9: Well, this isn't to do with droughts. This is just to do with everyday usage [inaudible 01:08:47].

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TMcK Facilitator: Indeed, Community Member 9, I think it all goes together that there is a need for information for customers, whether that's with increased usage, whether it's with climate emergencies etc, and that always comes down to communication. In this instance, I think what I'm hearing is, do Yorkshire Water have a plan for this, what is the plan, what does it look like, and how can we as customers be reassured by it? I think that is what I'm hearing here. Community Member 4, what's your thoughts on that?

Community Member 4: It's slightly related to that, but another good thing I do find is I've seen a lot more ads this year, like I think Nicola briefly mentioned about ads, sort of like on the sides of buses and radios. And I do think if something gets put into your face enough, you do start consciously thinking at home when it's not in your face, you do start thinking, "Oh actually, I should make a more conscious effort to save water," because round Sheffield there's all ads on the side of buses, and I think there were one on the TV with the kids saying, "Save some water for us." It does start making you subconsciously save water if you do see plenty of ads, and if you see it plenty of times, you do subconsciously do it.

TMcK Facilitator: So really positive in that respect. Community Member 7, do you want to jump in there?

Community Member 7: We can see our smart meter pretty much live, which is great. It'd be nice to see what percentage we were in the amount of usage compared to other people. You used to get that with gas and electric. It's not so relevant now for us, but game of height a little bit, people like that, don't they? But I also wonder what people are using water for, because we use almost none compared to other people. I looked at the average, I'm like, I don't understand. I love a warm a bath, we've got a hot tub, I'm like, "what are you doing?", to be honest. So, there's a lot of customer stuff that can be done as well.

But yeah, what I would love on the smart meter is, "Your bill has suddenly started to rocket today." Just a little alert, which means I've probably got a leak somewhere. That would be a lovely addition, you know, not like over an hour or two, because I'm probably filling the hot tub once every three months, or we're trying not to keep it filtered and whatever, but just like, "Hmmm, you seem to be using a lot of water. Something's going wrong." That would be quite useful. But yeah, just [inaudible 01:11:25] on your bill. People do that, you know. People do like that, don't they?

TMcK Facilitator: Absolutely, Community Member 7, and there's loads of examples of that with electricity and gas, as mentioned earlier that we are used to as consumers, so yeah, great shout. Okay, folks, anything else before I share my screen and summarise things, and then we can have a final discussion on this one? Quite happy.

All right, so on the subject of future water supplies, growing demand and management for drought, Yorkshire Water gave a response that included things like battling simultaneous increase in demand alongside a reduced supply. Investment in boreholes as a water source, and leakage reduction efforts have roughly equivalent impacts for water supply and resilience, investing in specific treatment works where issues are most likely, and communicating with communities in those areas. It was mentioned that where there are specific areas that are struggling, there's direct communication.

Long-term forecast of 50 years of the demand in Yorkshire Water over that period, so they are thinking the long term. There is also short-term planning there in five-year increments looking at growth, climate change and safeguarding Yorkshire Water customers, and Nicola mentioned all the different comparisons about 1 in every 100 years going down to 1 in every 200 years, 1 in every 300 years, etc.

There is a drive to switch customers over to smart meters, and they want to have the majority of them on those by 2030, helping customers see how much they're using, and really helping them

to save water as customers as they go.

There have been nationwide campaigns which were mentioned by some of the customers there as being really useful to help drive behaviour change.

Into the future, there was a mention of a 75-megalitre per-day shortfall between supply and demand in some places, and that will be expected to be addressed over the next five years, and this will reduce further when the boreholes complete within the first two years of the current period, the 1 in 100 issue going to 1 in 200, so we can organise that later, reduced to 1 in 500.

In terms of customer feedback, continue with the behavioural change initiatives to encourage water use reduction. Effectively educate customers on Yorkshire Water's leakage reduction efforts to motivate engagement. Show that you're doing something so that we know we should be doing something was one of the messages that came across in order to engage more clearly.

Enrich customers' usage metrics by providing comparisons against other users, those that have got smart metres, there's a real thirst for that. Integrate usage alert systems into the smart meter system to notify customers about unusual or sudden changes. Is there a leak? Let me know about it.

Proactive promotion and communication put in place to customers to inform them on the things below, so how to opt in to smart meters, more information on how this would benefit the customer, so in terms of household usage, savings and also incentives. And what is the back-up plan if customers opt out of smart meters? How's that been built into your planning? Tell us a little bit about that, because obviously that will have been forecast for.

And that is where we got to. Again, just very quickly to the customers, this is hopefully summarising what we spoke about, and we've got plenty of time, so we're doing well for that, is there any thoughts on this? Can we add to it? Are we happy with it?

Community Member 7: Someone mentioned in the last section about putting a [inaudible 01:15:02] out to make sure we're aware of stuff, what's going on, like "This will be fixed on this date," back to that visibility, I guess.

TMcK Facilitator: Is that for the in-street works, Community Member 7, specifically?

Community Member 7: Yeah. I know that's not, yeah, it is that perception, isn't it? It's like we're aware, we will be doing it.

TMcK Facilitator: That's right, we spoke about that. It's like, "We know there's an issue and here's a very visible explanation for what's going to happen," so just like a sign in the street or something along those lines.

Community Member 7: Yeah, it makes it makes no actual practical difference, other than we all go, "Okay, great."

TMcK Facilitator: Any other thoughts? Community Member 4, do you want to come in?

Community Member 4: I don't know how you relate it to this, but in the last section, a good thing to mention was like water butts, which includes on saving water and helps us to help Yorkshire Water as well with using less water throughout the summers and stuff. I thought that was a really good idea.

TMcK Facilitator: I think we're going to cover water butts more clearly in one of the Q&As, Community Member 4, so yeah, it's worth bringing it up here as well, because it's all part of the same water-saving approach. Everyone else, I'm going to pick on some people that haven't said much, just to make sure you're happy.

You don't have to come up with anything, but we've got Community Member 8 and Community Member 3, you've been listening intently. I'll go to you Community Member 8 first of all. Are you happy with what you're seeing on the screen just now? Does it cover your views as a customer?

Community Member 8: Yeah, I think everything's quite straightforward. I think the smart meter side of it, I'm quite interested in, something that I would like to be invested in and take forward in the future. I think that would really help me. Having four children, I'd be really, really interested to see where my water goes in my house, and how I can save, and get the kids involved as well, in terms of that. So yeah, definitely, because they do waste a lot of water, especially my youngest when he has his long two-minute showers, so yeah, I'd like to make him aware of what he's doing and how he came improve himself. I think it's a good way of them educating themselves as well.

TMcK Facilitator: Thank you. Community Member 3, what about you? Are you quite happy with what you're seeing here? Is there anything else to add?

Community Member 3: Yeah, definitely, I mean I think smart meters are the way forward. I have a smart meter for my electric as well, and they give me an incentive sometimes if, you know, say that they're going to have cheaper periods or not to use it, so I think you could go down that route with the water meter, the smart water meter. I mean I've noticed the difference, because I'm now living alone. There was a family house before, and obviously people's needs are different. Four or five children is a different household to one person on their own in a one-bed.

It's just really to make people aware, and I think the good thing of having a smart meter, I mean there will always be people who probably don't want it, but they may not want it because they don't understand why they need it. I think it's a case of educating people why it's good to have one.

TMcK Facilitator: Okay, I think with that I'm going to hand back to Mike who can finish this section off for us.

CCW Chair: Thank you, Nicky, and thank you all for your contributions to that discussion. Before we lock down the actions, I'm just going to check back in with Yorkshire Water and give them a few minutes just to respond to what they've seen here, highlight if any of these commitments aren't feasible, and again if there are any reasons why they're absolute showstoppers so that they can really clearly state that, that we can then understand that as a group. So, over to you, Yorkshire Water.

Nicola Shaw: Thanks, Mike. I'm struggling to read the actions a bit, so I may have to come back to you. Sorry, I'm just squinting. In terms of the answer, I didn't focus much on leakage, because the question said you were pleased with what we were doing, so thank you for that, but we should probably talk about it a bit, because we are making huge strides. We fix about 314 leaks a day, so that kind of gives you an illustration of the scale of the issue, and some of those new people I told you about have really gone into helping us to improve on leakage.

We improved by 15% from 2020 to 2025, and we want to do another 12% and a bit between 2025 and 2030. That shows you the scale of the attack we're making on leakage.

CCW Chair: And are you on track, Nicola?

Nicola Shaw: We are, yes. We're one of the few companies who are on track, and I'm really pleased, it's a huge effort that has gone in. But there's also new tech that we're using to help us, tech to find the leaks, tech to reduce the amount of pressure in the network at different times, to make sure we don't challenge some of our pipework, and we're replacing a huge amount of pipework, and again we're on track, in fact we're ahead of where we need to be at this point in the cycle, so we're really pleased with the actions that are going on.

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Similarly on smart meters, the take-up's been really good. I thought I'd just say a couple of things. The first is we're rolling out smart meters by location, so we're going to areas where we know we've got the most challenges, and we're doing the whole of a street or the whole of an area, to try and make sure that those communities are really invested in, because we're switching existing meters for smart meters in many cases, and the existing meters are life expired. That's kind of the proactive process.

There's another way of getting a smart meter, which is if you ring us up and say, "My bill's too high, what can I do?" we can talk to you about your use versus other people like you, in the same sort of circumstances, you've got four in your family or you've got one in your family, and we can understand whether your demand is higher or lower, and whether we think you'd be better off with a smart meter than using the rateable value, which is the current process for allocating a bill if you don't have a meter.

If we and you reckon, you'd be better off, then you can say, "Can I have a smart meter," and we can come round and give you one. And on that basis, don't panic, it's not like electricity meters. If you would be better off with the rateable value, you can switch back at any time over the next two years. So, you've got the confidence that here's a new bit of technology, it can help you, but we can also go back to the old methodology if it doesn't work.

There was a lot about communication again in the comments and the actions you wanted us to take, so, if it's all right, we'll have a look at those and come back with any comments in the section we've got to work on them, to make sure we get the right actions.

CCW Chair: Thank you, Nicola, and just a quick comment from me, hearing that discussion, it does feel that with smart meters, and from some of the comments, for example, Community Member 7 was saying, there is an opportunity to really, not just roll out smart meters and have a new thing under someone's sink, but actually have a thing that can really allow you to, as a company, to do things that actually delight your customers. So, the warning if you see a big spike in usage, the comparison with your neighbours so that you can get that competitive spirit going, and all those things I think are, whilst we do see them in other sectors, particularly energy, they're not that familiar in water.

I do think there's a massive opportunity, and I think that feedback, you could hear there is a thirst for people saying, "Do you know what? There's more we can do here," and even telling that story about leakage, because we will hear stories about companies missing leakage targets, I daresay, over the next few days, right. We'll hear stories, because obviously some companies will miss targets. But if you're on track and exceeding it, there's a good-news story. So again, the communication element I think is really important. I think there's some really great nuggets in what we've just heard that I really encourage you to take and build on and look to not just roll out in smart meters assets. Actually, how about a customer programme that delights your customers, wouldn't that be good?

Nicola Shaw: It would be lovely, and thank you, Mike, it's a good reminder. Community Member 7, it's coming to a place near you before the end of the financial year. You will get information about your usage by comparison with neighbours around you, so that is something (overtalking) already.

Stephanie Pullan: And I can quickly touch on, we do alert customers to stay on the smart meters if we do see a spike in flow, and actually we've seen, over the smart meter interventions, we've saved 1.7 million litres of water from being able to tell customers, "Actually we think there's something happening here with your flow, and therefore there's leakage there," so just being really, you know, these aren't just assets that are being put in. We are actively trying to make sure that we're really using them and utilising them to the best of their ability.

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And I just want to give a little, a tiny shout out to say thank you very much to Community Member 6 on your water saving, to Community Member 4 as well, to say that actually you've seen the campaign, Community Member 8 to say, "How can we get involved in the family?" Community Member 7 talking about, "Actually I want to be competitive and see," you know, it's really good to hear from you that the comms and what you're seeing and hearing is there, and just to say thank you very much. It is appreciated.

CCW Chair: Thank you, Steph, and that's a really constructive comment, but I would urge you to get out and tell your story, though, because none of the customers on this call knew, I don't think, that you would alert people if they saw a spike in usage. So, you're doing something great, but people aren't seeing that, and I think that's a recurring theme that we see quite a lot, not just here, but across companies, about tell that story and communicate.

So, we've got that action plan that will get turned into actions with you, from that challenge question, and that will get added to that action plan list, along with the previous commitments that have been agreed.

Now we're at the final part of this session, which is we've got four short questions. It's a bit more free flowing, which obviously comes with risk. It's a bit more free flowing, and there's no timer, but obviously if you do decide to filibuster for 20 minutes, we will just shut you off. So, keep your answers short.

I'll move to the first question. [Absent community member] was a member of the community and she was on the session that we held to prepare for this, and she's come up with this question, but unfortunately, she'd have loved to be here, but she can't be here, so Nicky is going to share her question.

TMcK Facilitator: Thanks very much, Mike. [Absent community member] was very passionate about making this point. She was talking about the support scheme that you have and how it makes such a massive difference to her and her family. However, she had a recent contact with Yorkshire Water that left her really quite worried about losing that support, and she had to explain her circumstances again, which was a lot for her to do, and a very worrying time for her.

Obviously, Yorkshire Water corrected that error and have since apologised. However, she was keen to point out that Action 9[3] and 14[3] are marked as complete, with being in April and in August, but I think she wanted to just really understand whether the training is actually changing customer experiences, how's that going to be monitored? So, I guess the question, the final question that she came up with is, how will you show that vulnerability training is actually improving customer experience, and what are you going to change when it is not?

CCW Chair: Thank you [absent community member]/Nicky. There's the question. Over to team Yorkshire Water to respond.

Matt Rice: It's an important question and I'll probably take it in two parts. The first thing is just to call out that directly, the work we're doing across all our colleagues to make sure that vulnerable customers in the community get the best possible service. We put over 250 people in our call centres, in our contact centres through vulnerability training, and we're rolling that out further to our colleagues who work in and amongst the community, in our vans, who have face-to-face contact with so many of our customers, and are, both for Yorkshire Water and for Yorkshire at large, a really great first point of contact often for very vulnerable customers.

It is true to say, as the question alluded to, that we aren't perfect at this yet. There's a real breadth of need in society, and we are working through how we improve day in, day out. The training's a big part of that, but beyond the training, one of the things we're very proud of but will continue to assess is how we deal with things like affordability.

[3] See Slide 9 for a comprehensive overview of all referenced actions

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We have a raft of schemes across our customer offering that give vulnerable customers the chance to discuss any financial hardship they've got. They're called Water Support and Water Sure, and Community Trust is another example.

They are on our website. I've heard loud and clear at the beginning of the call the need to really tailor our communications to people, and not just to depend on people coming to our website, so we'll continue to look at that.

Those schemes give vulnerable customers the opportunity to, when they engage with our colleagues, to really engage in a one-to-one conversation about what needs people have got and how we can help. So again, the training we're delivering is seeing a good uptake in those areas, and we are confident that we're seeing an improvement in the way we can support people with financial hardship in different ways.

The other way the training is helping is we're making sure that when customers have needs that become more acute should water supply not be flowing through, we are continuing to improve and review how we do emergency water drop-offs. We call it PSR[6] but it's principally vulnerable customers who, for whatever reason, haven't got supply, how do we get bottled water to them?

That happens quite frequently, fortunately not huge volumes a lot of the time, but we are continuing to learn through that and looking at that through metrics inside the business in terms of how quickly we get messaging to the community, and we're targeting that in 30 minutes. We are hitting that more often than not, but not consistently, so again, I would offer that as an ongoing action as to how well we communicate to vulnerable customers, particularly in needs of service disruption, so that we're spotting vulnerability earlier, and making sure that water supply is made available again.

All of that is embedded in the training and, as you'd expect for any big company with leadership structures, part of my job is to make sure, both through taking time occasionally just to listen direct to calls, but, more importantly, driving the business both in terms of leadership levels, with spending time out and about in vans with colleagues, making sure that the training we're giving is being felt by customers in the community.

Again, it is a wholly worthy challenge to make sure that, whilst we principally supply water in the same way to all households and all customers, we recognise that the people, people on this call and people that live in those homes have a very different set of needs, and our job is to do our best to be as agile and flexible as we serve those needs as possible.

Hopefully that gives you a little bit of insight into the training. It is an ongoing effort. It is never completed. Again, we're looking deeply beyond the vulnerability training into deeper safeguarding stuff, but nonetheless we're committed to continuing to improve and as evidenced by the question, we are a long way from saying we're perfect, and we'll continue to be transparent as we make those improvements.

CCW Chair: I think at the heart of this question was [absent community member] didn't have a great experience, so then looking at your action plan, specifically Actions 9[3] and 14[3], and then questioning whether the training was having an impact, it was whether you can – can you actually show, with hard and fast metrics, it's having an impact, and also, I suppose trying to flip the end about what would you change if it's not, how do you identify gaps for further training needs?

Matt Rice: Thanks, Mike, I appreciate, so we do audit the calls on specifically, I don't have the case specifically, and I'd need to come back to you on exactly the -

CCW Chair: It wasn't really about the specific case. It was more about the principle of – (overtalking)

[3] See Slide 9 for a comprehensive overview of all referenced actions
[6] Priority Services Register

Matt Rice: Yeah, so the principles are, again, we audit the calls across all our contacts, but particularly on vulnerability, to make sure we're discharging our commitments. We track it through our customer voice survey. I think in terms of follow-up actions, this panel and customers can be confident that, as with any big environment, we have lots of customer contact, both vulnerable and at the general popular base. We are looking to make sure the quality of those calls is solid, and where things fall short, and again, I've intervened and had to look at a couple of things in the last couple of weeks, we have a fairly robust follow-through in terms of retraining, standing people down from calls until we're comfortable they can train.

But in the spirit of this call, we recognise that perfection is perhaps a little bit out of our reach, and that comes through in our commitment to continue to retrain and keep the training going, so when we fall short, we handle it directly, we apologise and we learn.

CCW Chair: I take the point that training never ends. Yeah, when do you say, "Enough is enough"? I think I need to be quiet, though, and go back to the community, because it's not what I think of what you've said. It's what does the community think? So, I'm going to open the floor to see if there's any feedback from any of the community members on the call.

Community Member 6: I feel that the importance of the training needs stressing to the internal staff. Speaking from experience, a lot of people tend to view these as box-ticking exercises, and even my daughters that work, they go, "Oh, we've got training tomorrow," and it's just something that they have to put up with, rather than seeing it as a very important part of promoting the company image, and I'd like to know, is it stressed enough, the importance of their daily job?

Matt Rice: I mean again, I'll speak for, in this case, speak for Nicola, for Steph, for everyone certainly here in Yorkshire Water that I've met, I've been here about six months, Community Member 6, there's two answers to that. There's a general what I would call very classical Yorkshire care for the job that we do, and that does come through.

More practically, the training's mandatory and, again, speaking truth to your feedback, I am sure across the hundreds of people that work in our contact centre that there are degrees of people who find it a little bit more burdensome. But that doesn't excuse, and neither would we ever allow that to slip into any kind of lackadaisical effort with this.

The vulnerability and the safeguarding work that we do is a key tenet of how we are trying to progress to be a very modern, customer-focused, core part of Yorkshire's community. We've got ISO[7] recognition for it. We employ colleagues to really drive safeguarding and vulnerability as a scheme across our work. But again, in the spirit of here, perfection is not where we're at. What you should take comfort from is, where we fall short, we do audits for three levels of questioning and, where appropriate, it gets escalated, so things do get handled and people are held accountable for falling short if they aren't treating customers as human beings, frankly.

CCW Chair: Thank you, Matt. Right, I'm going to see if there's any final comments on this question, because we'd like to get through all four of the questions. Has anyone else got any feedback for Matt or a follow-up question for Matt?

Community Member 11: I'd just like to say, you know with the [absent community member] situation, hers was when she had to repeat herself again of her vulnerabilities, and I think that should be already on her file for that. I don't think she should have to repeat herself, because that's just like trauma. I used to do training, I used to be a trainer myself for a well-known high street, which is not around anymore, but when we'd take a call or anything like that, we'd have all the information there, so when they told us their name, they went through all the data protection, we would know their vulnerabilities, so we didn't have to ask them the questions again.

[7] International Organisation for Standardisation

So, I think something like that would be a good thing to actually have on there, and also like having regular toolbox talks and training and things like that, so that's quite a good little thing to do.

TMcK Facilitator: Any thoughts on that, Matt?

Matt Rice: Just to recognise that it's an entirely reasonable and practical suggestion. We do, so I'm going to say our colleagues are trained on it, the system should enable it, but to your point, Community Member 11, and to the feedback we've got, we are not as good as we are aiming to be. In terms of our own feedback, one of the things we look at in the audit is did we give the colleague the skills and were they able to elicit, in the conversation they're having on the phone and the contact, the fact that either they've historically contacted us with a declared vulnerability, or they're seeing one now?

I think that's one of those, I would suggest that is an action that we can continue to be monitored on. It is in the heart of what we are trying to achieve, and it is rightly challenging, as our customer base looks for, again, as we look to give a more individual service. So, I think just keep us honest in that, but please, for one minute don't think we aren't committed to doing a good job every day on it.

TMcK Facilitator: Community Member 2, do you want to jump in quickly?

Community Member 2: Yeah, quickly. This is probably consistent across a number of sectors, not just water, and I just wondered whether you look outside of the water industry and your call centres and look at maybe what other industries are doing as best practice and are doing it in a great way.

Matt Rice: I'm happy for colleagues to join. Community Member 2, so I have a son with really, really acute additional needs, and I only say that because I've got good and bad experience of hospital passports, for instance, at the NHS. I've seen good, I've seen bad. UK power networks are pretty good at this.

We work with other utility sectors, but I think in the spirit of what we've done with technology and are learning through other utility sectors, the real trick here is it's not particularly something we need to uniquely copy, although our systems, as we work through improving the IT we'll give colleagues to use is being updated, this is quite a, while we've gone quite heavy on our vulnerability training, this is recruiting well, getting people like human minded, human spirited, and empowering them to deal with customers as human beings on the end of the phone, if that makes sense.

Nicola Shaw: Yeah, it does, Matt, and you asked for some support here. We absolutely do share, both in utilities and just generally, we're in a number of working groups with others, talking about how you work in this area, so yeah, absolutely we share with others.

And the other thing I wanted to raise, one of the things we find challenging is that, as a regulated business, there are some things we have to do. We have to check in with people with vulnerabilities on our Priority Services Register at least every two years and say, "Do you still need these things?" and we have to go through a checklist. There are some questions we are required to ask, and we know that can be difficult.

And so it's one of those things that we feed back to our regulators and say, "Are you sure you want us to do this, because we're getting negative feedback from customers that it makes them feel more vulnerable sometimes." So, finding the right balance on this is something I think we're all working on and we've got to keep feeding back one to the other.

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TMcK Facilitator: Thanks very much, folks. I'm going to hand back to Mike now, because we are keen to get through the other questions.

CCW Chair: Let's go on to Question 2, and Community Member 7's got Question 2, and it's following up on the theme that we talked about in terms of the water resource situation, so Community Member 7, over to you.

Community Member 7: Some customers have received useful water-saving items, and the campaigns have made people think about their water use. But households may need help with the cost of water butts, or more efficient toilets, taps, showers, particularly in older homes. Will you expand funded water-saving help for households, including easy access to water butts, with clear delivery dates and evidence of how many homes benefit and how much water is saved?

On a personal note, just to add to it, my old house, my Victorian house, had a toilet that I swapped out straightaway, because I think it would have made you wince how much water it used every time you flushed it. And the new builds don't come with water butts, which is frustrating. I realise that's not Yorkshire Water, that's the law, but something to lean on with.

CCW Chair: Thank you, Community Member 7. That is really helpful. Over to Yorkshire Water for your response to that question.

Stephanie Pullan: You're right, Community Member 7, we do have a series of water-saving, practical water-saving support that we can give to customers. You mentioned the free water-saving products, and those are things like shower regulators, timers, tap inserts, there are cistern devices such as a flush saver, so actually you might not need to replace your whole toilet, you might be able to put in a flush saver so that actually you can reduce your water use in that way.

We also do free home water efficiency support, so there are checks that we can do through one of our partners, where they can actually look and come and visit the homes and do those water checks for leaks, fixing minor issues, and carrying out a water efficiency audit, and my team will correct me if I'm wrong, is that we do that as well and offer as part of the smart metering programme as well, so when we put in a smart meter, we can talk to them about what their usage is, what is available, and how they can use the access to the water efficiency support, and I promise I won't touch on smart metering again, because it's a very interesting topic and it generated a lot, so that was great to hear.

And so part of the campaign as well is where we look at, is what can people practically do in terms of taking shorter showers, using washing machines and dishwashers with full loads. There's a lot within there that people can do and things that we do offer.

When we look specifically at water butts, which was this very specific question, is that we don't offer water butts universally free of charge, but we do target areas where we're looking at both being able to capture rainwater to reduce the amount of surface water where we're connected into a combined sewer, as well as being able to have that home water efficiency benefit. So, it's a much more targeted campaign to make sure that we can get the best of both worlds from how water butts can work.

And we've really developed that through in Scarborough and in Bridlington, so we've actually delivered just over 5,000 water butts in Scarborough, and just over 3,000 in Bridlington already.

CCW Chair: And Steph, just a quick follow-up from me, you've targeted water butts but everything else is available to all customers?

Stephanie Pullan: Yes. So, customers are offered a free water efficiency audit, and the customers and the free water-saving products as well, so that's everywhere.

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CCW Chair: Great stuff. Right, I'm going to open it back up to the floor. If more than one hand goes up, I'm going to let Nicky sort it out.

TMcK Facilitator: Back to Community Member 7, so you can come back in. What are your thoughts? Are you happy?

Community Member 7: Yeah, the only thing, and I don't know again if it's out of scope, new builds, we've got a new build, all our rainwater goes into the ground, which seems pointless. It would be nice to have it go into the toilet, into the garden, into a holding area, something like that. It frustrates me. Same with the new, new builds with gas, kind of like, what are you doing? Come on now. This could be better. But I don't know if that's something Yorkshire Water can push back and go, "If you want your house connected, you'll do this for us."

Stephanie Pullan: I mean it's a really good question and grey water reuse, part of what you've touched on there is about how do we, when water's coming off the roofs, that isn't used, we don't need to drink that water, and therefore how can you use that to flush your toilet, and how do we make sure that actually as we're building new homes that you can properly separate those systems so that there's no risk of cross contamination, so that there is no risk that, as you turn on your tap, you then get water that couldn't drink because it hadn't been chlorinated and delivered to your home. So, there is a lot of practical pieces.

That's not saying it's impossible, and that's not saying that we shouldn't be looking at grey water reuse as part of the future, but that is definitely a collaborative effort between companies and with the Drinking Water Inspectorate, as well as with housebuilders to make sure that there's the demand there to do that. I'm not trying to say that it's not something we can do, but it's not necessarily always in our direct control, and we are not statutory consultees for new houses going up into areas as well, so we don't actually get a seat at the table to be able to talk about that. It is a very good question, and I would love grey water reuse, and it is something that, when we're looking at our long-term plans, it becomes about how do we practically do that.

Similar for water butts. Again, it would be brilliant if housebuilders could say, "Actually as we're building it," and there are some developments and some developers where I have seen friends who've got them, and they've put in water butts as part of the development, but that isn't something that we encourage. But there are offerings to developers through the Environmental Incentives on new builds, so we do encourage it.

TMcK Facilitator: I think, Community Member 7, we spoke about this during the briefing session, and I just want to quickly come in if there's potentially a commitment that you could look into here. People can apply for smart meters, right. Could they apply for a water butt even if they're not within one of the catchment areas? Could they get a discount on a water butt? Could there be an opportunity for people who are interested in that, like Community Member 7 and others, to proactively approach Yorkshire Water?

Stephanie Pullan: At the moment we don't offer a discounted scheme for water butts across Yorkshire. It is only in the areas where we're looking. What we can do, what I'll do is I will take an action to look at what that could look like as a scaled and a rolled out, and what kind of savings we could put on there. And that feels like a practical action that we can take. We're not saying no. We're saying, no, what we'll do is we'll take it away and have a look at it.

TMcK Facilitator: Fantastic.

Community Member 7: [Overtalking 01:47:32] housebuilders do the minimum they can, which is frustrating for me as well, to be honest.

TMcK Facilitator: Yeah, Community Member 7, that's a different forum we need for you, isn't it, for that one. We need for that one, we need to have a separate discussion around new builds.

Community Member 7: Yeah, that's a separate group, that one, yeah.

CCW Chair: Just on that water butt one, because I'm conscious that when we look at action plans in six months, going take actions that say, "Consider something," it doesn't sit brilliantly with me, I'll be honest. So, we have to think carefully about how we phrase that. But there might be variants just to (overtalking)

Nicola Shaw: I'll definitely commit to come back at the next meeting to tell you what we're going to do, Mike.

CCW Chair: And I suppose there's just variants – I suppose what I'm doing, encouraging you to be creative. For example, if you're a customer that, say, doesn't have a car or you're a vulnerable customer, in terms of if you're infirm, actually, installing a water butt yourself, if you don't have a car, how do you get it to your house? There might be actually variants of our – range from everyone could get one for free if they want, to actually, do you know what? We're going to target disadvantaged people. I think it would be interesting, certainly I think very useful, to see a range of potential options there. I don't know what the community think of that. I'm not trying to write your actions. That's not my job.

TMcK Facilitator: I'm going to go to Community Member 4, because you've had your hand up, and then we're going to have to move on to the next question, if that's okay. Community Member 4, do you want to jump in there?

Community Member 4: I was just thinking, what makes a catchment area suitable for water butts? Because like I know in Sheffield, and I'm pretty sure all of Yorkshire, it gets pretty heavy rainfall through the winter, so what would make Scarborough and Bridlington more suitable than, say, Sheffield and Leeds?

Stephanie Pullan: The reason we targeted Scarborough, and it's a great point that it is wet in Yorkshire, coastline as well as in Sheffield, is that we were looking at the combined sewer overflows as well, so what we talked about before, which is going into our waste network. And we were looking at how could we target our water butts going out so we could actually solve two problems, one being not enough water and the other problem being too much water and really looking to see if we could get more benefit by being able to target both of those at the same time with the same technology and really make it quite targeted and specific.

CCW Chair: Thank you, Steph. Right, we need to move on. We've got two more questions, but I suspect we'll only be able to fit one more in. This is Community Member 1's question. Community Member 1, over to you.

Community Member 1: Thank you. We discussed executive rewards and payments for work elsewhere in the parent group. Customers want to understand whether missed service and environmental targets have a meaningful effect on the overall reward received. How can you justify total executive rewards, including any parent-group payments, when targets are missed and pollution incidents are occurring? What would cause those rewards to be reduced?

Nicola Shaw: I can answer that one. The answer is yes, it does. Total executive pay does get reduced if performance does not improve. Our reports are complicated, I know that, there's a huge amount of information, but basically, I receive a base salary and then incentives for improvement. And in the last three years, because we haven't improved, I haven't received the incentives for improvement. So, it's a kind of, just a very clear example.

And that's a material amount of money that could have come through the incentives. It's more than the salary itself. So, I have only received the base salary and pension and car allowance. I haven't received the bonuses.

And that's really focused on customer, the environment, our people, and the financial outcome of the business. All of those matter, but it's a threshold. If you don't cover the customer and the environment ones, then the other bit doesn't get paid out either. And that's partly because of Ofwat's rule, so we have a rule from the regulator about this, but it's also because we felt like the business needed to improve and customers needed to see benefit, and we wanted to demonstrate that.

CCW Chair: Community Member 1, what do you make of that response? Do you think the aspect that involved the parent company was answered properly?

Community Member 1: No, I think that what I was wanting to find out is, don't take this the wrong way, are you spending as much time in Yorkshire as you should do, and on Yorkshire Water's business? We want our CEO to be very Yorkshire focused, unless you're going to get something out of your work with the parent company.

Nicola Shaw: So, let me talk about the parent company. Sorry, I was only talking about the incentive piece. On the parent company one, that's a fee for services at the parent company, and it's paid by the shareholders, so part of the reason they wanted to separate that out, was they felt like it shouldn't be paid by consumers, because one of the things I've been doing is working with the shareholders first to get the money into the business that is required.

Over the last four years, we're receiving repayment of £1b that was taken out 20 years ago. It was a company called an inter-company loan put in place 20 years ago, and that's being repaid in the four years, five years to next year. So far, we've received over £500m and there's £600m to come next year. That's because of interest on it. So, you can see the scale of the investment.

We've had two shareholders who didn't have money to contribute to that. We had four shareholders when I arrived. We've now got three, so we've been through a process of getting those two who didn't have money to invest to leave the business and sell their shares to somebody else who has had money to invest.

So, there's been a lot of activity which should all be good for Yorkshire Water, because now the parent company has the money to make the investment, and that is an important basis for reducing our debt over time. We've got some more commitments from them that will help us to do that, and that then leads to a business that can be more flexible and can deliver more of the investment that you need in Yorkshire Water.

I believe that my investment of time with that will reduce, because we've now got these new shareholders, and next year we'll get the new money, the last bit of that money back, and my time will probably go down, and so the contribution that the investors will have to pay me will go down as well. But I do think it is all in the benefit of Yorkshire, because that money is coming into Yorkshire Water.

Community Member 1: Well, that's good to hear.

CCW Chair: Community Member 1, can I just ask, I just want to ask the rest of the group, did anyone really understand that? Sorry, Nicola, I'm not being rude, but I'm interested to know whether that answer, could anyone explain what they've just heard?

Community Member 2: Not really.

Community Member 10: No.

Community Member 4: Anything to do with money and business is straight over my head.

Community Member 1: To be fair to Nicola, these are quite sort of complex and complicated economic situations and we probably need, well, I probably need an idiot's guide to economics to

understand the intricacies of what's going on with shareholders and things like that.

CCW Chair: And I think that's really the point I'm trying to make, that to get an explanation that cuts through to customers I think is quite important, because if the explanation doesn't cut through then the risk is we fill a void with our worst suspicions. I don't know if there's an action coming out of that in terms of explanation.

Community Member 1: Is there an idiot's guide to the situation regarding Yorkshire Water's economics?

TMcK Facilitator: So, Community Member 1, you're looking for kind of a plain-English understanding of how the executives' remuneration works and how that relates to your bill and the bigger picture, I guess?

Community Member 1: If possible.

Nicola Shaw: Okay, so I'll have another go and see whether you think it works. From your bill, I'm paid a base salary. That base salary is the piece I described in the first part of the discussion, and because we didn't improve enough, I didn't receive any incentives and haven't done for a few years.

If, and that's what would be really great, if we were improving, you would be seeing more benefit to you as consumers, and it would be worth the while of the business to make further remuneration. That's why I would get the bonus. But it hasn't happened, so I haven't got it.

The second piece I'm paid is paid by the shareholders, not by you, in order that we get the whole arrangement sorted out and it's clearer, and that payment will disappear once we've made it clear. Disappear as in I receive no payment, because [overtalking 01:57:09] -

CCW Chair: I'm seeing a few nods. But there might be an action we want to take away just in term of a customer-friendly explanation for the totality of customers rather than just this group. I'm really conscious of time. I'm also really conscious that I've failed in my chairing of the meeting, because we still had one question, but we need to stop at 8 o'clock. I just want to check in with Nicky, were there any new actions from the short Q&A that we just want to check in with just very quickly?

TMcK Facilitator: Yeah, I think certainly we've a couple of actions along the way that we can share after, Mike, with the group and make sure that it is covering things. We've covered three questions in the Q&A, which is more than we've managed, I've certainly managed in the other two sessions I've held, so I think we've covered quite a bit, and we're right on time now, so I think we can hand back and finish up.

CCW Chair: Brilliant. I just want to say a big thank you to everyone. The members of the community have given up a couple of hours of their evening to join this, really appreciate it. I think the questions were really constructive, the conversation was really positive in nature as well, which is really good, and I also want to thank the Yorkshire Water team as well because as we said at the start, we want this to be challenging without it being inappropriate, and I felt that you've tried to give honest answers, and I think that honesty has been noted by the community, which is really good, and I appreciate your honesty in your answers there.

Just in terms of next steps, a summary report, the full, anonymised transcript, a full list of actions will be published in seven working days, so that's Thursday 5th November. Before publication, the members of the panel will have an opportunity to request any changes, if there's any personal information they don't want in there.

Yorkshire Water, you have four weeks, 28 working days, so that's Friday 4th December, to publish the action plan based on what we've discussed today, and we'll publish that on our website, and

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then once it's been published, the community members will get a link and a short survey asking whether the plan reflects what we talked about and the concerns raised, and then you will have another opportunity to respond to any concerns that are raised there. And then we of course will track progress on how that action plan is being delivered through the whole Water Voice process.

The whole point of all this is to lead to action and progress, not just a discussion, although it has been, as I say again, a really good discussion. So, I just want to thank you all again, one more time, both community members and the Yorkshire Water team who have come and been very honest to us, so thank you and good night.

[CLOSE]