

Dear [REDACTED],

Please find below the further information you requested on 3 May from Yorkshire Water in relation to the freeze/thaw review. Although we gave a full response under section B2 against the initial information request, we provide further details to each of your questions in turn:

Yorkshire Water response to freeze/thaw review request for further information of 3 May 2018

In the period leading up to the freeze and thaw, can you please explain in more detail how your Executive and, where appropriate, your Board:

- 1. Were involved in any planning or preparation, or approved any planning and preparation, for exceptional winter weather events. Please also detail when this occurred.**

Our business as usual winter planning and preparation commenced as far back as November 2017, when the Kelda Management Team (the Executive) decided to adopt a state of preparedness through enacting the continuity plans for operations for a potential severe winter period.

In December 2017 the Executive took steps to increase the number of work gangs available to fix leaks (the "fix resource"). Furthermore, in January and early February 2018, both the "fix resource" and colleagues engaged to locate leaks (the "find resource") were bolstered with the additional resources commensurate with the Company's announcement before Christmas to reduce leaks by 40% by 2025. The decisions were taken by the Executive.

- 2. Were notified of each applicable weather status update (amber alert, red alert) and the earliest point at which this occurred.**

The Executive, including the CEO, receives daily at 6am an Operational Event Report. This report gives recipients a summary of operational events from the past 24 hours and includes any live weather alerts along with their status. The weather alerts cover different territories within our operational region. The earliest point the report featured the weather alerts related to the freeze/thaw event was 23 February 2018 – as per our response in row 44 of the data table provided in our original response.

- 3. Were involved in any planning or preparation in advance of the freeze and thaw event, following the amber or red alert notification. Please exclude any "business as usual" winter preparedness planning, unless the planning specifically considered the freeze and thaw event.**

On 21 February 2018 the Executive, chaired by the CEO, studied the long-range weather forecast which suggested a reasonable to high possibility of severe weather at the end of February 2018. It took the decision to ramp up the Company's resources generally as a precaution. The Company also modelled its water production capacity to ensure it could continue to supply water to the region even if there was a significant increase in demand because of a freeze/thaw event. Twice daily briefs and a situation report were provided to the Executive as of 28 February 2018 regarding the event's impact upon operations and service to customers. This enabled planning, preparation and decisions to be taken which ensured;

- Water Treatment Works maintained production and could meet the demand of customers across the region.
- Our supply chain partners were on notice for an enhanced level of response for services, supplies, equipment and resource.
- Contingency and emergency plans were readied for use in case of unplanned interruption or asset failure.
- We had customer support staff available 24 hours a day throughout the event and specific 'freeze/thaw' advice available across all our communication channels.

The gold Crisis Management Team (CMT), made up of the Executive, operated at a strategic level and was responsible for enacting the following plans and procedures during the event;

- Early foresight of approving additional operational resources prior to the event.
- Business Continuity Plans at head office in Bradford.
- Mobilising the 'Major TAWS' plan.

The result of this planning was that when the worst of the weather hit, the Company was already in a high state of preparedness.

When the long-range weather forecast was studied, the Executive made the decision to upscale our leakage campaign activity before the 1 March 2018, when the severe weather was due to reach the region. This decision included increasing the allocated campaign spending into the region of £300,000 to active highly effective digital advertising and region-wide radio advertising.

4. Had the freeze and thaw event escalated to them, such that they were aware of the full scale and severity of the event.

The Executive closely monitored the potential impact of the cold weather, with a greater focus from 21 February 2018 due to the increased likelihood and severity of the forecast and weather alerts. Twice daily briefs and a situation report were provided to the Executive as of 28 February 2018 regarding the event's impact upon operations and service to customers. Written updates were provided to the Board on both the 2 and 5 March 2018 and a further verbal update was provided at the subsequent Board Meeting on 21 March 2018.

I trust the information above meets your requirements. Should you have any questions in regards to the above, or have further enquiries to makes, please contact Wendy Kimpton and myself

[Redacted signature block]

Yorkshire Water

Tel: [Redacted]
Mobile: [Redacted]
Email: [Redacted]

From: F and T Review <fandtreview@ofwat.gsi.gov.uk>
Sent: Thursday, May 3, 2018 6:11:01 PM
To: F and T Review
Subject: FT review - Request for further information on section B2.2

EXTERNAL SOURCE - THINK BEFORE YOU CLICK

Dear all

Thank you for your responses to the freeze and thaw review. To assist our analysis of your company's response, we outline below a set of clarification questions further to section B2.2 of the request for information dated 19 March 2018.

We appreciate that you may have already provided a response to these questions. Some of the responses we received provided sufficient detail, however we identified gaps in the information provided by other responses. If you consider that your response to our initial request for information provided sufficient detail, could you please indicate where this is the case. Detailed responses will help us better assess your preparation for the freeze and thaw.

In the period leading up to the freeze and thaw, can you please explain in more detail how your Executive and, where appropriate, your Board:

1. Were involved in any planning or preparation, or approved any planning and preparation, for exceptional winter weather events. Please also detail when this occurred.
2. Were notified of each applicable weather status update (amber alert, red alert) and the earliest point at which this occurred.
3. Were involved in any planning or preparation in advance of the freeze and thaw event, following the amber or red alert notification. Please exclude any "business as usual" winter preparedness planning, unless the planning specifically considered the freeze and thaw event.
4. Had the freeze and thaw event escalated to them, such that they were aware of the full scale and severity of the event.

Please ensure that we receive your responses to the above questions no later than **5:00pm on Thursday 10 May 2018**.

If you have any queries, please do not hesitate to contact the review team at fandtreview@ofwat.gsi.gov.uk or [REDACTED] on [REDACTED]

Kind regards

[REDACTED]

[REDACTED]

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