

Appendix 4a: Board oversight of Plan development

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Appendix 4a: Board oversight of Plan development

Introduction

The Board of Yorkshire Water owns our PR19 plan and has been integral to the development both of our long-term strategy and the plan itself. To ensure that the Board could consider all elements of the plan, eight day-long PR19 strategy workshops have been held. At each strategy workshop the Board has debated the emerging picture and challenged management across key themes including delivering for customers, resilience, financeability, stretching cost and service efficiency, and innovation. The Board has scrutinised, built upon and challenged the plan at each of these workshops. Management has been required to respond on areas raised at the following strategy workshop until the Board was satisfied with the plan. This process of review and challenge at the eight workshops ensures that the business plan is high quality. Further details of this process of review and challenge are documented in the Board Assurance Statement.

Board Strategy days

Each Board Strategy day reflected the evolving and maturing nature of the business plan. Table 1 summarises the key themes at each of the Strategy days.

Table 1 Key Themes at Board Strategy Days

Date	Key discussion points
September 2016	<ul style="list-style-type: none"> • Non-household retail strategy • Development of the long-term strategy
June 2017	<ul style="list-style-type: none"> • Post 2020 strategic direction and the long term strategic goals • PR19 strategy and approach
September 2017	<ul style="list-style-type: none"> • Customer participation in the development of the strategy • Development of our performance commitments and Outcome Delivery Incentives • Bioresources strategy

February 2018	<ul style="list-style-type: none"> • Review of the business plan scenarios • Structure and development of the plan narrative • Financing the plan • Progress update on our performance commitments and ODIs
March 2018	<ul style="list-style-type: none"> • The ambition in our plan • Review the overall size and shape of the plan • Business transformation plans • Development of the delivery plan and identifying delivery risk • Average bill profiles and financeability
May 2018	<ul style="list-style-type: none"> • Update from the Chair of the Yorkshire Forum for Water Customers • Development of the delivery plan and update on actions to mitigate delivery risk. • Demonstrate the plan that will deliver our ambition. • Assurance, risk profile and mitigations • Review financeability of the business plan
June 2018	<ul style="list-style-type: none"> • Progress report of the assurance plan • Development of the delivery plan and update on actions to mitigate delivery risk. • Average bill profiles and financeability • Assurance, risk profile and mitigations • Review of individual price control plans
July 2018	<ul style="list-style-type: none"> • Final review of business plan • Progress report of the assurance plan • Average bill profiles and financeability • Risk profile and mitigations • Performance commitments and outcome delivery incentives • Resilience assessment and outcomes