

Our performance 2022/23

Customer summary of
our annual performance



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About this document

This document is a summary of our performance against the commitments we agreed to deliver in year three of the five-year business plan period, which runs from 1 April 2020 to 31 March 2025. This five-year period is sometimes called ‘AMP7’. In the third year of AMP7 (1 April 2022 to 31 March 2023) we made substantial investments to improve the services that are important to customers and other stakeholders who are affected by and have an interest in our service and performance. This update highlights where our performance has been better than expected, and explains the areas where we have missed our targets and could improve further in the coming years.

We regularly reviewed our performance with the YourVoice panel. YourVoice is an independent customer and stakeholder group whose aim is to make sure we put our customers at the centre of our day-to-day work to provide services, make decisions and deliver our business plan.

The panel’s members include independent customer and business representatives, as well as representatives from the Environment Agency and the Consumer Council for Water. YourVoice is made up of four subgroups, who contribute to the overall panel. You can read more about the work of each subgroup, including agendas and minutes of meetings, on the YourVoice website at



YourVoice publishes an independent report on our overall performance for the year, which you can read at



This document is a summary of our performance. There are more details in our full Annual Performance Report 2022/23 (APR), which you can read at



We are always interested in what customers and stakeholders have to say. If you have any comments about this or any of our other publications, please send them to us at myview@uuplc.co.uk and we’ll get back to you.

Price Review

We are now over halfway through the 2020–25 AMP7 period, and development of our plans for the next business plan, to cover the period from 2025 to 2030, are well underway.

We are reaching out to customers and stakeholders from across the region to ask for their views on what is most important to them. This feedback will help to shape our future plan and ambition to improve services, provide more help to those who need it, and look after water supplies and the environment for generations to come.

Our 2025–30 plan will be published in October 2023 and will set out how much we intend to spend over the five-year period, what we will deliver and how this will affect customers’ bills. This will reflect a challenging but achievable plan, built to take account of the changing environment we operate in. As challenges and expectations rise across the sector, our plan will aim to address these in both the short and longer term, benefiting customers, stakeholders and the environment. Ofwat will decide the level of services all customers can expect to get. This will include how much it will cost to keep your services running efficiently and how much money should go to protecting the environment and meeting future water needs. Ofwat’s final decision will be announced in December 2024.

In May 2023, water companies nationally apologised for not acting quickly enough to deal with sewage spills. To put things right, the water industry will be proposing a major investment programme to reduce spills into rivers and seas. The investments included in the 2025–30 plan will be a major milestone on that journey.



Understanding our performance

Our business plan for the period from 1 April 2020 to 31 March 2025 is based on direct feedback from over 142,000 household and business customers across the North West. This feedback highlighted the areas that were considered top priorities for the services we provide, and helped shape our plans and the benefits we will deliver.

For AMP7 we have seven 'outcomes' which describe what we want to achieve for customers. Over the next few pages we describe our performance in year three for each of these outcomes.

These outcomes contain a number of 'performance commitments'. These are yearly targets we try to meet and which help show customers and stakeholders how we are performing. We have 46 individual performance commitments across the seven outcomes, as shown in the table below.

In this document we tell you how many of the 46 performance commitments we have met or failed to meet. Some of the performance commitments are for targets to be achieved in future years. For these commitments we consider that we have passed the commitment if our plans are 'on track' to achieve the upcoming targets.

Like all water companies, if we beat certain targets we can earn financial incentives called 'outperformance payments'. But for many targets, if we fail to meet them we receive a financial penalty. These incentives and penalties are then reflected in bills – we can issue higher bills when our performance for customers is strong, but must issue reduced bills if our performance has been poor and we have missed our targets.

Appendix one contains more details about how outperformance payments and financial penalties work, and appendix two shows how they affect customers' bills.

Outcome description	Number of performance commitments
1. Your drinking water is safe and clean	5
2. You have a reliable supply of water now and in the future	11
3. The natural environment is protected and improved in the way we deliver our services	9
4. You're highly satisfied with our service and find it easy to do business with us	5
5. We will improve the way we work to keep bills down and improve services	8
6. Collect and recycle wastewater	2
7. The risk of sewer flooding for homes and businesses is reduced	6
Total	46



Year-three overview

This year we have continued to deliver services that customers value, and have seen strong levels of customer satisfaction and improvements to our operational performance. We are making investments to deliver performance improvements that can be maintained in the future, delivering better service to customers. In year three we achieved or beat more than 80% of our performance commitments – our best ever performance.

We have delivered this performance on a range of measures that matter most to customers. Despite a challenging year, we have achieved our leakage target for the 17th year running. A combination of methods, including installing more pressure monitors and increasing the number of leak repair teams, helped us to reduce the amount of water lost from our network to the lowest ever level reported in the North West. Compared with our performance in the previous year, we saw a significant reduction in the number of customer contacts about the taste, smell and appearance of water. We continue to deliver a number of short-, medium- and long-term actions to help us improve the way we run our water treatment works and network to provide a better service to customers.

We continued to reduce the number of serious pollution incidents, achieving zero in 2022/23 and zero in three of the last four years. We remain the only company in the sector to have no serious pollution incidents in consecutive years. There is more information about the action we have taken to deliver this improvement, and our plans for the future, in our pollution incident reduction plan (PIRP), which you can read on our website at



unitedutilities.com/globalassets/documents/pdf/pollution-incident-reduction-plan_september-2020.pdf

The great service we have delivered for customers has been reflected in further improvement in our performance against Ofwat's measure of customer satisfaction, C-MeX. We were ranked fourth of the water and wastewater companies and fifth out of 17 companies overall. There are still some areas where we would like to improve our services.

Over the next few pages we describe our performance commitments and outline our plans for how we aim to provide an improved service for customers and stakeholders in the North West. For example, we did not meet our target for internal sewer flooding, although we have reduced incidents by 46% during the current regulatory period, with 39% fewer repeat incidents this year. This demonstrates the benefits of dynamic network management (DNM). Under DNM, our in-sewer monitors tell us when issues are forming. This means our teams can attend sites to deal with issues before customers experience a service interruption and need to contact us. We are working hard to meet our target, but more work is needed to deliver further improvements in this area.

A period of cold weather in December 2022 followed by a sharp increase in temperature caused more bursts and leaks across our water network, which meant the average time customers had their water supply interrupted for increased compared with the year before. We continue to minimise interruptions to water supplies, with a range of actions to respond to issues and restore and repair water supplies.

The diagram on pages 13 shows our performance across all measures.





1. Your drinking water is safe and clean

What do customers want?

Customers have told us they want a reliable and high-quality water supply that they can trust for quality, taste, appearance and smell. Our water-quality ambition is to meet current and future drinking-water quality standards, providing a reliable supply of safe, clean water for future generations.

We have made five performance commitments about safe, clean water and we have achieved our target, or are on track with delivery, for four of these in year three.

What have we done?

We supply a very high level of water quality, but our water-quality improvement programme aims to provide even better water. We have seen water-quality improvements across a number of our water-quality measures. The water industry measures whether water companies are meeting water-quality standards using a measure called the Compliance Risk Index (CRI), which is defined by the drinking-water quality regulator, the Drinking Water Inspectorate. We aim to achieve a perfect score of zero for this measure, but in year three of AMP7 we missed this target with a score of 3.67. We have started to see the effects of our water-quality improvement programme across other water-quality measures, and are confident we will see improved CRI performance in future years as we continue to aim for the zero target.

The water quality first programme has driven down the number of customer contacts we received about the taste, smell and appearance of water by over 20%. We plan to deliver further improvements in the future as we continue to invest in cleaning our water network. Work started at the end of year three to clean and reline the Vyrnwy treated-water aqueduct. Since 1892, the aqueduct has transported water from Lake Vyrnwy in Wales to customers across Cheshire, Merseyside and the North West. It is made up of three parallel pipelines, one metre in diameter, with a combined length of 110km. The work isn't due to be completed until 2028, but we expect to start seeing some improvements in the water quality before then as sections of the aqueduct cleaning are completed.

We have increased awareness of how customers can improve the quality of the water in their home and reduce the amount of water they use. In surveys to measure this, awareness is at 51.1%, beating our overall target of 25.5%. To achieve this increase we used a number of campaigns aimed at customer groups, and provided advice to customers on how to fit appliances correctly. We continued with a wide range of actions to encourage people to save water, such as through sponsoring local ITV weather forecasts, using 'waterwise' (our water-efficiency campaign) and leak-detection messages.

In addition to the improvements made by customers, we replaced lead service pipes in 3,487 customer properties in year three, beating our target of 800 and helping to improve the quality of the water our customers get from their taps.

4/5

measures achieved





2. You have a reliable supply of water now and in the future

What do customers want?

Our customers want to rely on us to provide enough water to meet their current and future needs. We want to improve the reliability of the water we supply, reducing both short-term interruptions and the risk of longer-term interruptions. We are focusing on reducing leaks and encouraging water efficiency, which research has shown to be high priorities for customers.

We have made 11 performance commitments about the reliability of the water supply and we have achieved nine of these in year three.

What have we done?

In year three we have met our leakage target for the 17th year running. We are on track for a 15% reduction over AMP7, using a mix of traditional and innovative techniques.

In year three we did not meet our supply-interruption target of 5 minutes and 45 seconds for the average time that customers were without a water supply. Our performance of 38 minutes 45 seconds was affected by weather events this year.

During the summer there was a long period of dry weather which caused more leaks and bursts than usual due to soil drying out and ground movement. In December 2022, freezing temperatures lasting more than nine days were followed by a sharp increase in temperature. This caused a rapid thaw, resulting in lots of bursts and leaks across our water network and on customer properties. (We call this a freeze-thaw event.) This was the worst freeze-thaw event we have experienced in recent history. We continue to focus on events that lead to a loss of supply and restoring water supplies to minimise interruptions to customers. Around 30% of water lost from leaks comes from homes and gardens. We provide information and 'how to' videos on our website, to help customers prevent, identify and fix leaks.

As described above, the dry weather followed by the freeze-thaw event increased the number of mains repairs to 111.6 repairs per 1,000 km of mains in year three. This was higher than in year two, although we still met our target of 116.6 repairs per 1,000 km of mains. The number of properties on the low-water-pressure register slightly increased compared with year two. We delivered a performance of 0.462 customers with low pressure per 10,000 connected properties, beating our target of 0.670.

We improved performance against our resilience metrics, which measure how well we take steps to maintain essential services in a range of circumstances.

The average amount of water each person in our region uses each day is measured as 'per capita consumption' (PCC). We continue to work with customers to help them understand how to use water efficiently and make informed choices where possible. This includes sending out information on using water efficiently and promoting the use of water meters, including through our 'lowest bill guarantee'. In year three, the amount of water used, on average, per person reduced compared with the previous year. We did not meet our three-year rolling average target, which was to reduce reported usage by 3.9% compared with a starting position (set at the start of the AMP) of 144 litres per person per day. Our performance in year three was calculated to be 0.5% above this (or 144.7 litres per person per day). However, we continued to see a reduction in PCC, with a performance of 140 litres per person per day in 2022/23.

Over AMP7, we are aiming to achieve further reductions in PCC. We will focus on providing more communications to customers to help them understand about their water use and how to reduce it, and increasing the number of households with a water meter, to support and encourage people to make changes to their behaviour in order to reduce the amount of water they use.



unitedutilities.com/help-and-support/your-water-supply/your-pipes/leakage

9/11

measures achieved





3. The natural environment is protected and improved in the way we deliver our services

What do customers want?

Customers, stakeholders and regulators expect us to improve the quality of the environment. We are delivering a programme of environmental improvements and, where possible, achieving this in a more sustainable way which can be maintained over the long term and protects resources for future generations. We aim to run and maintain assets such as wastewater treatment works, water sources and pipelines in an effective way which avoids polluting the environment. We are also looking to adapt to the effects of things that are outside our control, such as climate change and population growth, and encourage customers to make changes to their behaviour so we can reduce the amount of water we need to take from environmentally sensitive sites where water is sometimes scarce.

We have made nine performance commitments about protecting and improving the natural environment through the way we provide our services. We have achieved our target, or are on track with delivery, for seven of these in year three.

What have we done?

We continue to see a reduction in pollution incidents as a result of our Pollution Incident Reduction Plan. This plan contains a number of strategic initiatives and targeted approaches for our staff, covering topics such as culture, training, maintenance and systems thinking. We use systems thinking to bring together information about our assets, operational data and tools to help us understand our wastewater network and how it might perform in different sets of circumstances. As a result of this effort, we have achieved 16.29 pollution incidents per 10,000 kilometres of sewer. This is our best ever performance and represents a continued reduction in incidents from the 2021 level of 17.71, which was our previous best year. This performance includes no category 1 to 2 events, which are considered the most serious in terms of environmental effect.

To improve air quality, we want to reduce the environmental effect of emissions from bioresources sites, where we use sewage sludge to produce energy. Work carried out in years one to three has meant we released less nitrous oxide per unit of energy produced from our facilities. Continued monitoring

and maintenance of assets meant we were able to reduce the amount of nitrous oxide released per unit of energy produced to 1.07 NOx/GWh (nitrous oxide per gigawatt hour), beating our target of no more than 1.42 NOx/GWh. This year we have been able to generate more renewable energy while minimising the effect of emissions on air quality.

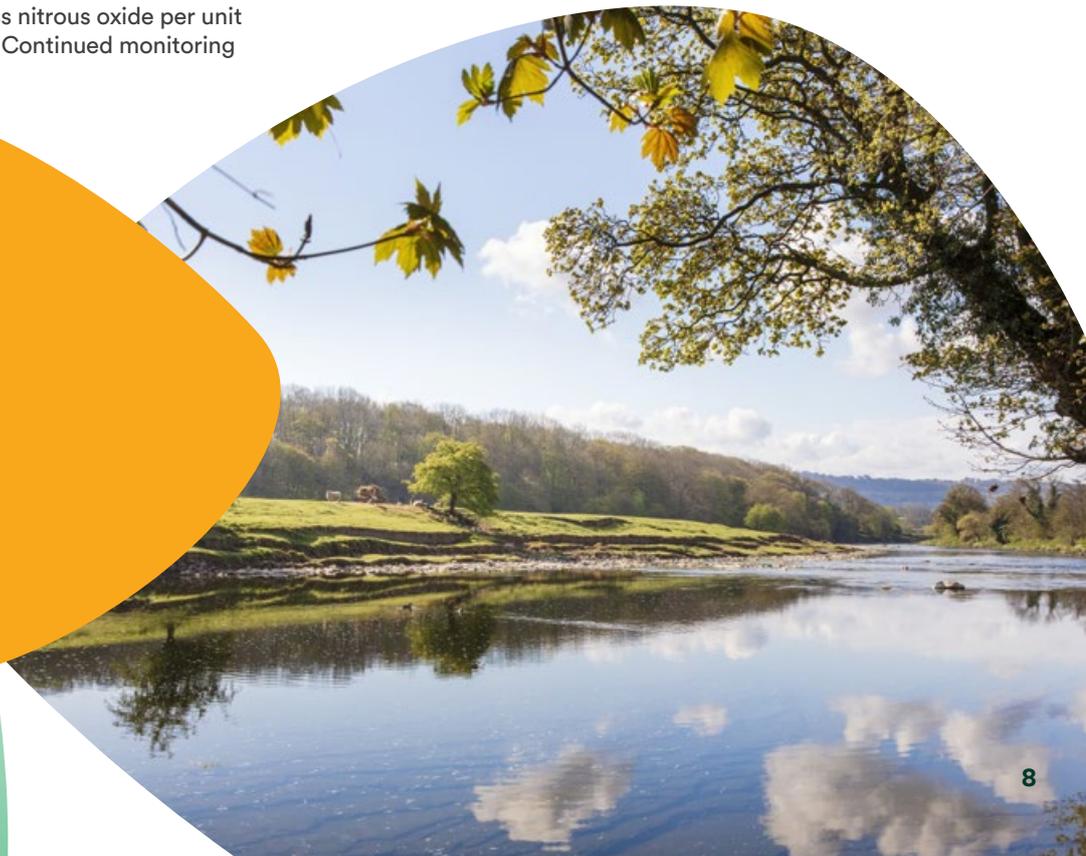
This year we have continued to treat and successfully recycle all of our biosolids, which is the final product from our bioresources operations. The biosolids were used in agriculture and for land reclamation (to restore soil quality and ecosystems). Measures have been put in place to improve training at our bioresources sites and to increase focus on sampling practices. This has resulted in us meeting our performance commitment for a second year running. We expect to maintain this performance over the rest of the AMP.

We have also continued with our overall improvement plan so that our water and wastewater treatment works meet the conditions of their Environment Agency permit, and have put in place individual intensive care plans for sites we consider to be at high risk of failing to meet these in the future. This year, 98.45% of treatment works met the conditions of their Environment Agency permit, against a target of 100%. This means that six treatment works (out of a total 388) did not meet all the conditions of their permit.

Our performance commitment on protecting the environment from growth and development measures the extra capacity that we build at our wastewater treatment works to allow for the future growth in population. This year we have delivered two projects, but are currently slightly behind against our target. We originally planned to deliver these two projects in year two, but they were delayed to year three with the full agreement of the Environment Agency. Other projects are being delivered early to compensate for the two delayed projects. We are also considering further options to make sure we still meet our target for building extra capacity within the AMP.

7/9

measures achieved





4. You're highly satisfied with our service and find it easy to do business with us

What do customers want?

We are committed to providing the best possible service for customers.

We work to offer customers the services that they want and value. We promote support for customers in vulnerable circumstances and make sure that the support we provide is of an excellent standard by achieving and maintaining a British Standards Institution accreditation for inclusive service. During the year, the British Standard became the ISO Kitemark international accreditation – ISO22458.

We have made five performance commitments about customer satisfaction and being easy to do business with. We have achieved four out of the five commitments in year three.

What have we done?

Our Priority Services scheme is for customers who need extra support or who are in vulnerable circumstances. It offers services such as providing bills in Braille or large print, our staff using passwords when visiting customers' homes, and extra support during supply interruptions. We continue to increase the number of customers on our priority register through a combination of training to raise employee awareness of the scheme and working in partnership with trusted organisations, charities, emergency services and the energy sector. The number of customers registered for our Priority Services scheme has gone up from 186,000 to over 294,000. We continue to work with other utility companies to provide the best level of service. This year, we achieved our performance commitment and successfully achieved the new ISO standard.

C-MeX is the measure used across the water industry to assess customer service and experience. We expect to achieve fifth place out of 17 companies. We have seen an increase in the number of written complaints this year. This is due to a number of operational incidents leading to supply interruptions. This year's surveys suggest that customers are more satisfied with the way we handle calls. We want to make it as easy as possible for customers to be able to get in touch with us, and offer ten ways for customers to contact us, including traditional contact methods, such as by phone or post, as well as email, social media and live chat.

D-MeX is the measure of service and experience provided to developers such as housebuilders. It measures the speed of the service we provide to developers for things such as providing quotations for connections, responding to enquiries before development work starts, and site inspections. It also measures customer satisfaction with those services. We expect to achieve eighth place out of 17 companies.

Improving street works is a measure of our performance in delivering high standards in the quality of roadwork sites and reinstatements (filling in excavations). We failed our target in this area with 15.4% of completed work failing to achieve the required standard. This was against a target of no more than 10.0%. We continue to work with our partners to improve our performance.

4/5

measures
achieved





5. We will improve the way we work to keep bills down and improve services

What do customers want?

Customers want bills that are fair and affordable, with support available for those who are struggling to pay, and for money to be spent on programmes of work that will bring real improvements to services and the region as a whole. We also aim to make sure that we are sending bills to all customers who are receiving our services.

We have made eight performance commitments about the way we work to keep bills down and improve our services. We have achieved our target, or are on track with delivery, for all eight of these in year three.

What have we done?

We continue to involve customers in many different aspects of the services we offer, including ‘stop the block’ messages, water-efficiency measures, the winterwise scheme, our leaks service and promoting our app and My Account services. We are very pleased that 75% of customers who took part in a survey say we offer value for money. This is better than our target of 73% of customers.

Water poverty remains a key area of focus for us. A customer is considered to be in water poverty if they spend more than 3% of their household income on their water bill. This year we have improved on last year’s performance and helped over 84,000 customers out of water poverty. This was better than our target of 62,100. We have continued to promote all of our customer support schemes and have helped over 245,000 household customers with our range of affordability schemes. This AMP we expect to deliver £280 million of help. We are working with money advice agencies, such as Turn2Us and Stepchange, to promote the support they can provide. We support the Consumer Council for Water’s proposal for a national social tariff to help customers right across the country.

So that all bills are fair and customers are charged the correct amount, we must make sure that the information we hold about customers is correct. Properties which are occupied but not billed are called voids. In year three, our voids percentage is 4.45%. This is better than our year-three target of no more than 5.92%.

8/8

measures achieved





6. Collect and recycle wastewater

What do customers want?

Customers recognise that removing wastewater is one of our main responsibilities. There is strong customer and stakeholder support for reducing both flooding and pollution incidents associated with wastewater. We aim to achieve this through innovative technologies and planned programmes of work to manage risks before they affect customers.

We have made two performance commitments about collecting and recycling wastewater and met one of these targets in year three.

What have we done?

Sewer collapses can cause blockages and other issues in the sewer, including pollution and unpleasant smells. Our target was that there should be no more than 14.29 sewer collapses per 1,000 kilometres of sewer. In year three we met this by achieving a rate of 14.13. Our positive performance on sewer collapses is a result of our investment programme, improved technical checks of each incident and an active approach to investigating problems on the sewer so that we can stop repeat events. This has helped us to identify collapses and other problems on the sewer network before they affect customers or the environment.

We also have performance targets which specify a maximum number of sewer blockages that should happen on our network. Monitors we have installed as part of our Dynamic Network Programme tell us when blockages are forming so we can send a dedicated blockage team to clear the blockage before customers need to contact us. To reduce the number of sewer blockages, we are continuing with increased sewer cleaning programmes and are seeing real benefits from customer campaigns such as 'stop the block'.

Our performance in year three was 20,203 blockages, meaning we did not meet our target of no more than 19,992 incidents. We have, though, seen an improvement every year of AMP7 as the strategies we have put in place continue to improve our performance.

1/2

measures
achieved





7. The risk of sewer flooding for homes and businesses is reduced

What do customers want?

Sewer flooding is one of the worst service failures that customers can experience and we understand the significant long-term effect flooding can have. Customers want us to reduce flooding. We are committed to reducing the number of sewer flooding incidents that happen, whether these are outside homes and businesses (external flooding) or inside them (internal flooding).

We have made six performance commitments about reducing the risk of flooding to homes and businesses. We have achieved five of these in year three.

What have we done?

Sewer flooding incidents can happen inside or outside the home. We continue to develop and put into practice a wide variety of schemes and initiatives to reduce the number of sewer flooding incidents. Measures include increasing customer involvement and awareness campaigns, providing more protection for properties, managing surface water and developing and using dedicated blockage teams to respond to incidents faster.

Flooding can be caused by hydraulic issues, which is when the sewer network can't cope with the volume of water during heavy rainfall, or other things such as blockages or collapses. We aim to deal with incidents the first time they happen, limiting the number of repeat incidents and developing a greater understanding of the cause. Understanding what caused an incident helps our teams to take action to prevent future incidents. This has helped us to reduce the number of flooding incidents this year.

In year three, we recorded a total of 801 internal flooding incidents (which is equivalent to 2.32 per 10,000 connections). This is our best ever performance, but still

does not meet our performance commitment of 1.58 per 10,000 connections (or 559 incidents). For external flooding, we recorded 5,916 incidents and achieved our target of no more than 6,352 incidents.

This improvement in performance is largely due to improvements in the way we operate, most notably the continued use and development of our industry-leading dynamic network management (DNM) initiative. Under DNM, our in-sewer monitors tell us when issues are forming, allowing our teams to attend sites to deal with issues before customers experience a service interruption and need to contact us.

We have continued to promote messages to customers, such as through our 'stop the block' campaign which aims to educate customers about the problems that are caused through sewer misuse, such as flushing baby wipes down the toilet and pouring fat, oil and grease down the drain. We measure the effects of this work through performance targets which measure the level of customer awareness. For this performance commitment we achieved an increased awareness of 39.0% above our baseline, which beat our target of a 6.0% increase.

We have also completed a range of programmes of work which contribute to our performance against our two hydraulic flood-risk commitments. These include small and major capital schemes to increase the amount of wastewater the sewers can carry. These projects will help reduce the overall hydraulic risk, which means that fewer customers will experience flooding at their properties as a result of the sewers not being able to cope with the volume of water in them.

5/6

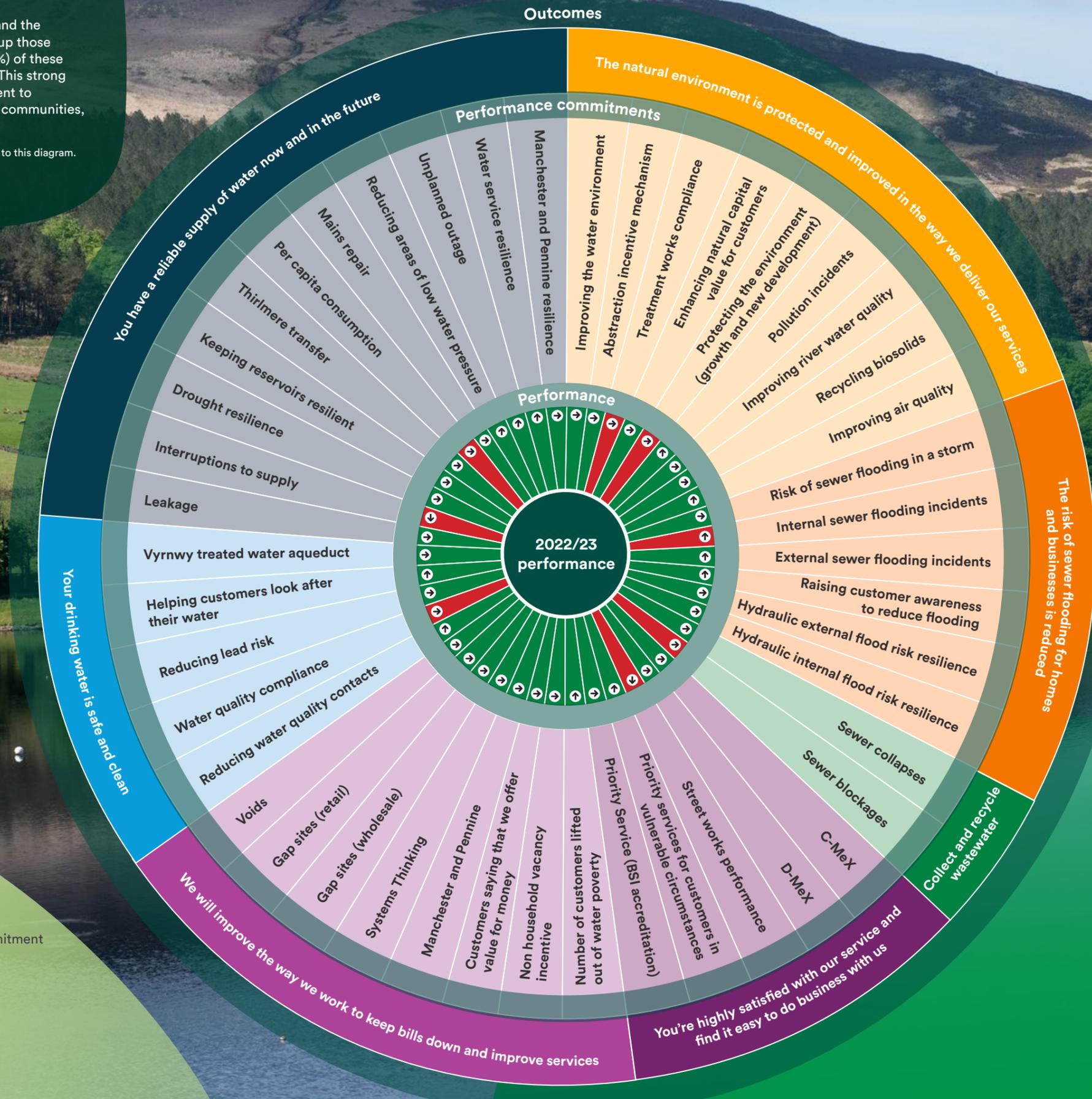
measures
achieved



Year-three performance

This diagram shows our seven outcomes and the 46 performance commitments that make up those outcomes. We have met or beaten 38 (83%) of these performance commitments in year three. This strong performance demonstrates our commitment to delivering what matters to customers and communities, both now and in the future.

Plain English Campaign's Crystal Mark does not apply to this diagram.



Key:

- Performance commitment not met
- Met or exceeded performance commitment

Performance Trend

- Improving
- Stable
- Deteriorating

Appendix one – How do underperformance and outperformance payments work?

In AMP7 we have agreed to deliver 46 different performance commitments. Each performance commitment is based on what matters to customers and stakeholders and means that we need to improve the level of service we provide. Each of these commitments has an incentive placed against the performance targets. For some performance commitments we can earn an outperformance payment (or reward) for great performance or have to pay an underperformance payment (a penalty) if we don't perform well. Outperformance and underperformance payments will be reflected in customers' bills. Some commitments have no financial incentive but can have a positive or negative effect on our reputation. The table below shows the different types of incentives.

Incentive	Description
Underperformance	If our performance is worse than our target or deadband level (see below), we will pay an underperformance payment.
Outperformance	If our performance is better than our target or deadband level, we will receive an outperformance payment.
Non-financial	Although we will not pay any underperformance payments or receive any outperformance payments for this type of incentive, poor performance could damage our reputation, while good performance could improve our reputation.

Note: A deadband is a buffer which means we don't pay a penalty or receive a reward as soon as we beat or fail targets. This helps make sure that we receive rewards for great performance and that we are not penalised for small underperformances which might be beyond our control.



Appendix two – How our performance affects your bill (bill impact)

In-period adjustment – For most of our performance commitments, the penalties and rewards that apply as a result of our performance will be added up at the end of each financial year and reported in our Annual Performance Report. If we receive an overall reward, we can make a small increase to customer bills in the following financial year (2024/25). If we are in an overall penalty position, we will reduce customer bills in the following financial year (2024/25).

End of period – For a small number of our performance commitments we will measure and report our performance across the full five years of AMP7 and then work out whether we have met or failed our targets. Any penalties and rewards generated from these performance commitments will be added to or taken off customers' bills in the last year of AMP7 and the first year of the next AMP.

We have met or beaten 83% of the targets in year three, improving the services that we provide to customers. Our performance has generated financial penalties of –£23.921 million and outperformance payments of £49.197 million. Ofwat (the economic regulator for the water industry) has decided that the underperformance payments that relate to

the per capita consumption target should be deferred until year five of AMP7.

This means that the net outperformance payment for year three of AMP7 is expected to be £25.277 million. Ofwat will now review our calculations and reported performance and will decide the final value of these payments for year two of AMP7. These will then be reflected in customers' bills for the 2024/25 charging year.

The total level of customers' bills in 2024/25 will also depend on a number of other factors which have yet to be decided or reported. These include the level of inflation recorded for November 2023 (which is not reported until December 2023). This means that we cannot publish final information about changes to bills in 2024/25 until late 2023 and early 2024.

However, if Ofwat confirms our estimate of an outperformance payment of £25.277 million, we estimate that this will represent an increase of approximately £11 to £12 in the average household bill in 2024/25, reflecting the level of performance we have achieved. This is approximately £1 higher than in 2022/23, when average bills were £416.



Useful links

United Utilities Annual Performance Report 2022/23



unitedutilities.com/globalassets/documents/pdf/united-utilities-annual-performance-report-2022-23

United Utilities Final Assurance Plan for our Annual Performance Report 2022/23



unitedutilities.com/corporate/about-us/performance/assuring-our-performance-2020-25

United Utilities Group PLC Integrated Annual Report and Financial Statements for the year ended 31 March 2023



unitedutilities.annualreport2023.com

Historic United Utilities Group PLC Annual Reports



unitedutilities.com/corporate/investors/results-and-presentations/annual-reports

Our Final Business Plan for 2020–25



unitedutilities.com/corporate/about-us/our-future-plans/our-current-business-plan/

Pollution Incident Reduction Plan



unitedutilities.com/globalassets/documents/pdf/pollution-incident-reduction-plan_september-2020.pdf

YourVoice website



yourvoiceicg.co.uk

YourVoice statement 2022/23



unitedutilities.com/globalassets/documents/pdf/apr-yourvoice-statement-2022-23

Discover Water – United Utilities performance compared with other water companies



discoverwater.co.uk