

<b>Client</b> – United Utilities
<b>Project name</b> – Non-Household Water Efficiency
<b>Project number</b> – 4300
<b>Date</b> – December 2022
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### Non-Household Discussion guide – 1 hour

#### Background:

- In AMP8, Ofwat will set targets to reduce business water consumption.
- There is the potential for considerable water savings in non-household properties; depending on the nature of the business, water consumption may be high. Even in businesses where water use is not high, there is still the potential for water saving measures, such as fix leaking toilets, taps, urinals and showers, or fitting water saving devices.
- Water efficiency visits are a useful method of identifying potential savings. But business take up has been identified as a risk. Therefore, it is essential for United Utilities to engage with businesses and understand their comprehension, interest, and barriers to the proposition.
- Robust quantitative research with a large representative sample of business customers is needed to support the PR24 submission to obtain funding for business water efficiency visits in AMP8 and to optimise the customer proposition.

#### Objectives:

- Understanding how important water and sustainability is to their business, and what they are currently doing or have thought about doing to save water.
- Understanding whether businesses understand the proposition, their level of interest in it (or whether they would prefer to fix any issues themselves) and what motivates their interest
- Exploring why businesses may reject the proposition and any barriers that exist, including practical issues, for example, around opening hours
- Covering other topics such as how businesses would like to be communicated with, their thoughts on the term 'visit' (vs. 'audit'), and potential business or public sector bodies they most trust or want UU to partner with

#### Task:

- There will be 16 x 1-hour online interviews in January 2023 plus a pre-task in advance (where they will make some notes on the proposition to bring to the interview)

## Section 1: Introduction

5 Mins

**Moderator to introduce themselves and explain how the session will work.**

- The length of the session is 1 hour
- There are no right or wrong answers
- The session is being recorded – are you okay with this?
- Research is conducted in accordance with the MRS code of conduct

**Moderator to introduce project:**

- This project is all about water use by businesses and other organisations, and a new idea from United Utilities to help them reduce their water consumption

## Section 2: Background of their business

5 Mins

**Moderator Note: Firstly, it would be great just to get to know a bit about you and your business.**

- What is the nature of your business?
  - How long have you been established?
  - **PROBE:** Size, number of employees, etc.
- What is your role within the business?
  - How long have you worked there?
  - What are your day-to-day responsibilities?
  - **PROBE:** Level of decision making, and whether they own or rent the property

## Section 3: Water use and impact on business

15 Mins

**In this next section I would like to talk about your water usage system and how you manage it.**

**Water supply overview**

- Thinking about water generally, what activities or processes does your business currently use water for?
  - **PROBE:** For business processes, drinking water/ toilets/ cleaning, etc.
- Are there any parts of your business that depend on water?
  - What is your level of involvement in relation to managing your water system?
  - **PROBE:** E.g. paying bills / organising repair and service work to be carried out etc.
- How often do you think about water with regards to your business?
  - Is it something you think about? Why / why not?
- What words come to mind when you think of your water supply? Why?
  - Do you know how much water you use per month?
  - Do you know how much your water costs you each month?
- Has your business ever been affected by water supply / plumbing issues?
  - If so, can you talk me through what happened?
    - When was this?
    - How frequently has this occurred? Is it always the same or does it ever differ? How so?
  - Did this impact on the operation of your business at all? If so, how?
  - Has it led to any long-term issues for you or the business?
    - **PROBE:** Financial loss, insurance, reputation, custom etc.

### Steps to reduce water use / waste

- Have you taken any measures to reduce water usage at your business?
  - If so, what were the driving factors behind this?
    - **PROBE:** cost savings, care for the environment, **climate change**, to be seen to be 'doing the right thing'
  - What measures have you taken?
  - Did you receive any advice / guidance on what to do?
    - If so, who from?
      - What made you trust them?
- If you haven't taken any steps in this way, why do you think this is?
  - What do you think has got in the way of this?
    - **PROBE:** unclear benefits, time, worries about cost, feel unconfident in this area, sign off required by other members of the team

### Steps taken in other areas

- Has your organisation taken steps in other areas away from water to be more 'sustainable' and efficient? For example, in terms of energy consumption
  - If so, in what areas?
    - What have you done?
    - Why do you decide to do it?
    - How did you go about doing that?
    - Did you receive any assistance from any experts / bodies etc.
      - If so whom?
    - How did you feel during the process?
    - How did you feel afterwards?
    - **Has it been successful?**
      - If so, in what way?
      - If not, why do you think not?
    - **Have you learnt any lessons as a result of going through this process?**
- If you haven't taken any steps in this way, why do you think this is?
  - What do you think has got in the way of this?
    - **PROBE:** unclear benefits, time, worries about cost, feel unconfident in this area, sign off required by other members of the team

I would now like to share with you a proposed idea from United Utilities. This is an idea focused on businesses and organisations they supply water to.

You will have seen this before as part of your homework task, so I'd like you to have your notes ready to talk me through them.

#### Proposition description

1. As a business that receives your water supply from United Utilities, you would be offered a free evaluation of your organisation's water efficiency
2. You would book a suitable date and time for this to take place
3. It would be carried out by a plumber or plumbers depending on the size of the business
4. The time it takes depends on the size of the organisation and the potential for water saving. A primary school takes on average ½ day and a secondary school takes on average 1 day
5. It does not require supervision unless the business chooses to do so
6. There is no charge for this - United Utilities benefits from reduced water usage. This will help ensure they have an adequate supply of water to meet customer needs now and in the future, whilst also protecting the environment

The idea is to identify ~~minor~~ leaks and areas where water is being wasted within your organisation.

Eliminating waste and reducing water use could save your business money on their water bill, and reduce your energy bills too if you are using hot water. A small trial with 60 schools resulted in average estimated savings of circa 5,000 litres per day per school. It could also contribute to any wider sustainability goals your business might have.

All leaks that go through the meter are the customers' responsibility. As part of this service we are offering to fix minor leaks, including leaking taps, toilets, and urinals, but major leaks on the property would be the responsibility of the customer. They would need to arrange for a plumber to fix themselves or seek advice from their water retailer.

If the organisation consents, water saving devices can also be installed where appropriate, such as tap aerators, displacement bags in cisterns, shower heads/regulators and urinal controls.

Based on these findings we believe a shop could save around 600l/day, a hotel 5,900l/day and a leisure centre 6,900l/day.

Below are some assumptions made on the length of visit for different business types.

Business Type	Length of visit
Leisure centre	2 day
Pub	0.5 day
Restaurant	0.5 day
School	0.5 - 1 day
Shop	0.5 day
Hairdressers	0.5 day
Hotel	2 days
Leisure Centre	1 - 2 days
Community Centre / Club House	0.5 day
Sports Grounds / Stadiums	1 - 2 days
Care Homes	1 day
Medical Centre / Dentist	1 day
Hospital	5 days

## Initial reactions and appeal

- What are your initial thoughts on this idea?
  - What's the main message you take from it?
- Which parts of it stood out to you?
  - What made them stand out?
- Were any parts surprising to you?
  - Why were they surprising?
- Now you've looked at it again, how appealing does it seem to you and your organization?
  - What is most appealing about it?
    - What is the biggest benefit to you?
- Can you see why United Utilities would want to do this?
  - What do you think is driving this for them?
- What kind of organization do you feel this is aimed at?
  - Does it feel relevant for your kind of enterprise?
    - Why? / Why not?

## Barriers to uptake

- Do you have any questions off the back of hearing this?
  - Is there anything you would like to know more about?
- Do you have any reservations?

- What might prevent you from taking up this offer?
  - **PROBE:** being too busy / length of time it takes / concerns around the ability of the plumbers / security concerns etc.

#### Section 4: Optimising the proposition

10 Mins

**Moderator:** We'd now like to discuss a little around how this idea could be made as compelling and appealing as possible.

- If you were in charge of United Utilities and trying to promote this, what might you change?
  - Would you emphasise anything more? If so, what?
- If you were telling a colleague or friend about this idea, how would you describe it in your own words?
  - If you were to give it a short name, what would you say it was?
    - **PROBE:** United Utilities have toyed with the idea of different labels for this. What do you think of the following?
      - WATER EFFICIENCY AUDIT
      - WATER EFFICIENCY VISIT
      - WATER EFFICIENCY CHECKUP
      - WATER EFFICIENCY OPTIMISATION
      - WATER EFFICIENCY UPGRADE
  - What do you think of these ideas?
    - How do these compare with how you would naturally describe this idea?
      - **PROBE:** having heard these options, would you use your description / one of these / something else?
        - What makes you say that?
    - What about the phrase 'water efficiency'?
      - Does that make sense to you in this context?
        - If yes, why?
        - If not, how would you describe it?
- Imagine if United Utilities and/or your Water Retailer wanted to inform you about this, how would they best communicate this with you?
- What kind of medium would you be most likely to pay attention to? E.g. email, post, phone, social media etc.
- Another option is it could be from someone in your industry, for example, from an industry body such as [INSERT AS RELEVANT FROM BELOW]...
- How would you feel about this?
- Who would you be most likely to listen to, and take up the offer of this service from?

- **Retail**
  - o British Retail Consortium <https://www.brc.org.uk/>
  - o British Independent Retailers Association <https://bira.co.uk/>
  - o Your local authority / council
- **Hotels**
  - o UK Hospitality <https://www.ukhospitality.org.uk/>
  - o Your local authority / council
- **Pubs**
  - o British Beer & Pub Association (BBPA) <https://beerandpub.com/>
  - o Your local authority / council
- **Restaurants / Cafes**
  - o UK Hospitality as above <https://www.ukhospitality.org.uk/>
  - o Your local authority / council
- **Hairdressers**
  - o NHBF <https://www.nhbf.co.uk/home/>
  - o Your local authority / council
- **Sports and recreation**
  - o Specific sports e.g. <https://www.thefa.com/HOME> / [https://www.britishathletics.org.uk /](https://www.britishathletics.org.uk/)
  - o Your local authority / council
- **Health**
  - o NHS <https://www.nhs.uk/>
  - o Amii <https://amii.org.uk/>
  - o Your local authority / council
- **Manufacturing**
  - o MAKE <https://www.makeuk.org/>
  - o Your local authority / council

## Section 5: Summary

5 Mins

Thank you all for your time and input, I would like to end the session with the following questions:

- Thinking about everything that we have discussed, how likely **would you be to** engage with this idea you have seen from United Utilities? Why / why not?
  - o How can United Utilities to make this as easy to take up as possible?
  - o What should they call it, and how should they describe and publicise it?

**Thank and close**