

UUW23

Customer challenge group report

October 2023

Third party report

This document is the formal report produced by the Independent Challenge Group for the North West, YourVoice. It covers the work that YourVoice conducted during the business plan progress and the engagement between the company and the ICG. It provides the ICG's observations on the way in which it saw UUW engage with customers during the plan's creation, the involvement of YourVoice in the design, execution and dissemination of research and the challenges made by YourVoice to UUW

A scenic landscape featuring a calm lake reflecting the sky and surrounding mountains and trees. The water is still, creating a clear mirror image of the sky and the forested hillsides. The sky is a deep blue with some light clouds. The mountains in the background are covered in dense green and brown trees. The foreground shows the dark silhouettes of trees on the right bank of the lake.

**YourVoice Report to the Board of United Utilities
on the quality of customer
engagement for PR24**

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Executive summary

Context

Water companies have recently come under significant national public scrutiny due to perceived performance failures, environmental stewardship issues and concerns over shareholder dividends and executive pay.

This scrutiny has increased public awareness about water companies and has led to respondents in customer engagement work offering opinions around these issues.

Increased statutory requirements, particularly around the Environment Act, are substantial and to comply with the law, must be carried out with no discretion. Therefore, during discussions about research and insight, YourVoice and UUW agreed that seeking customer views about this mandatory expenditure might indicate that they could influence spend.

As guided by Ofwat, customer engagement has instead concentrated on discretionary spend, where customer views could have influence. The company tackled this head on, clearly explaining to customers the difference between the 'must do' (statutory) plan and the 'proposed plan', the latter of which included the company's non-statutory proposals.

YourVoice feels customers were given realistic options to provide comments on, and were shown the estimated cost differences between, the two plans.

The company's proposed plan has been met with high levels of support and customers felt it covered their priorities, with affordability being a key concern for the majority of respondents fuelled by the economic crisis and the financial pressures on households. These concerns were clearly listened to, acknowledged and monitored by UUW. This led to additional work carried out by UUW on affordability and cross subsidy between customers to support a proposal to increase help for those struggling to pay water bills. Customers noted an increased company contribution, but felt that this could have been higher as they were being asked to contribute more at a time of economic pressure on them.

We would like to acknowledge the increasingly mature relationship between YourVoice and UUW, which has come about incrementally since PR19. While it took some time for the understanding, trust and openness to challenge to embed, we believe there is now a mature and trusting relationship evident throughout our work with UUW. It is clear that the company sees our work and challenge as adding perspective and value, and YourVoice would like to acknowledge the work the UU team has put in to provide us with information we have requested.

Through our engagement, we work independently of the company and practice independent scrutiny and challenge. Highlighting this, in particular with customers and the regulator is important to us to ensure the work and effort we put in is given the credibility it deserves.

We not only set our own agendas, we also meet without UUW and have an independent secretary to prepare minutes and papers.

Our work

YourVoice and its sub groups have provided independent advice and challenge to U UW across the full range of its customer engagement and research activities for PR24, building on our work at PR19 and 'business as usual' activity. As YourVoice also monitors and reports on U UW's performance, on behalf of customers, it has a good insight to review service proposals and incentive rates.

U UW's strategic research and engagement framework, which we were invited to challenge and comment on, provided the context in which customer research and engagement was developed. This programme of work has been of high quality, independent, comprehensive, and transparent. It covered over 80 separate pieces of research and utilised a wide range of high quality and innovative techniques to engage with and understand customers' needs and priorities and, where appropriate, co-create with customers.

There is strong evidence of customer support for the performance levels, expenditure and timing of proposals in the Business Plan, although there was great apprehension by customers of their ability to afford the bill impacts, particularly in the context of the economic situation, high inflation and energy bills.

YourVoice views

- There is good evidence that U UW operates in a customer centric way and encourages customer feedback. The company evidences it has an ongoing understanding of its customers' long and short-term priorities, needs, service level expectations and is engaging them on issues that really matter to them. It is clear that the company treats its customers as active participants with useful views rather than simply recipients of services.
- U UW has undertaken a high quality, comprehensive and wide ranging programme of customer research and engagement activity, undertaking more than 80 pieces of work and utilising a range of innovative techniques to engage, explore and understand customer views, needs, expectations and priorities, in both the long and short-term. Business as usual research has been ongoing and comprehensive and has been used in triangulation and business planning.
- YourVoice has been involved in challenging over 80 pieces of research work by reviewing materials, observing cognitive testing, reviewing briefs to market research companies, attending online and hall testing, and attending feedback sessions following engagement work, with the opportunity to directly challenge the company and its research companies.
- Throughout the PR24 programme of work, in our opinion we believe we are seen by the company as adding value to its work and engagement with customers and stakeholders. The company has provided us with appropriate, timely and comprehensive information and has responded positively to our comments and challenges, often, but not always, making amendments in line with these. It has been helpful to understand the reasons why some of our challenges have not been accepted and to discuss these with the company. We keep a record of our challenge in a YourVoice actions and challenge log, an ICG customer research and engagement challenge log and an Affordability and Acceptability tracker, all appended to this report.

- Our meetings have been well attended by the company executive management team, senior managers and project specific staff. Papers are comprehensive, (although we limit their length), understandable and timely.
- UuW has made significant strides in engaging with and informing customers about its service performance against its plans and targets and has included comparison to other water companies.
- UuW set up an independent scrutiny panel to review the large scale WINEP programme. The group looked at topics such as deliverability, preparedness and customer engagement. The chair of YourVoice was a member of this group. YourVoice has, on an ongoing basis, received update reports on the WINEP, WRMP and DWMP and the use of innovative delivery options, preparedness of UuW and its supply chain and the risks and opportunities such large programmes bring to the region.
- UuW has made good progress on engaging with a large number of regional and sub-regional stakeholders and non-household customers in its engagement work. Examples include an annual Environmental Summit, Affordability Summit, Better Rivers Programme (monitored by YourVoice) and additional 'Your Water, Your Say' sessions in each of the North West sub regions (Greater Manchester, Cumbria, Lancashire, Merseyside, and Cheshire)
- There is strong evidence that the company engages with customers following major incidents to ensure they have the full picture and can see incidents from a customer service perspective and that changes have been made following this feedback.
- YourVoice considers there is very good evidence that UuW has made strong efforts to engage with and understand the needs, circumstances and requirements of different customer groups, particularly those who are vulnerable or hard to reach or who do not use English as a first language, have a disability, have financial pressures or are digitally excluded. Future bill payers and the voice of young people have also been engaged in PR24 research.
- UuW has used numerous innovative and varied techniques to access customer engagement and views. We found strong evidence that the company has talked to customers about their priorities, and about long-term strategic issues by using new and innovative research techniques to bring these issues to life. YourVoice has seen and been impressed with these interactions which have increased customer participation and understanding. The use of AI technology on the Long Term Delivery Strategy piece of work was particularly commended by YourVoice.
- Engagement and education on topics such as water transfers, resilience, climate change, river water quality and environmental matters have been well received and responded to by customers and stakeholders.
- We have observed, and on occasion challenged, some excellent work on Priority Services and on affordability and social tariff work. The company are cognisant of the high levels of affordability challenge in the North West and have proposed, supported by bill payers, additional support schemes and resources for this alongside an increased contribution from company shareholders.
- UuW carried out six 'Your Water, Your Say' sessions, led by its Chief Executive, to talk about its priorities for each North West county, as well as an Ofwat/CCW prescribed session providing a regional overview. It encouraged questions and challenge about its plans and the potential bill impacts of its Business Plan for 2025 to 2030. These sessions were all independently moderated

and will be repeated in the autumn when the Business Plan has been submitted. The feedback from customers was generally positive and many commented favourably on the opportunity to speak directly to the Chief Executive.

- YourVoice believes that the company have followed all relevant guidance from Ofwat and CCW on PR24 and we have seen and discussed the AAT compliance assurance report with the authors, Turner and Townsend.
- YourVoice has challenged the triangulation methodology and practice and has considered triangulation results. YourVoice has seen and explored examples of the golden thread link from customer research to the Business plan. Examples of these can be seen in the body of our report.

Conclusion

It is YourVoice's view that United Utilities Water has carried out independent, comprehensive, representative, high quality customer research and engagement in a transparent way to support the formulation and submission of its 2025 to 2030 Business Plan.

We believe the evidence, information and views obtained from customers have genuinely driven and informed the development of the company's 2025 to 2030 Business Plan to the benefit of current and future customers.



Detailed report

1. Introduction

In February 2022, Ofwat laid out minimum standards for high quality research, customer challenge and assurance of customer engagement for PR24. The aim was to improve the overall quality, reliability and use of customer evidence and to ensure that that “overall water company research and engagement should follow best practice and lead to a meaningful understanding of what is important to customers and wider stakeholders.”

Ofwat advised the research should be reviewed and assured by individuals or groups that are independent of water companies. The reviewers should also have a range of relevant skills and experience and should feel confident to challenge on all aspects of research and engagement. Information shared with them should be relevant and timely and water companies should be transparent about the research findings and the ways in which the findings have been used.

Ofwat also advised that customers and their representatives must be able to challenge the companies’ ongoing performance, Business Plans and long-term delivery strategies. The purpose of customer challenge is for companies to receive feedback on what issues matter to customers, what their views are on various aspects of companies’ activities, and to enable customers to comment on how well plans reflect their needs, priorities and preferences.

Ofwat expects evidence of high quality customer challenge to be:

- Representative
- Independent
- Ongoing
- Informed
- Transparent
- Comprehensive
- Timely

2. Purpose of this report

The aim of this report, from the North West’s Independent Challenge Group, YourVoice, is to inform the United Utilities Board of our views on how the company has performed against Ofwat’s guidance with relevant evidence, opinion and other information.

3. Background

In line with Ofwat guidance to water companies on engaging customers in the PR14 process, a Customer Challenge Group (CCG) was established by U UW in 2012. Building on the work and membership of the CCG, a new group of customer and stakeholder representatives, known as the ‘YourVoice’ panel, was formed in 2015. Despite no requirement by Ofwat to have an Independent Challenge Group in the PR24 methodology, United Utilities requested YourVoice continue its work to:

- a. monitor and review progress against the delivery of U UW’s 2020–25 Business Plan commitments, including contractual rewards/penalties, performance relative to other water companies and

review and challenge annual reporting of performance to customers and stakeholders;

- b. review and challenge the quality of UUW's customer engagement and research (both 'business as usual' activities and those specific to the PR24 process), focusing on the quality, clarity and extent of customer engagement and ensuring that it is inclusive, high quality, robust, balanced and proportionate; and
- c. provide assurance to the company and its Board on the quality and effectiveness of customer engagement, and on the extent to which the results have been reflected in UU's business plan proposals for 2025–30.

4. Representative

Following a review at the start of 2022, YourVoice decided to refresh its membership and sub group structure to ensure a healthy dynamic of experienced and new views. A high priority was given to further improve the balance between customer, business, social, regulatory and environmental representatives. This led to the number of organisations representing customer interests (particularly relating to affordability and vulnerability) being increased alongside new members with expertise in money/financial advice, disability support, market research, sub regional matters, the environment and with commercial and development expertise. The group now has members representing young people and future bill payers.

Profiles of the YourVoice members and the terms of reference for all YourVoice groups are available on the YourVoice website at www.yourvoiceicg.co.uk

5. Independent

YourVoice and its sub groups act independently from UUW. The need to demonstrate this is important to us to ensure our work receives the credibility it deserves.

The Chair of YourVoice was appointed following an open, transparent and rigorous selection process involving the UUW Board and individuals from YourVoice. The YourVoice groups act independently of the company in determining their approach and work. Secretariat and administrative support are provided by an independent secretary.

YourVoice and its sub groups are responsible for determining the agenda, commissioning papers and approving the minutes of meetings. These are available on our website, www.yourvoiceicg.co.uk

There is senior, operational and specialist level engagement by UUW with YourVoice and its sub groups, with senior executives and managers attending all or most meetings.

The senior managers are supported by a wide range of UUW employees who attend meetings to provide information on specialist areas and issues. Over the past four years 75 different members of UUW staff have attended YourVoice meetings.

At each of the YourVoice meetings, members meet in private session, if required, to discuss issues without UUW employees present, and further private meetings are convened where this is deemed necessary.

An Actions and Challenge Log, an ICG Customer Engagement Challenge Log and an Affordability and Acceptability Tracker are maintained to enable specific challenges and issues raised by YourVoice and its

sub groups to be recorded along with the action taken by U UW in response. These are available on our independent website and are appended to this report. They help to demonstrate the transparency of the YourVoice challenge process and the way in which the company has responded to the issues raised.

All research projects were viewed by YourVoice to ensure they were of high quality, understandable, neutrally designed, representative and didn't try to lead respondents to any particular responses. All market research was delivered in accordance with relevant codes of conduct of the Market Research Society and the Social Research Association.

6. Informed

a. Performance monitoring

A primary function of YourVoice is to monitor and review the company's performance in delivering its current Business Plan commitments. This work means we are aware of how the company is performing over time and this gives us a good insight when looking at proposed performance levels for 2025–30.

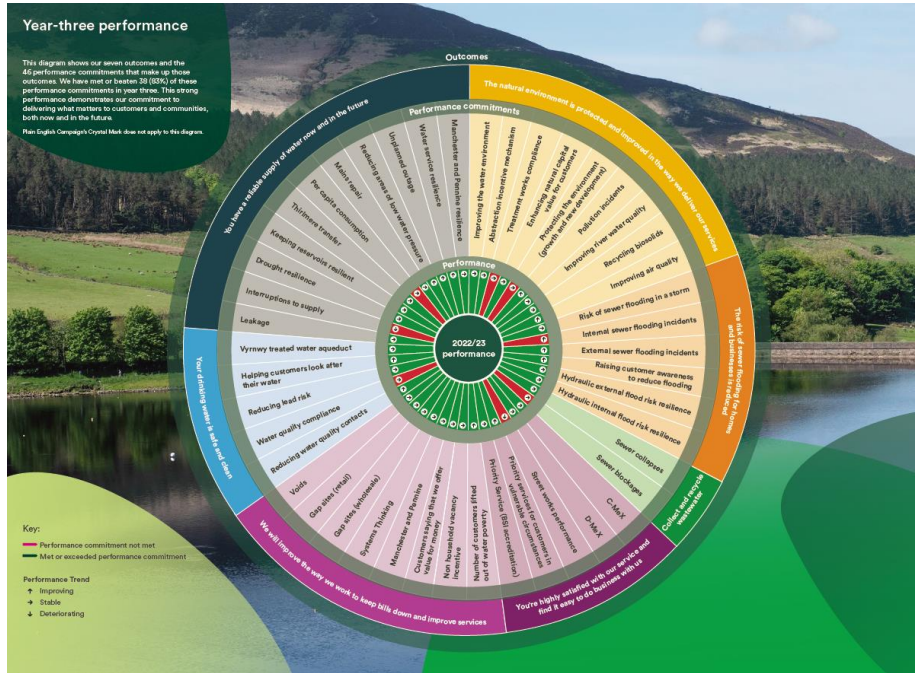
At each meeting, we receive a quarterly report from U UW showing its current performance against each key performance commitment covering water, wastewater and domestic retail services. A traffic light system is used to indicate progress to allow YourVoice to focus its attention on those areas flagged as 'reds' and 'ambers' where performance is behind target or is at risk of falling behind target in the future. At our request, the company provides an accompanying narrative highlighting the primary causes of any areas of current or potential future underperformance, and the action that is being taken to address the issues identified.

This enables YourVoice and its sub groups to focus on key areas of underperformance at subsequent meetings and to develop an in-depth understanding of why performance is failing and what action is being taken to mitigate or improve the position. It allows us to discuss the key issues with senior managers and raise any concerns about the way in which underperformance is being addressed. It also gives us the opportunity to make practical suggestions to U UW on additional action it might take to address specific performance challenges. A wide range of issues have been discussed since 2020 including future flood risk, per capita consumption, sewer flooding, supply interruptions, household retail, C-MeX, street works performance, wastewater treatment and the reliability and quality of water supplies – some specific examples of our work are given below.

- Injected a strong focus on comparing U UW performance against other water companies and, where appropriate, other large companies operating in different sectors to give context.
- Required the preparation of more detailed information and deep dives on 'red' and 'amber' performance areas and the action to be taken to improve the position.
- Required updates on the take up and success of the company's 'lowest bill guarantee' scheme, which provides customers with the certainty of receiving bills based on whichever is the lowest of metered and unmetered consumption following water meter installation.
- Challenged the company to explain the ways in which individual service performance measures interact with and influence performance against other measures, for example sewer flooding index and future flood risk.

- Asked for reports on freeze thaw and other significant events which resulted in reduced performance levels and to review customer feedback following these incidents.
- Required the company to provide information every six months about the balance of expected rewards and penalties linked to over and underperformance.
- Requested arrows to show performance direction of travel.

b. Annual performance reports



The company has published its Annual Performance Reports (APRs) covering each year of the current five-year Business Plan period. These are considered by YourVoice in advance of publication. We have made several suggestions aimed at improving the clarity of the reports and, in respect of the 2021/22 report, challenged the company to simplify a diagram showing annual company performance and worked with them and a graphic design company to produce this in an understandable and colourful wheel, which could be read by

customers on a mobile phone. This proved popular with users and has, with updated information, been used for the 2022/23 APR.

YourVoice also produces a customer version of the Annual Performance Report with a forward from the YourVoice chair which discusses the good and under performance areas. This has received the Plain English Campaign Crystal Mark. The 2022/23 report is available on our website.

The YourVoice chair attends the annual UUW Board meeting to discuss its work and express the group's views on company performance and performance reporting.

Wherever relevant, YourVoice asks for UUW's performance to be compared against other water companies. We believe this is useful in demonstrating to customers how the company is performing relative to others in the sector. This highlights areas where UUW is performing particularly strongly or poorly compared to the industry average. This is particularly relevant in considering and reviewing performance commitments and associated incentives covering the 2020-2025 period. It is also of great importance in considering proposed bespoke performance commitments and associated incentives for 2025-30.

We have asked UUW to include comparative information when reporting on performance where this is relevant and when consistent and reliable data is available. This applies both to the information provided to YourVoice in quarterly reports and in UUW's communications to customers, including Annual Performance Reports. We find common performance measures across water companies such as C-MeX are useful. We value efforts made by the water industry, and particularly by CCW, to bring together

present performance information on key subjects and enable inter-company comparisons where appropriate.

YourVoice observed that U UW research materials were piloted and designed to be neutral with balanced information to allow customers to give an informed response. For each piece of engagement work, the breakdown of the sample to be talked to was shared with YourVoice and was differed by project. All samples were within the market research code of conduct recommendations and were representative of the customer base.

7. Ongoing and comprehensive

YourVoice groups generally meet quarterly but meeting frequency increased to at least monthly in 2023 to reflect the heavy workload arising from the PR24 business planning process. A lot of work is undertaken through email and the company always endeavours to give us papers at least a week in advance of meetings or response deadlines.

The main YourVoice Group is supported by four independent sub groups which meet frequently to engage in a more detailed and forensic examination of relevant UU operations, performance and customer research and engagement activities. They include:

- **Customer Research and Engagement sub group** – Chaired by Steve Cullen, it focuses on understanding and challenging U UW’s customer research and engagement programme research and activities.
- **Environment and Social Capital sub group** – Chaired by Dr Tayo Adebawale, it focuses on environmental and social capital performance, U UW’s approach to asset management, climate change issues, and planning and operational delivery of services to customers.
- **Affordability and Vulnerability sub group** – Chaired by Dave Thompson, it focuses on services to customers in vulnerable circumstances and on social tariffs and affordability issues. Members include co-opted members from relevant charities, the voluntary sector, money advice services and other utility providers.
- **Stakeholder sub group** – Chaired by Jo Lappin, it brings together regional stakeholders to review UU activities, partnerships, proposals and performance.

The main YourVoice group brings together each Sub Group chair to meet with U UW directors on a quarterly basis. Led by the YourVoice chair, this meeting enables YourVoice to give a more strategic perspective of external engagement and company performance to the company’s senior leaders.

A key underlying principle for YourVoice and its sub groups is reviewing **all** customer engagement and, as specifically required by Ofwat, monitoring and reviewing acceptability testing.

YourVoice has monitored links from research to the Business Plan, (the golden thread) and reviewed the triangulation of engagement evidence. All YourVoice sub groups **have** been actively engaged and effective in:

- a. commenting on the type, form, understanding, reach and quality of customer engagement and research undertaken;
- b. considering the results of customer engagement and research, and next steps; and
- c. challenging decisions about the way in which the engagement and research results are triangulated and feed through into the company’s Business Plan.

Alongside PR24 specific research, U UW carried out numerous pieces of business as usual research. This is often repeat pieces of work to plot changing customer views over time and to talk to customers about issues like proposed changes to bill format or to measure customer satisfaction. Research on issues such as ability to pay bills, the economic crisis and its effects on customers were also carried out. YourVoice was pleased to see this ongoing dialogue with customers and to note changes in operational delivery/communications in the light of customers' views.

8. Transparent

YourVoice publishes its minutes on our dedicated website. This includes an Actions and Challenge Log, a Customer Engagement Challenge Log and the AAT Tracker. These documents list challenges made by YourVoice and show the company response to each of these.

YourVoice feels that U UW is very open with all YourVoice groups on matters under discussion. The company is responsive to requests for information on topics of interest raised by YourVoice members. Papers are normally sent out at least a week before meetings and if additional information is required this is generally made available.

YourVoice has been directly involved in the vast majority of the 80 or so individual projects that make up the U UW customer research programme, including the Affordability and Acceptability research using Ofwat guidance. YourVoice engagement has taken some or all of the following forms:

- **Scoping** – critically reviewing, developing and commissioning of research proposals.
- **Understanding** – viewing engagement pilots to ensure customers understand the research and the questions they are being asked.
- **Developing** – providing challenge and input in developing and piloting research material and events.
- **Attending** – participating in the piloting of research events and attending events as observers to feedback comments and see how customers engage with the work.
- **Reporting** – attending post-research debriefings by researchers to U UW (this is done at the same time that U UW receives this feedback).
- **Reviewing** – considering research results and next steps at YourVoice and sub groups.
- **Following** – plotting the results of research and engagement to the Business Plan.

We feel the company is open and transparent with YourVoice as we review scoping of research, review proposals and questions to ensure they are neutrally designed, attend cognitive testing and contribute to proposed changes, attend in the field events and are present when the results of research are fed back to the company. We review the results of this research and how it is triangulated and taken into account in the Business Plan.

YourVoice commends U UW in that it has been open and transparent in placing all its research and engagement documentation, including questionnaires methodology, stimulus and reports from research companies on the outcomes of engagement work on its website at

<https://www.unitedutilities.com/corporate/about-us/our-future-plans/listening-to-our-customers/insight-and-research-library/>

The availability of this information has been promoted, via the company's Source newsletter, which has been well received by stakeholders.

9. Comprehensive high quality customer engagement

We are cognisant at all times of Ofwat's expectations of high quality customer engagement in carrying out our challenge work. YourVoice is guided by relevant Ofwat and CCW advice and reports, in particular:

- Final PR24 methodology
- Creating tomorrow together
- PR24 and Beyond: customer engagement policy
- Guidance on Affordability and Acceptability Testing of PR24 Business Plans
- PR24 long-term strategies and common reference scenarios
- PR24 discussion paper on outcome delivery incentives
- Understanding customer preferences for performance commitments for PR24
- Lessons learned from 2019 Price Review
- CCW PR24 Manifesto

Our aims throughout are to ensure:

- High quality research and engagement is undertaken (in line with market research best practice) alongside different methods of discourse with customers and stakeholders on a regular basis. Alongside this, we also ensure the company use business as usual data, social media monitoring and customer feedback, such as rant and rave.
- Representative samples and wide coverage in terms of ethnic mix, sub-regional coverage, financial circumstances, age, social position, ethnicity, non-household customers are used and all market research codes of conduct are adhered to.
- Robust challenge on the nature, quality and use of customer engagement evidence.
- Assurance on the quality and use of customer engagement evidence through triangulation and the 'golden thread'.

UW's strategic engagement framework, which we were invited to contribute to and challenge, provides the context in which it has developed its customer research and engagement programme. The programme is comprehensive, flexible, iterative and broad in scope, covering over 80 separate pieces of research, and utilises a wide range of techniques to understand customers' needs and priorities. The programme is structured using the following broad categories of engagement:

- **Tracking** – brand health and customer satisfaction surveys.
- **General/bespoke** – for example, in relation to specific incidents or to address specific issues such as bathing water quality.
- **Customer panel** – using the 'In the Flow' online customer panel (which has over 1,000 members) to obtain views on a wide range of issues including bill redesign, water quality, and leakage.
- **Business as usual insights** – from day-to-day interactions with customers.
- **AI and gaming** – to engage customers in research work.
- **Behavioural economics** – using behavioural science techniques to address specific issues including social tariffs, sewer blockages and water efficiency.
- **Analysis of customer interactions** – understanding and making better use of customer contact data across a range of issues including supply interruptions, sewer blockages and water quality.

- **Co-creation with customers** – an example is the water visualisation research carried out in March 2023.
- **Customer trials and experiments** – covering a wide range of issues including sewer misuse, water efficiency and vulnerability.

Through our Chairs' Group, particularly through the work of the Customer Research and Engagement sub group, YourVoice engaged extensively across the full range of UUW's customer research and engagement programme. The views of YourVoice have directly influenced UUW decision-making about the key issues on which to focus and develop its research, for example highlighting the need for a stronger emphasis on smart metering, sewer flooding, leakage, affordability and on bespoke ODIs and social tariffs.

It is not possible, without making this a very lengthy report, to cover the full extent of YourVoice's activities in assuring high quality and transparent customer engagement, therefore the following examples provide an insight into the range of UUW's engagement work and the ways in which we have monitored, challenged and influenced the company's customer research programme and use of results.

- Encouraged the presentation of research materials in ways easier for customers to understand, including suggesting the addition of bill impact and inflation as a total financial figure in the AAT research.
- Challenged the company and its market research companies on the interpretation of research results at internal debrief sessions.
- Supported the development and application of behavioural economics and AI based research to stimulate customer thinking and explore customer attitudes to more challenging service delivery issues and projects. This included ensuring that research projects comprised non-household as well as household customers and providing independent challenge and feedback on the immersive experience. An example here is the work on the Long Term Delivery Strategy research.
- Supported the development of the 'In the Flow' online customer panel, which provides the opportunity for UUW to explore issues in greater detail with a more informed group of customers, and provided feedback on the material to be used in specific 'In the Flow' discussions.
- Carried out 'deep dives' into leakage, sewer flooding, supply interruptions, social tariffs, affordability, priority services and other key topics.
- Ensured that lessons were learned on the best ways of engaging customers following large-scale incidents, particularly customers on the Priority Services register.
- Provided feedback on the company's development of new formats to provide customers with clearer billing information, water usage information and highlighting the opportunities to provide advice on action customers can take to improve water efficiency.
- Worked to critique the UUW app and observed customer feedback sessions.
- Supported the company to engage independent experts to provide external assurance on particularly significant and challenging projects, for example WINEP. The chair of YourVoice was a member of the WINEP Scrutiny panel to provide challenge on behalf of YourVoice and customers to the WINEP programme of work.

- Reviewed planned UU customer communications, surveys, etc. (written and online) to ensure the use of plain English and avoid the use of water industry jargon.

This work has been welcomed, and fully supported, by the company which has ensured relevant materials are provided to us in good time and in formats that are digestible and easy to follow. There is no doubt that the Company see our involvement as adding value and actively encourage our participation, comment and challenge.

All our comments on individual pieces of research and engagement work have been listed alongside responses from the company. Three challenge documents, as mentioned previously, are available as appendices 2, 3 and 4 of this report.

Some detailed examples of high quality customer research and engagement are provided as appendix 1.

10. Bespoke ODIs

As part of the PR24 process, Ofwat suggested water companies may want to propose a small number of bespoke PCs to complement the common performance commitments defined by Ofwat.

Work to test these proposed bespoke performance commitments was undertaken with customers and stakeholders asking about their priorities and issues they felt important for the North West. The shortlist of possible PCs was reduced from 11 to six following this initial work.

After making an early submission of these bespoke PC proposals to Ofwat, the regulator gave its feedback that it did not consider UUW's proposals to be suitable. The company and YourVoice reviewed each proposal in detail and UUW undertook two pieces of customer engagement to ascertain what customers thought.

YourVoice strongly challenged the proposed bespoke PCs in some detail which is listed in the challenge log and asked the company to report on:

- Why these were the most important to the North West with researched examples showing the 'golden thread' and customers' priorities.
- Details on proposed expenditure.
- Customer support.
- Details of outputs and outcomes.
- Detail on how they would be operated, rolled out and administered.
- Company's action if these are rejected by the regulator.
- WINEP and other crossover on spend and possibility to accommodate elsewhere in the PR24 business plan.
- The potential financial up and down side for UUW.

YourVoice was pleased to note that following Ofwat's feedback on YourVoice challenge and social tariff and bespoke PC research, it has been agreed that the following bespoke PCs will be submitted in the PR24 Business Plan:

- Embodied greenhouse gas emissions – proposed new bespoke PC – taking into consideration the useful feedback around customer understanding of the wider subject, and therefore how to report and explain in the future UUW's progress on reducing carbon emissions.

- Help for non-household customers (the NHH affordability bespoke PC) – propose the bespoke PC, taking on board in the proposal defining carefully who qualifies to receive the help, reflecting customer feedback on this.
- Improving Windermere ("Wonderful Windermere") – propose the bespoke PC, emphasising the wider benefits it could have as UUW seeks to apply what has been learned from its activities here to the wider region, reflecting customer feedback on this.

The following proposed bespoke PCs were withdrawn but will be covered in other parts of the proposed PR24 business plan:

- Help for Households ('Water without worry', the HH affordability bespoke PC) – **withdraw** this bespoke PC and focus instead on an extensive affordability support package within the PR24 Business Plan submission, reflecting the strong customer support for affordability measures.
- Rainfall management ('Slow the urban flow') – **withdraw** this bespoke PC and absorb the planned activities into the rainwater management enhancement programmes, reflecting that the focus of the bespoke PC was supported by customers.
- Lead pipe replacement – **withdraw** this bespoke PC and absorb the planned activities into the lead enhancement programme, bearing in mind Ofwat's view that it is best covered by PCDs.

Bespoke PCs that have been withdrawn:

- What not to flush – **withdraw** this bespoke PC due to low customer support.

11. Affordability and Acceptability Testing

As part of the development of the PR24 Business Plan, all water and wastewater companies are required to test the acceptability and affordability of their plans with customers before submission to Ofwat. To ensure a standardised approach across the industry, Ofwat and CCW produced guidance on how the research should be undertaken. This guidance was designed to facilitate consistency and comparability between companies.

YourVoice has been heavily involved in this area of work from the outset in the design, implementation and below are our challenges to the company on this work.

- Demonstrate that this engagement with customers is in line with Ofwat and CCW guidance and is of high quality and follows research best practice.
- Discuss and challenge UUW if they wish to defer from Ofwat guidance.
- Demonstrate that materials used are neutral.
- Ensure that a representative sample of household and non-household customers are consulted.
- Ensure that qualitative feedback is used to edit and shape the Business Plan proposals ahead of quantitative testing.
- Ensure that customers' priorities and preferences are driving UUW's PR24 investment plan decisions.
- Understand on what basis customers have formed their opinions and if the plans are not thought to be acceptable, to understand what would need to change in order for the plan to become acceptable.

In addition to the qualitative and quantitative phases of testing mandated by Ofwat, U UW also commissioned a quant light phase of testing alongside the qualitative work to get an early measure of its customers' views on the business plan and pilot the approach ahead of final testing. This quant light again followed the Ofwat/ CCW guidance and was done with the challenge of YourVoice.

We set up an AAT tracker which was used to share the companies' approach and capture challenge, feedback and comments from YourVoice. All consultation on the work with the ICG, including group member comments and U UW responses, are listed. In one example of our involvement, YourVoice suggested to the company that the bill impact should be shown alongside inflation and then the two sums aggregated to make it clearer to customers what the total bill impact would be. It was felt this was in line with the guidance and was used with customers in testing. The same comment was fed back from respondents following cognitive testing.

The company discussed with YourVoice their proposed participant sample sizes and breakdown using Ofwat's sampling framework of customers. In line with the guidance, categories of customers included future bill payers, health and financially vulnerable customers and digitally excluded customers as well as non-household customers including micro businesses and small, medium and large companies.

Members of YourVoice attended engagement sessions, either in person or by viewing recordings of the groups, to provide comments and challenge.

In one such meeting, U UW informed us that they would like to test a second higher bill impact with customers fully referencing the original guidance, where it stated that the Affordability and Acceptability Testing must be repeated if the service levels or bill impacts were materially worse for customers. The definition of 'materially' was discussed with YourVoice and we agreed that anything above 5%, a figure applied by Ofwat in its charges guidance, would be regarded as material and required more testing. YourVoice therefore supported the retest proposal and agreed with the company a reduced sample size for the qualitative phase could be used.

The final proposed bill eventually fell under the lower bill tested with customers.

The results from this work show levels of acceptance of the Business Plan proposals in terms of service improvement and bill impact were relatively high as outlined below:

- High levels of acceptance of the plan by customers were seen in the research results.
- In the qualitative research 78% of household customers found the plan to be acceptable, and in the quantitative research it was 70%.
- 75% of non-household customers in the qualitative research, and 85% in the quantitative research, found the bill acceptable.
- 88% of future bill payers said the bill was acceptable.
- Lower income customers were more likely to find the bill unacceptable.
- 74% of household and 62% of non-household customers were keen to invest in service improvements earlier rather than later.
- 50% of household customers and 61% of non-household customers found the proposed bill impact acceptable but only 25% of vulnerable customers found it acceptable, dropping to 13% in the quantitative research.

Some concerns were expressed by customers:

- Bill affordability, particularly in lower income customers, and general concerns over the cost of living.

- Challenged on the ambition of targets for leakage reduction and pollution incidents.
- Potential imposition of smart meters from non-metered customers.
- Want more local targets that they can monitor.
- Don't want a delay in important investment.
- Company profit, executive pay, stability of water companies.

These areas of customer concern will be taken on board by YourVoice and will be added to our future 'deep dive' work programme.

UWU used 'Turner and Townsend' to provide assurance on customer engagement on Acceptability and Affordability testing to ensure all Ofwat guidance had been complied with. The Chair of YourVoice met with Turner and Townsend to consider their report on compliance which concluded that they were 'very satisfied' that UWU had fully followed the guidance.

12. Social tariff

UWU is seen as a leading company when it comes to supporting customers in vulnerable circumstances. There is no doubt that they offer extensive affordability support packages to help low-income households afford their water bills. The package is funded by shareholders, direct company contributions and a customer cross subsidy of around £7 per year.

Bearing in mind the current economic situation, the proposed water bill increase and the effects of inflation, the number of applications for financial support will increase. UWU carried out research to assess customers' attitudes towards the level of bill increase they would support in order to fund enhancements to the affordability package offer. YourVoice felt the research was open, inclusive and written to be understandable to customers, encouraging them to participate. It gave customers the opportunity to discuss existing schemes and how financial support works in other areas.



Following a cognitive stage, 1,012 customers were spoken to either face to face or online to understand their views on increasing the current cross subsidy from £7 per year. YourVoice commented on the materials, observed the cognitive testing and the field work and were in attendance when the research company provided their report. As usual, YourVoice heard these results at the same time as the company and were able to challenge UWU and the market research company about the results and their interpretation.

Just over 76% of customers said they were willing to contribute at least something extra towards the social tariff schemes. **The proposed £1 per month bill increase** represents the median willingness to contribute amount and is a tipping point as there is a substantial decline in support after this amount is exceeded.

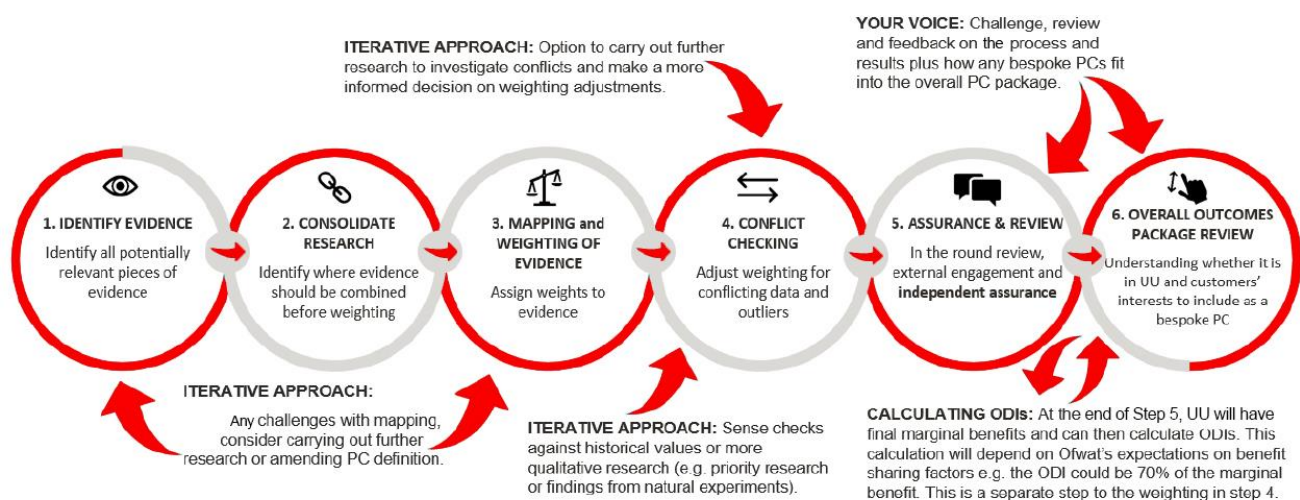
YourVoice is grateful for the help of the CCW team in working alongside them to review this area of work.

Customers raised a number of issues around the current support schemes, the advertising of these, the eligibility criteria and felt the company should ensure communications are in place which raise awareness and make a case for the schemes. YourVoice noted many of these comments and has placed this area of work on our future work plan.

13. Triangulation

YourVoice reviewed and challenged UUW’s approach to, and outcomes from, triangulation at PR19. For the new Business Plan, the Chair of YourVoice attended a helpful training course, run by CCW, on this subject. The Chair was able to bring the recording of the session back to the Customer Research and Engagement Sub Group to ensure they had access to this material.

The company took YourVoice through its proposals for triangulation which, in our opinion, was thorough and in line with the principles of triangulation as outlined in our training. The company diagram below shows this work in practice and the opportunities for YourVoice’s challenge, review and feedback on the proposed process and the constituent elements taken into account to achieve a triangulated result.



- Frontier Economics helped to develop the mapping and triangulation framework
- It draws on best practice from the water sector, CCW, SIA partners and lessons learned from PR19

14. Golden thread

YourVoice has been keen to follow the results of research and engagement results through the triangulation process, and to the Business Plan. The term used to describe this journey is the ‘Golden Thread’ and the following working examples show the Board how YourVoice have been able to follow how key findings have influenced the Business Plan proposals.

a. Customer priorities work

Long-term research customer priorities:

- Showed customer priorities over time.
- Pointed to projections on what future priorities might be.
- Analysis showed future trends likely to be driven by cumulative events such as climate change.
- Environmental issues likely to be high over long term.
- Minimum service levels likely to remain high priority.

- Leakage and asset health likely to increase in priority.
- Affordability concerns may reduce over time.

How are these priorities seen in Business Plan?

- Supports improvements in resilience and asset health, pollution, leakage and environmental protection.
- Encourages prioritisation of these areas in short and long term.
- Supports prioritisation of environmental investment, including nature based, rainwater management.
- Highlighted areas for further work on inter-generational equity, social value which were included in Phase 2 work.

b. Long-term research immersive ambitions testing:

Key findings:

- Customers expressed their preferences for the levels of service and speed of achieving that service for each ambition area.
- Differences in priority mainly due to socio economic circumstances.
- Views were therefore explored by segment.
- Experience of discussion issues were key factors in support for more stretching ambitions.
- Majority feeling action now to improve things for the future particularly for core services such as maintaining pipes.

How are these ambitions seen in the Business Plan?

This research directly informed targets chosen for key ambition areas:

- Drinking water quality reduce complaints to 4 in 10,000 by 2050.
- Lead pipe removal ASAP – accelerate removal\maintain pipes and pumps.
- Asset health important to invest in and do not use short term fixes.
- Business plan aligned to customers' second preference of reducing leakage by 50% by 2050 but balance affordability/deliverability.
- Go faster on environment targets on consumption, long-term adaptive plan for water explores technological opportunities which could support acceleration.
- Sewer flooding only 1 in 300 years supported.
- Customers support social value creation but not prepared to pay for it. Ambitions should therefore concentrate on steady growth in employment and affordability and partnership working.
- Majority agreed with current carbon net zero by 2050 and feel it is ambitious enough.
- Customers want to explore investment beyond 'no regrets' taking a more proactive approach. This supports investment and enhancement areas including rainfall management, assessment of tank capacity prior to build, dynamic network management and lead removal

Appendix 1

Examples of high quality customer engagement

This appendix sets out some examples of the high quality research and engagement work carried out with customers and stakeholders and the nature of challenge and engagement by YourVoice.

a. Customer priorities

The company wanted to discuss service priorities with customers. This piece of research, completed in late 2021, helped the company determine key areas for the 2025- 2030 business plan, including the development of bespoke ODIs. This research followed insights into priorities in the past and gave a good view on how customer views were changing over time. Over 3,000 customers participated including household, business, low income, future bill payers, vulnerable customers and those who are not digitally active.

The research revealed the service expectations of respondents in terms of performance, as well as showing the areas that really mattered to North West customers. The increasing concerns for the environment and affordability were headlined. This gave the company the chance to look at views from different customer groups, for example those on low incomes prioritised supporting customers on low incomes whilst future bill players said protecting the environment was very important to them. Interestingly, business customers valued smart metering more than domestic customers, who were generally hesitant.

UW has used the research to prioritise investment areas prioritised by customers. Firstly, customers expect a safe, reliable supply of water and that wastewater is taken away efficiently. Improved resilience in the face of climate change is also a priority, alongside dealing with combined sewer overflows, all set around concerns about affordability.

YourVoice has closely monitored how customer priorities have been identified and addressed in the Business Plan and we have seen that water supply, water quality and reduction in interruptions, alongside environmental concerns have been prioritised for investment whilst balancing concerns over affordability of bills and help for people who are struggling to pay which have also been major considerations.

b. Long Term Delivery Strategy

YourVoice welcomed engagement with customers on United Utilities' Long Term Delivery Strategy. This work aimed to set the five-year business plan 2025–30 in the context of a 25 year delivery strategy.

The company discussed with YourVoice that it wanted its long-term objectives to be informed by customer views. Previous research has shown customers can struggle to consider the future particularly around the long-term implications of water use and investment. We discussed how best to help customers look towards the future and what it may hold for them in terms of water supply, customer experience, affordability, biodiversity and carbon/net zero ambitions.

The aim of the research was to:

- Understand customers' views, long-term priorities and expectations from their water company.
- Explore views on Uuw's ambitions, future plans and expectations against a variety of backdrops.

- Explore how these views vary across customer segments.
- Explore customers' views on intergenerational fairness, focusing on the balance between current and future bill payers.

A virtual approach was chosen to offer greater inclusion across geographies, demographics and types of vulnerability. Additional support was offered to digitally excluded customers.

YourVoice was involved at all stages of this work, commenting on materials, graphics, sample size and hearing the results of this work, first hand from the research company who had undertaken the work. Details are recorded in our research challenge document.

YourVoice felt that the way the company sought to get customers to think about the future and its ambitions was innovative and we observed that it really helped customers understand long-term scenarios and feel equipped to make comment.

c. Six Capitals

This piece of research aimed to see if customers supported U UW's shift towards a more value based decision making approach. It asked customers what value meant to them and what factors U UW should bring into its decision making processes, for example around society and the environment.

This interactive piece of work initially asked for customer views on what U UW does, as well as their views of the company in terms of satisfaction, trust and value for money. The session then explored how customers make decisions via an imaginary lottery win to see what factors they used to make decisions on how to spend their winnings.

Customers were introduced to the Six Capitals framework used by U UW and how it can be used for decisions customers have to make in their own lives using the example of spending the lottery win. Following these real life scenarios, customers were asked to look at issues U UW faces as if they were an employee of the company and as a Board member.

This research showed the Six Capitals approach and its understanding in decision making is high and that the framework considers a variety of important areas including the effect the proposal may have on the environment and communities.

This is an example of another piece of innovative and engaging research which we felt helped to explain and seek customer views on a complex area. Role playing and using domestic examples ensured an interested and considered response from customers on a difficult concept.

d. Partnership research driving behaviour change

Sewer blockages continue to be a major issue in the North West of England and stopping blockages is a collective issue that requires significant societal behaviour change. U UW has set out to use partnerships and iterative insights to tackle this problem, as different communities need different support and messaging.

The **partnership with Northern Roots in Oldham**, targeting a predominantly South Asian community, used community champions to boost understanding and engagement on sewer misuse, supporting the community to create materials to be used in the 'Stop the Block' campaign. Following its success, the company is using the learnings in other North West communities.

The company's **partnership with Keep Britain Tidy** allowed an understanding of the scale and usage of wet wipes nationally and was used to inform the 'Stop the Block' campaign and to highlight the threat of sewer blockages in particular areas. This research directly influenced a communications trial in a blockage hotspot on the Wirral. The campaign tested a multi-channel, hyper local approach and there was clear evidence of a reduction in poor flushing behaviour.

e. **Drainage and Wastewater Management Plan (DWMP) and Water Resources Management Plan (WRMP)**

UW took a novel approach to options appraisal with customers for these two important yet complex plans. A key part of the options development was accounting for customer preferences. A three week pop up community of 153 customers, 18 business users and 17 future bill payers was established, representative of the customer base across factors such as socio economic and vulnerability.

The research, observed by members of YourVoice, gave excellent information on how customers view the future of water and wastewater management in the North West. It was an example of good collaboration with customers and YourVoice saw first-hand how customers were able to understand different option types and the benefits and drawbacks associated with these. Subsequently this enabled customers to rank their priorities for solution types.

By taking this approach, YourVoice saw how it was possible for UW to develop an options hierarchy with customers' views and priorities in mind. We supported this hierarchy approach and saw how this directly informed the selection of a preferred blend of different options. Customers were very engaged in 'non concrete' solutions and supported nature based interventions, with an appetite for more education, innovation and smart ways of working. Across both the DWMP and the WRMP, the research showed there were similar patterns for customer preferences for meeting long-term challenges.

f. **Water visualisation research customer co-creation**

Members of 'In the Flow' panel were invited to take part in focus groups to discuss what customers wanted from a water visualisation tool to show their water consumption and reveal what was important to them when understanding water usage. The study showed that the biggest driver to save water and to be efficient was cost and that customers wanted a range of information about their usage including:

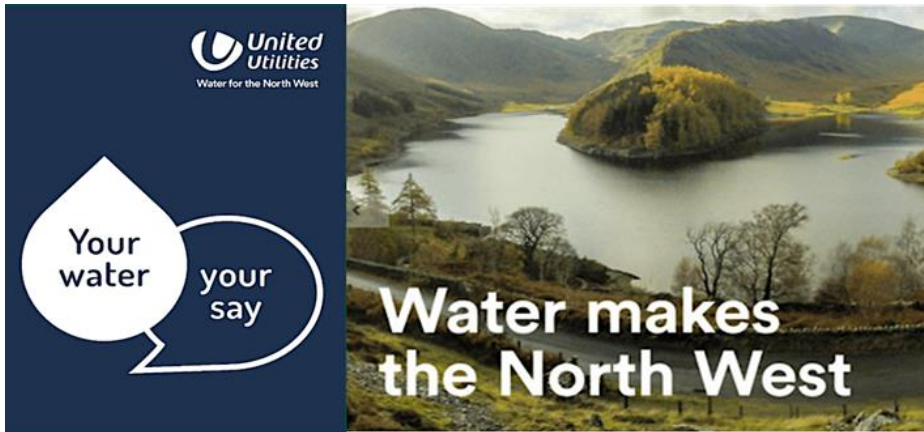
- Water usage by time of day;
- Comparison to water usage in previous years;
- Local average water usage;
- Setting goals/ a water budget comparisons to average water usage; and
- Information about which devices use more water

The work explored customer preference for language and terminology, explained water saving data, talked about incentivising water saving and discussed with customers options for data and information provision and gave visualisations of this.

Phase 2 showed customers a proof of concept developed following their feedback. Customers recognised and appreciated that their feedback had been taken into account in the co-creation of the tool and they were very happy with the result having looked at it on a mobile app. The resultant tool received an overall 66% satisfaction, 72% from metered customers and 60% unmetered.

YourVoice felt this piece of co-creation lived up to its description. It was clear customers felt empowered when they saw how their views had been listened to and played back to them in the visualisations.

g. 'Your Water, Your Say' online sessions



Ofwat and CCW prescribed the preparations and format of these sessions to give customers a chance to hear first-hand about long-term plans and specifically about proposals and bill impacts for the next Business Plan period. The aim was to hear customer views on the Business Plan proposals and on its affordability.

A second session in autumn 2023 will be held to feed back to customers on how their views have influenced the plan.

UJW discussed these events with YourVoice and proposed that in addition to the national prescribed event, it wanted to carry out events in each of the North West's five counties. YourVoice agreed that there is definitely a strong affiliation for customers with the county they reside in and applauded UJW's intention to make these sessions local and relevant to each audience, alongside encouraging attendance at the regional session.

The 'Your Water, Your Say' sessions were well attended, gave performance information and proposed improvement and investment levels for the next Business Plan broken down for that locality. The feedback was positive and participants commented on the opportunity to speak directly with the Chief Executive and her team to discuss issues which they felt strongly about and wanted to ensure the company was taking action on.

The local, county-based sessions were carried out in the week prior to the regional 'Your Water, Your Say' event. All sessions were promoted through numerous channels and through partners. The range of reach was shared with YourVoice, who made additional suggestions of potential attendees. These county meetings were moderated by the independent chair of YourVoice. Questions were taken on the evening of each event and from questions submitted in advance. A detailed record of the meeting was taken and signed off by the chair, supplemented with answers to any questions raised that were not answered on the night. This record has been placed on UJW's website, along with presentation materials shared at the sessions. Attendees were emailed with copies of the documents to review.

YourVoice was pleased to see that the company wanted to 'go local' with these sessions, to make them as relevant as possible to the North West audience and to give people a chance to challenge the company on future plans, bill impacts and issues they felt were needing attention. YourVoice's involvement in the event, and in making sure the event reached as many customers as possible, was welcomed by the company.

The prescribed 'Your Water, Your Say' meeting, chaired by a national independent chair, was also well attended. As with the county sessions, the Chief Executive gave a presentation on the Business Plan, bill impacts and performance levels, and was joined by the senior management team for a Q& A session. A full transcript of the meeting, including responses to questions answered on the night or submitted but not covered, was placed on the company's website along with the presentation. A follow-up event in November 2023 will also be held.

h. National Research

Ofwat and CCW commissioned the collaborative ODI research which was completed centrally by Ofwat with participants from each water company. Its objective was to provide customer valuations for the common Performance Commitments to feed into ODI rate calculations. Each performance area was translated into a customer impact and then customers ranked which of them had the highest impact using a choice experiment methodology. Following this, customers were asked to complete a compensation valuation exercise with a variety of price points, essentially revealing at what price they would prefer compensation over the interruption happening in the first place.

The initial plan was for these research scores to be mapped and triangulated with a number of data sources to establish customer led incentive rates for all water companies.

Once completed, Ofwat informed companies that the work had not generated usable ODI rate ranges and that they intended to use a top down approach to determining common ODI incentive rates for each company. Companies were asked to use the indicative ODI rates, provided by Ofwat's top down calculations, or propose alternatives, accompanied by compelling evidence UuW took YourVoice through this process and outlined areas where the company felt this indicative ODI rates did not reflect the view of customers, particularly around internal sewer flooding.

i. Water Resources West Customer Research

Water Resources West (WRW) is one of five water resources planning regions in England and Wales which aims to ensure the long-term sustainability of water resources across the region, whilst considering the wider needs of society and the environment. UuW's area is covered by WRW.

YourVoice has been an active consultee on the engagement work carried out by them and the YourVoice chair has attended relevant meetings. YourVoice has received regular reports from WRW. Its Director Richard Blackwell attended a meeting with us in June 2023, where we discussed customer and stakeholder engagement, customers' changing views and supply and demand in 2021, 2022 and 2023.

These updates ensure we are kept up to date on these important issues.

j. Affordability and vulnerability

YourVoice has a dedicated sub group to review UuW's work, operational delivery and research with customers who are vulnerable or having difficulty in paying their bills. This sub group has co-opted members from charities, money advice groups and Citizens Advice Bureau (CAB), other North West utility providers such as British Gas and includes representatives from Macmillan, Age Concern and disability charities. The group share best practice and have been instrumental in supporting data sharing between utilities, the fire service and others who hold relevant information.



In 2022 and 2023, UuW held Customer Vulnerability Summits bringing together local authorities, charities, disability champions, the third sector and local community organisations to discuss current issues, solutions and best practice. The Priority Services scheme was discussed and the Fire Service shared how it is delighted to support this offering. The event was well attended with much positive feedback.

The company supports the hardship hub in the North West, which brings together all potential areas of financial and other support for people in need, vulnerable or having financial difficulties. YourVoice feels that the support of U UW has been essential in moving this great tool forward. The hub can be accessed by many organisations in the region and is the only such online service that is available.

Several pieces of engagement with customers in the recent past have shown how concerned customers are about the cost of living crisis and worry about the ability for people to pay their bills. U UW has been aware of this as a constant as they have engaged customers in and formulated the business plan.

There is no doubt that U UW has continued to understand the need for affordability support to customers, as the North West has a very high level of deprivation. It has attempted to understand how deprivation and other factors affect individual customers and increase its understanding of how to engage with all these customers. At an affordability engagement session, the company invited a team to offer financial support advice following the meeting to support customers who were financially struggling

YourVoice considers there is good evidence that U UW is operating in a customer-centric way and encourages customer feedback. The company has an ongoing understanding of its customers' priorities, needs, service level expectations and is engaging them on issues that really matter to them. It is clear that the company treats its customers as active participants with useful views and not just recipients of services.

Appendix 2 Your Voice Challenge/Issues Log: June 2020 - June 2023

Challenge/Issue	Group date	Outcome Impact
Your Voice Panel The PR24 timetable appears tight. YV's challenge to UU is to demonstrate that it is in a position to meet these business plan deadlines?	Your Voice - 10 June 2022	UU has already started its PR24 planning work and the timetable is broadly in line with what was expected. Planning Team are in place across UU and UU can test UU's progress via regular update reports and attendance at specific UU PR24 research events and by keeping in touch with other ICG's (COG). PR24 has featured in 17 agenda items since October 2022, including 14 UV meetings, including a dedicated ODI (common and bespoke) session.
YV challenged UU to make sure that stakeholders can access all customer research information?	Your Voice - 10 June 2022	UU responded by agreeing to include relevant information via open access to information on the UU website, a regular stakeholder newsletter and other emerging channels.
YV challenged UU to ensure that customers understand how investment cost increases will be shared between UU Shareholders & UU Customers. And that this information forms part of the PR24 customer affordability & acceptability consultation process. YV recommended showing bill increases including inflationary adjustments.	Your Voice - 10 June 2022	UU accepted this challenge and UU will ensure that Customers see the impact of proposed annual increases alongside inflation adjusted increases over the duration of the five year plan. It was agreed that this information would form part of the consultation interviews and the public consultations.
The potential scale of the proposed PR24 investment is however. YV would like to understand customers views around this significant increase in investment - challenges.	Your Voice - 10 June 2022	UU will ensure that it shares customer views about the scale of the bill increases and the proposed extra investment with Your Voice.
YV asked how easy it is to build constructive working relationships with the combined authorities (LCI and GMCA)?	Your Voice - 10 June 2022	UU have open engagement with the Combined Authorities. However working with the regions Unitary Authorities can be more of a challenge. UU will be responding to this engagement challenge by restructuring its communication teams to focus upon specific sub regions (Lancashire, GMCA, LCI, Cheshire and Cumbria).
Per Capita Consumption levels (PCC) performance remains an ongoing area of concern for YV. The Panel would like to see more information about how UU intend to improve its performance in relation to this performance measure.	Your Voice - 10 June 2022	UU continues to undertake significant water conservation measures and consumption levels are returning to pre-pandemic levels. UU will set out its detailed approach in a deep dive report to a future Environmental Sub-Group meeting.
YV members should be able to attend UU debriefing sessions on completed research projects.	Your Voice - 10 June 2022	UU agreed to invite YV members to attend all customer research debrief sessions. UU will also maintain a log of all YV inputs into its research projects, specifically PR24 research.
The performance measure for Water Quality to meet RAG rating for the last 3 years also remains an area where YV would challenge UU's approach to improving its performance against this measure.	Your Voice - 10 June 2022	UU will be reporting back to the Chair's meeting in November 2022 regarding the quality of water. UU believes that the direction of travel is in the right direction and that there is a strong internal focus to improve this performance measure.
Customer Engagement Understanding the way in which UU triangulates and weights the various research elements is critical for YV's challenge remit. YV asked to be included as a key stakeholder in the proposed assurance of UU's approach to triangulation in developing PR24 proposals.	CESG 14 June 2022	YV is included as an independent stakeholder for external assurance by UU on its triangulation of research evidence. YV given the opportunity to provide feedback on the emerging findings and receive the final assessment results.
CESG asked how UU can satisfy YV that its customer research systems and processes are rigorous and robust.	CESG - 14 June 2022	UU will include YV in the development of the external assurance process.
CESG members should be able to attend customer research feedback events such as workshops.	CESG 14 June 2022	UU currently uses two external assurance systems. Your Voice offers a challenge to UU's customer engagement research proposals and its research systems. The more technical research methodologies are the subject to external independent validation, scheduled to take place summer 2023. The output from this technical exercise will be shared with YV to provide it with further assurance about the strength of UU's customer research methodology.
CESG asked how much of the current customer research is subject to an external challenge or the subject of further external assurance.	CESG - 14 June 2022	UU accepted that not all its customer research is externally validated. However, it intends to implement new CSG advice regarding the customer research best practice.
The Group suggested that UU introduce a system of "you said we did" in relation to customer feedback and comment. This is in use across a range of other sectors and the Group share a copy of an NHS "You Said We Did" document. The Group also highlighted that other organisations also maintain a Lessons learnt Log.	CESG - 14 June 2022	UU currently use a system of customer feedback loops to ensure communities and customers understand how their input contributes towards service development. UU accepts that there is an ongoing challenge to ensure customers can contribute effectively to research projects.
CESG asked if UU's research plans reflect YV's input comments and suggestions.	CESG - 14 June 2022	UU confirmed that YV's comments and suggestions are reflected in individual pieces of customer research. UU has collated Your Voice's input into its research programme and specific customer consultation projects.
Affordability & Vulnerability The Panel would encourage UU to get a stronger understanding of the needs of customers who are trying to deal with the cost of living crisis and to ensure that its support reflects the challenges customers are facing.	ABVP - 7 September 2022	UU agreed to strengthen UU research into utility providers. UU will accept that customers would benefit from more data sharing arrangements and it will look to share information with other third parties such as the fire services and housing associations to benefit for customers, especially vulnerable groups.
The Panel would like to see customers benefit from more data sharing between UU and other utilities and support agencies.	ABVP - 7 September 2022	UU are sharing data with gas & electricity providers. UU just that customers would benefit from more data sharing arrangements and it will look to share information with other third parties such as the fire services and housing associations to benefit for customers, especially vulnerable groups.
Customer Engagement The Group asked how UU will decide its own bespoke ODI's and what role YV will play in deciding and agreeing these performance measures.	CEG - 28 September 2022	UU confirmed that YV will be involved in all stages of the development of its proposed Bespoke OD's. YV has already helped reduce the Bespoke ODI submission from 20 to 6 measures.
The Group challenged UU about how it would ensure the comprehensive customer research underpins its PR24 business plan given the tight submission deadlines.	CEG - 28 September 2022	UU are committed to delivering the new investment Business Plan by October 2023. UU will meet YV's customer research challenge by involving YV members in all stages of its PR24 research proposals and would demonstrate progress to YV via a series of progress reports and by maintaining a research log.
YV challenged UU to engage with disengaged customers and to ensure that they have a voice in this consultation process.	CEG - 28 September 2022	UU responded by agreeing to ensure disengaged customers view are captured via its research methodology. This methodology includes a range of engagement techniques and involves working with research consultants (British Think) to ensure disengaged customers have a say in the consultation process.
The Group challenged the use of the label "disengaged". The Group felt that the onus should be on the service provider to maximise engagement.	CEG - 28 September 2022	UU confirmed that they would seek re-creative wording (disengaged) going forward.
The Group questioned the way UU offered incentives to research participants.	CEG - 28 September 2022	UU confirmed that it followed MRS customer incentive guidance. However, it accepts that this may not reflect the consequences for customers state benefits or tax credits. UU confirmed that they would review these guidelines to ensure that customers are not adversely affected by participating in these research surveys.
Group members asked that UU include the YV challenge, feedback and input into future research reports, including YV feedback around research projects, suggesting an additional column showing the impact of YV's challenge or support.	CEG - 28 September 2022	UU confirmed that it will action this challenge within its Research log.
YV asked how UU would demonstrate that its Bespoke ODI measures would "stretch" the company and do not reflect business as usual Bespoke ODI indicators?	CEG - 28 September 2022	UU stated that it would demonstrate customer research driven, added customer value measures that would be scrutinised by YV.
The Group asked why should customers pay more to improve service standards if the current service standards were below reasonable expectations?	CEG - 28 September 2022	UU confirmed that they would take this performance challenge into account in the bespoke ODI selection process. Ultimately, the regulator would have to sign off any proposed bespoke measure. The regulator has access to information about UU's previous performance and also holds comparator data about other water companies.
Environmental & Social Capital YV challenged UU about its intention to focus on an online WRMP consultation exercise. Group members felt that there should be a role for face to face interaction.	ESCG - 11 October 2022	UU confirmed that it would consider this YV's comments, although On Line consultation sessions have previously worked well across the North West region. Specific face to face customer consultations will form part of the engagement process.
YV stated that it was important that UU ensures The Right Tone in the Right Place and that UU's approach includes for effective face to face interaction.	ESCG - 11 October 2022	UU accepted this challenge and would continue progress against this standard in future presentations.
YV asked for assurance about UU's approach to maintaining Asset Resilience e.g. water waste treatment sites.	ESCG - 11 October 2022	UU explained that water treatment and wastewater would drive the investment plans in AMP6 and onwards into AMP7/8. This investment will underpin UU's asset maintenance plan.
YV challenged UU about how investment innovation and value for money would drive its proposed PR24 Delivery Model.	ESCG - 11 October 2022	UU confirmed that the investment delivery model wasn't written in stone and that there would be more time for identifying delivery innovations after the plan is submitted. Given the likely competition for a limited pool of delivery contractors, UU expect delivery innovation to help tackle its investment delivery challenges.
It's important for the company the use of innovative techniques to enhance the potential for positive customer responses and behaviour change.	ESCG 11 October 2022	Ongoing customer communication plans will take account of this feedback and will aim to amplify examples of areas where UU is already leading on innovation.
What can UU do to incentivise customers to adopt sustainable drainage solutions for example via bill discounts.	ESCG 11 October 2022	A 95% discount on infiltration charge for developers diverting surface water from the street has been introduced by UU.
YV wants to be assured that these proposed Business Plan investment levels will be achieved?	ESCG - 11 October 2022	UU confirmed that YV can seek assurance by consulting its detailed investment delivery plans, starting with its procurement delivery plans and sub regional investment partnership proposals.
Chair Meeting YV believes that Water Transfer will have a big impact on the North West as UU will be a potential exporter to other regions and YV want to ensure that North West residents' views are reflected in any specific proposals and that this project has comprehensive customer engagement plans.	Chair Meeting - 26 October 2022	Water transfer consultation and engagement will be a theme for YV involvement in 2023/2024. The Water Transfer timetable means that YV will keep a watching brief on this issue for the time being.
YV asked if UU could use some of its social media work, especially its regional TV coverage and other comms to raise awareness about its Priority Service schemes.	Chair Meeting - 26 October 2022	UU will respond to this challenge by reviewing its plans and will come back at a future session.
YV challenged UU not to let the tight PR24 timetable limit the scope for including green solutions and emerging technologies within its investment plans.	Chair Meeting - 26 October 2022	Following YV challenge UU are planning for around 40% green/blue solutions within its PR24 business plans. There remains scope to increase this proposal following discussions with the regulator, supply chain and stakeholder groups.
Affordability & Vulnerability Panel YV challenged to work more closely with the Third Sector to support customers struggling to pay their bills.	ABVP - 1 February 2023	UU agreed to submit its plans to work with others to further cocreate.
Environmental & Social Capital The challenge for UU is to effectively link these benefits arising out of UU's PR24 investment proposals?	ESCG - 9 February 2023	UU confirmed that there is a clear thread between its business plan investment proposals and specific customer benefits and that YV can monitor these specific benefits.
Stakeholder Sub-Group YV asked that there should be more in-depth research into what customers think about these specific Bespoke performance commitments. This would estimate the strength of UU's understanding of the level of support for these Bespoke measures.	Stakeholder Sub-Group - 24 April 2022	UU confirmed that it has responded to this specific challenge to ensure that there is a clear thread between its plans and customer research findings.
Consideration needs to be given to how best to encourage stakeholders to engage with UU and whether there are more effective ways of engaging with key stakeholders (e.g. blogs).	Stakeholder Sub-Group - 24 April 2022	This feedback will be taken into consideration in planning future regional and sectoral consultation exercises. Specific consultation events happen infrequently as YV and UU agree.
Need to understand more fully the balance between risks and benefits and bill impacts for NW water customers arising from any future water trading arrangements.	Stakeholder Sub-Group - 24 April 2022	Water trading is an emerging issue and will continue to feature on YV agendas.
YV suggested engaging with the LEP or Devolved Administrations to see if there are resources to support skills development to ensure that the investment plans can be delivered.	Stakeholder Sub-Group - 24 April 2022	YV members to provide UU information re Boot Camps.
Customer Engagement meeting YV want to ensure that the proposed lead pipe replacement plans work for the region and its vulnerable residents.	C/Eng 28 April 2023	UU confirmed that it is seeking to expand this provision and recognises YV concerns and will provide information about the numbers of customers who can benefit from the proposed bespoke lead pipe replacement ODI.
The group requested the opportunity to review the full set of bespoke proposed performance commitments, targets and measures, including how customer research evidence has been weighted and triangulated.	C/Eng 28 April 2023	Full package of proposed bespoke performance commitments, targets and ODI's will be considered in detail across several YV and sub group meetings up to October 2023.
YV confirmed that it's important for it, as the ICG, to understand the selection criteria underpinning these draft bespoke measures. The Chair's group will be writing to UU about its bespoke measures concerns.	C/Eng 28 April 2023	See response to YV bespoke measures challenge set out below.
Your Voice Chair Meeting YV challenged the use of the phrase "water without worry." YV feels that this message could undermine UU's other water conservation messages and the need to reduce PCC of water.	Chair meeting 23 May 2023	UU accept this challenge and will be reflecting on this statement and UU will detail its views in its response to YV correspondence regarding the bespoke measures.
Environmental & Social Capital Sub-Group YV challenged UU to adopt the NCS desktop standards for large scale investment projects.	ESCG 15 June 2023	UU agreed to investigate these standards and to confirm acceptance or why it cannot adopt these standards as part of its investment delivery.
The Sub-Group wish to see UU working with other stakeholders (BA) to explore the opportunities for integrated catchment management aspects of the WMP.	ESCG 15 June 2023	A number of integrated catchment management schemes are underway.
UU should look at broader environmental issues such as water stewardship and business interaction with the environment and local forward proposals to deal with these issues.	ESCG 15 June 2023	This suggestion was noted and will be taken into account in scheme development.
UU customers should not be paying clean up costs of pollution incidents caused by large companies taking shortcut costs.	ESCG 15 June 2023	Cost recovery is part of the prosecution process and UU has experience of recovering costs from offenders.
YV want to ensure that UU target the lead pipe replacement scheme at the most deprived customers and the most deprived areas and agreed to share its vulnerable communities profiling information with this group.	ESCG 15 June 2023	UU believes that it is targeting the lead replacement pipes at the most deprived SOA and will confirm its approach in more detail.
Stakeholder Engagement Sub-Group YV want to be certain that UU are doing everything it can to improve the quality of the regions River Water and want to challenge current practices via an deep dive into current practices, including comparative data.	SESG 22 June 2023	UU will return to the group with a deep dive into the issue of River Water Quality.
YV also challenged current pollution abatement performance and requested a further deep dive into this issue at the Environment & Social Capital Sub-Group.	SESG 22 June 2023	UU will return to the group with a deep dive into the issue of pollution.
YV identified the region's rainwater as a potential opportunities and want to understand how UU can turn this from a liability into a potential asset.	SESG 22 June 2023	Report back with a deep dive report in 6 months.
Customer Engagement Sub-Group Following the regulator's rejection of the proposed bespoke PC's YV want to ensure it understands the customer research basis of any subsequent bespoke ODI's re-submission.		
Bespoke ODI correspondence YV submitted a detailed challenge to UUW in relation to its four bespoke performance measures. The proposed measures are Water without Worry, Love Windermere, Support for Non Household Bill payers and Carbon Reduction.	Your Voice 01/08/2023	UU's provided a detailed response to each of these points raised by YV. As a result, UU has amended its OPWA bespoke performance measure submission. A copy of the full response is available.

09/09/2021	Customer Priorities Research	Stimulus	Andrew White	"In this way, TUB resilience can be improved from a 5% chance each year to a 2.5% chance. I wondered if there was a clearer way to express this – avoiding use of the word resilience and also explaining what the 5% and 2.5% risks mean in practice (ie 1 in 20 years to 1 in 40 years).	
15/09/2021	Customer Priorities Research	Research Guides	Bernice Law	"I am still a little concerned however, about the PCC point.... I can't see why we are jumping straight to a question about differential charging in work on priorities, presumably reducing Pcc is one of the potential priorities. Maybe this question is for the wtp stage of research.... would you pay more if you use over water. I don't recall any discussion on this option or others (apart from meters and asking people to save water) as a way of reducing pcc, as this throws up all kind of questions. Should we have something on this as an agenda item or discuss when we look at under performance on this measure. My comment about opportunities rather than activities was just that UU don't give activities more like opportunities, but I take your point	
13/09/2021	Customer Priorities Research	Customer Discussion Guide	Tayo Adebawale	"1. Slide 1 - Consider asking not to something more tangible eg. 30,00 hectares x no. of rooftop pitches *2. Slide 2 is there a reason for the different shades of blue? *1. - Good that UU team is explaining role of UU re water supply; *2. Water Usage and Previous Experience: consider asking about flooding link to using impermeable resurfacing of gardens and drives. *3. Typo I think final slide 4th point should be 'out' rather than 'on'	
10/01/2022	Sewer Flooding Valuation Research	Questionnaire	Bernice Law	"Are there any pictures or movies with sewer flooding to show? *Question 12 do you think period products is the right term, how about being more specific eg nappies, tampons, sanitary towels, incontinence pads *Question 13 - Proving who has blocked difficult and they'll know that *The potential £50 a day fine....for what....the length of time drain is blocked *Difficult to get sensible response to this question without more information on how catch misusers and how fine is administered, ie through the company. Court etc	
11/01/2022	Sewer Flooding Valuation Research	Questionnaire	Tayo Adebawale	"Slide 13 - Is it the case that the customers will know whether the incidences are, or are not, related to one another? Slide 17 - Will customers understand what a release point is? Is there an opportunity to provide a simple definition of what sewer flooding actually is, and to distinguish it from the other types of flooding. Arguably sewer flooding is the worst type of flooding, as in sewage, and all that that can entail. *Slide 18 - Is there an opportunity to provide a simple definition of what sewer flooding actually is, and to distinguish it from the other types of flooding. Arguably sewer flooding is the worst type of flooding, as in sewage, and all that that can entail. *Slide 26 - See my earlier comment, re types of flooding, consider putting this information earlier in the survey. *Slide 30 - A question that sprung to mind here, is that if 50% of blockages are caused by customer abuse, what % of the remaining 50% could be allocated to UU, and do UU currently, or in the future intend to pay increased compensation to the customer sewer flooding? Consider providing some of this detail here. *Slide 31 - See my earlier comment above, re UU and its compensation to customers when it is at fault. *Slide 32 - A nice simple explanation of why the profiling is required for this research, would be helpful here. *Slide 40 - Out of interest do the customers taking part, get any feedback re the final results? This could help customers engagement re UU and the role they can play re improving the service they receive.	
11/01/2022	Sewer Flooding Valuation Research	Proposal	Tayo Adebawale	"1. It will be interesting to see the difference in results re the customers who have, and those who have not experienced sewer flooding, and repeat sewer flooding. (It is good to see the question which allows customers to share their experience, in their own words). *2. I would welcome further information/discussion perhaps in the next CEG re UU plans / intentions re the possible penalizing of customers for repeat sewer flooding abuse, historical or otherwise. *3. Trade offs: how UU consider actual severity / impact, of sewer flooding and repeat sewer flooding, on e.g.schools, highways, care homes or hospitals, and the evidence, historical or otherwise. *4. Does the sample of customers include representation of the Diversity within the NW region?5. Finally I was wondering, in the UU Research Brief, is the line "UU removing and treating wastewater behind the scenes", a return to the 'silent service' term previously used by UU?	
04/07/2022	Smart Metering Research	Research Guides	Tayo Adebawale	"1. I do not understand whether the smart meter would enable the customer to keep track themselves of their water consumption, (similar to the energy meters), etc. without the need to use a computer or phone to see their water use. Or whether the meter was something, which only UU would be able to access, and then provide this information to the customer? *2. I was not clear what the term 'Bill through the water meter' meant. How would this differ re those customers who already have meters? *3. I felt that the research learnt towards the customer being reliant on UU taking responsibility for reducing the individual customers water consumption, via its monitoring of	
29/05/2022	WRMP Acceptability Testing	Research Guides	Bernice Law	"Summary slides - installing smart metres this won't reduce leaks as suggested but detect them *Inflation - I think bearing in mind CPI and RPI are over 10% putting a 3% example is not giving current situation *Smart meters do we explain anywhere difference between water meters out in pavements and smart meters, who would install them, at what if any is the cost to householder and where they'd be placed in the home as this has been seen to be a customer concern in the past.	
24/05/2022	WRMP Acceptability Testing	Proposal	Bernice Law	"Just one question what is the reference to using 12 year olds in the research considerations section? It is not an easy topic to do research on. Would look forward to seeing the detail in due course	
13/08/2021	Sewer Overflow	Research Guides	Tayo Adebawale	"to this slide well) *Slide 3 - Wastewater slide could be more explicit i.e. flushing toilet etc. Not sure whether many would understand diagram / pictures for wastewater. *Slide 4 - Consider making it clearer that rainwater needs to be cleaned before consumption. (I often here people ask why should we pay for water when it comes for free from the tap) *Slide 5 - Will customers understand the term 'catchment', & what a pump station does re the diagram; consider adding a little more detail re both. *Slide 8 - 'which means that', consider removing these works. They don't really add anything and could be read as nothing can be done to improve the situation. Also the 'extremely diluted sewage', could imply that there is not a problem re sewer overflows. (Which clearly is not the case as revealed later on in the presentation). *Slide 9 - Consider introducing the concept of surface water earlier on in the presentation, and distinguishing it from wastewater, e.g.slide 4,5, or 6. Also 'this is likely to result in a greater no. of spills from CSO's in the NW'. Is this not actually the case, i.e a norm in the NW? Could some actual data / comparison re UU's performance nationally be provided here? *Slide 10 - This slide appears to repeat the 2 earlier slides 8 & 9? *Slide 11 - May be worth adding to the list: (a) possible increase in insurance, or difficulty getting insurance; (b) impacts on health and wellbeing (rather than extremely distressing); and (c) difficulty selling ones house, or decrease in house value *Slide 14 - Great re educating on blockage prevention. *Slide 16 - Urbanisation, could it be written in a similar way to slide 14, so customers can see clearer that they may have a role to play. *Slide 18 - Climate Change and population growth...(Typo 'if' *Slide 20 - Links to my comment re slide 8 above. Consider including in slide 8 something about impact albeit 'extremely diluted sewage'. Re number of times the average storm overflows, consider adding something about the importance of the strength of the overflow, not just the no. of times it overflows a month. *Slide 21 - This links into my comment above: i.e. impact not just related to no. of times a sewer overflows. *Slide 23 - States 9-10% (if I've got the maths right), of rivers are believed to be impacted by sewer overflows. The paragraph 'when sewer overflows spill..... Could be read as making light of this fact *Slide 25 - Does the 40% of overflows having a screen, imply that 60% require a screen? A bit more information hear would be helpful, re why 40% *Slide 27 - It would be helpful here to have a comparison re numbers of 'recreational waters' in the NW not designated as bathing waters. *Overall - An informative presentation. However the presentation could be argued to underplay the impacts of Sewer Overflows. Consider adding more nuance particularly at the beginning of the presentation, so one can clearly see why UU is taking this matter seriously. -the wide range of impacts both positive and negative sewer overflows can have	
05/03/2021	Asset Health	Research Guides	Tayo Adebawale and Bernice Law	"1. Was there a difference between the different age groups? *2. Was there a difference between the different income streams? (As it appeared that the customers with a lower income tended to budget and plan more?). *3. During the two research sessions Tayo attended (Groups 1 and 3), she is concerned that the customers appeared to differ on the final solutions re the scenarios proposed, but the debrief appeared to suggest they all agreed on the same option for each scenario?	
05/03/2021	Asset Health	Research Guides	Tayo Adebawale	"Quant data: * How might the research impact on UU's thinking on the importance of environment and climate change to it's customers? * How might the research impact on UU's design of its assets, re end of life scenarios, and environmental and sustainable impacts?	
30/07/2022	Bioresource Pathways	Research Brief	Rob Loughenbury	"Initial reflection is that the research will benefit from a strong framing re. balancing the need for environmental action with managing bills and the cost of living. *The mention of 'trade-offs' seems to be very much in the right space and will be interesting to explore. *If we are asking customers about different things UU can do with Bioresources, what are the criteria by which they would prefer one option or another?	"Criteria created through pros and cons, and points within survey question
01/08/2022	Bioresource Pathways	Research Brief	Lucy Byrnes	"Only question would be are you planning to do questions before and after the face to face workshop. Le 'aware' v's 'not aware' to see how much difference this makes to any willingness to pay.	"Initial questions on customer knowledge added to beginning of topic guide
19/08/2022	Bioresource Pathways	Stimulus	Bernice Law	"Having stated we are proposing to ensure people are spotting that certain pathways have an impact on river water quantity and others don't *Adding more context – ultimately changes in regulation mean we can't carry on the same as we have been doing as this impacts river water quality. Some of the pathways are new technologies, not tried and tested and more expensive, so why would customers choose them? Need context that these are more future focused options. It is possible to invest in immediate options that work for the short term but have an eye on these longer term options. Essentially investigating it alongside a more tried and tested solution. Do customers want us to do this? Need to ask in a non-leading way by adding context. *Pros and cons diagram wasn't easy to understand (changed already)	"Added considerations into topic guide, as well making sure river water pros/cons are clear in the pathways *Pros/cons table already amended

24/08/2022	Bioresource Pathways	Stimulus	Tayo Adebawale	<p>It is incredibly hard to try and explain Bioresources in a 3 hours workshop, in a way that enables participants to make informed decisions on complicated solutions going forward.</p> <p>*I did not find the material in particular engaging, as I felt in many cases it was more complicated than needed.</p> <p>*I felt the material was not very easy to understand.</p> <p>*I felt there was too much material in there for a 3 hour session. Consider reducing the number of activities, to enable more reflection and discussion.</p> <p>*Note my comment re CSO's in Topic Guide, (i.e. Water arguably is so topical at the moment so issues such as CSO's, and others hitting the headline where relevant consider including).</p> <p>*Also note wording re:</p> <ul style="list-style-type: none"> - a. 'UU Prevent sewer flooding'..... - b.' UU ensures sufficient wastewater treatment and drainage.....CSO issues.' <p>*Pathways Script: issues, re microplastics could be the next 'big issue' to hit headlines, and or heavy metals etc on land. How will this be considered in the decision making process?</p> <p>*Pros and Cons: Incineration, possible air pollution issues etc not considered. Need to ensure that the way incineration is presented could not be seen as biased.</p> <p>*It would be interesting to see if OFWAT / CCW has conducted or is planning to conduct any national research on Bioresources, and if so how this compares with UU's research.</p>	<p>*Provided figures to help customers understand the scale of sewage and sludge processed by UU (e.g. 160 Olympic sized swimming pools a year).</p> <p>*Amended wording on Slide 8 (thing we use/don't use in sludge) to add clarity.</p> <p>*Provided images of sludge stockpile on farms to add to customer understanding of storage issues.</p> <p>*Provided more context on the meaning and timescales of the regulation changes and are sending this out before the group and reiterating it during the session. We've cut down a lot of the in depth information and provided a more high level view which contains the actual impact on the Bio resources pathways.</p> <p>*Added more information on the difference between pellets and Biochar, as well as potential benefits.</p> <p>*Facilitating an exercise on the trade-offs between priorities (e.g. carbon vs river water quality) before introduction of pathways to understand customer preferences.</p> <p>*Changed 'Carbon footprint' to 'Carbon footprint and air pollution' to encompass emissions in the pros and cons and made this more clear for incineration</p> <p>*Added 'also known as Net Zero' to the explanation of Carbon Net Zero.</p> <p>*Added a discussion point around how the participants feel about micro plastics when talking about the unusable components of sludge.</p> <p>*Added a note for the moderator regarding CSOs and potential impact on Bio resources in case this comes up spontaneously in discussion.</p> <p>*Added further information on the separation of water and sludge, and the following thickening process.</p> <p>*The session ran out of time and we didn't have time to show the pros and cons ranking and the potential bill impacts. We have shortened the beginning to allow more time to address pathways and ask questions about the trade-offs.</p> <p>*Decided to pre-task some of the UU educational content to free up some time, including what UU does and how the sewage system works.</p> <p>*Removed slide/discussion on 'Definitions of emissions, pollutants, and by-products' as didn't add any value to the conversation.</p>
02/09/2022	In Debt Research	Research Materials	Peter Fitzhenry	<p>I wondered if you'd considered adding in a control group of social housing tenants where the council or housing association landlord collects water rates alongside their rent? This would compare/contrast how similar groups of people behave and also show the de/merits of landlords collecting water rates?</p>	<p>*For this piece of research we are looking to target customers who we deal with directly and our propositions can have direct impact on. Any learning from this will be built into the campaign work we undertake with our social housing partners to promote the affordability schemes we have for customers.</p>
05/09/2022	In Debt Research	Research Materials	Stuart Dunne	<p>*Opening script sounds fine, I'm just wondering if an hour is too long and whether this will skew the results as the interviewees will just want to get it over with.</p> <p>*UU is asking for some very personal data, have you considered whether the interviews will be willing to talk to strangers in such detail?</p> <p>*Have UU considered speaking to the services that support disengaged, rehabilitated and at risk as well?</p> <p>*Payment of £20? Is this cash or voucher? I think you need to be careful of cash incentives as it can be classed as income. In addition, there may be some moral considerations to make around risk.</p>	<p>*The interview is quite dynamic with lots of questions and conversation so this will keep the customer engaged. BritainThinks have advised that in their experience, 60 minutes is quite a standard in-depth interview length, and they find that most participants engage really well and have a lot to say in an hour. The struggle is more finishing on time than the opposite!</p> <p>*Throughout the process, the agency have been reiterating that everything the customer says is in confidence and that they are independent of UU. BritainThinks have advised that for the personal data, they'll reassure them but people are usually very happy to talk about their personal lives with them, thanks in part to the reassurances they give and sensitive moderation style. We also find the types of people who don't feel comfortable talking about their lives in detail don't usually sign up.</p> <p>* We did consider involving them in the research but felt that we already are in constant touch with those organisations and get feedback on our approach all the time. We also have the affordability and vulnerability panel where we have regular discussions with a range of organisations on our approach etc. The focus needed to be on direct customer feedback.</p> <p>* In terms of the incentive, we know that there can be concern about payment impacting on benefits, which BritainThinks make clear to participants when we recruit them. We will offer a voucher option if participants are concerned about this. BritainThinks do a lot of research with low-income and vulnerable groups and find that paying cash is fine (if they don't want to be paid via voucher) – re the moral considerations. To clarify, we are paying £50 for the main interview, and then £20 for the post-task/follow up interview.</p>
06/09/2022	In Debt Research	Research Materials	Bernice Law	<p>survey, albeit they are one to one with the interviewer.</p> <p>*I wonder if people understand open banking...do you think it needs more description including that it doesn't give UU access to their account anything that is done is with their consent</p> <p>*Another question is on Priority Services and I am not sure of the link here. The scheme is to help vulnerable and elderly people and is the research suggesting that if they are on the register they can get extra help and advice.....I'm not sure I would like the scheme being thought of as something to do with debt, as it could put people off registering. Can you explain to me and in the survey what this means please, what are hippy suggesting?</p> <p>*Presumably we are paying people to take part in this survey, rather than crediting their water account with the payment? Could it be a credit to their account or would that affect take up?</p> <p>*How much is the incentive payment please?</p> <p>*I particularly like the idea of reducing number of help schemes for people who can't pay. I would be very interested in what may be being proposed here because I am sure everyone would want more simplified systems that cover various eligibility.</p> <p>*A thorough piece of work which YV will clearly want to watch carefully and review the outcomes.</p>	<p>*As above, the interview is quite dynamic with lots of questions and conversation so this will keep the customer engaged. BritainThinks have advised that in their experience, 60 minutes is quite a standard in-depth interview length, and we find that most participants engage really well and have a lot to say in an hour. The struggle is more finishing on time than the opposite!</p> <p>* This has been noted and we will add further explanation on open banking.</p> <p>* This has been noted and we will further explanation on how the priority service link will work.</p> <p>* We have taken advice from BritainThinks to not credit people's accounts for a variety of reasons including take up and data protection as United Utilities will not know who has taken part. In addition to this, in the official regulations for administering incentives from the Market Research Society, there are rules about not offering client goods or services as incentives and that the research supplier (or sub-contractors) should administer the delivery of incentives to participants (as opposed to the client).</p> <p>*£50 for the main interview, and then £20 for the post-task/follow up interview.</p>
09/09/2022	In Debt Research	Research Materials	Tayo Adebawale	<p>*I thought removing the last UU research project on this topic, it was agreed that some thought would be given to changing the terminology re 'Disengaged' customers' is this still the case? Other terms to consider changing would be: 'rehabilitated', and 'engaged'</p> <p>* Consider making the stimuli, more stimulating. Using images etc, to really capture the customers imagination and attention, and helping to keep them more engaged. For example you could comment on the numbers of UU customers you have already helped to pay their bills.</p>	<p>*The customers themselves would not be exposed to these terms. For internal use, this has been taken up with the billing team.</p> <p>*Wording reduced and images added</p>
09/09/2022	In Debt Research	Discussion Guide	Tayo Adebawale	<p>* No mention of customers currently in difficulty with their bills</p> <p>* Is there a nicer way to say this [I have a lot of questions to get through], where concern is for customer rather than researcher finishing on time? Or reduce the no. of questions.</p> <p>* Recordings will not be seen by any UU staff?</p> <p>*Section 1: Consider referring back to purpose of experiment i.e. helping UU customers.</p> <p>*Section 1 Q2: Consider combining these 2 questions to a combined list, as am not sure there is a separate II division re "personal level"? Also it cuts down on the no. of questions.</p> <p>* Section 3 Q3: Is there an 'and why this method?' missing here?</p> <p>*Section 3: Would a question here about 'what bills do you tend to pay first and why?' Be helpful</p> <p>*Section 4: Would it be helpful in this section to have a question re 'How helpful, they found UU's response when they did reach out?'</p> <p>*Section 5: Consider adding engagement to help their customers?</p> <p>*Wrap up: Consider making this aim: i.e. 'engagement to better meet the needs of our customers' More prominent throughout this research.</p>	<p>*Added</p> <p>*We usually position this as concern for the participants' time, so I will amend the writing to reflect this</p> <p>*No they will not for these initial interviews, but UU staff will be able to see footage from the follow-up interviews if the participant has consented.</p> <p>*Added</p> <p>*We have combined as agree there will be crossover between the questions, and this cuts down on questions.</p> <p>*For some questions we find it works better to have them talk us through what they use it for, to get at the 'why'</p> <p>*This will be explored as part of the conversation about prioritisation / comparison to other bills in this section, but we've added in an explicit question to ensure it's covered.</p> <p>*Added</p> <p>*We feel this wording makes sense for a direct question like this - It's easier to say what would be helpful for yourself than for a typical customer</p>
09/09/2022	In Debt Research	Stimulus	Tayo Adebawale	<p>* Payment plan rounding: What does a small impact on the amount paid mean, can you give an example of the amount?</p>	<p>*Added</p>
21/09/2022	Smart Metering Research (Quantitative)	Research Materials	Bernice Law	<p>1 Intro 4 should you explain what a digital water meter is alongside the picture of meter when UU provide stimulus thats mentioned here.</p> <p>2 Q17 what additional benefits are digital water meters providing v ordinary meters. Seems to indicate ordinary meters don't provide fair and accurate billing etc as listed in 1 - 5. Can the plus points be better explained.</p>	<p>*Added description alongside the picture as part of the stimulus.</p> <p>* Q17 - all the points have been updated to reflect this, no longer states fair and accurate billing the responses are much more descriptive. "</p>

22/09/2022	Smart Metering Research (Quantitative)	Research Materials	Tayo Adebowale	<ul style="list-style-type: none"> * Has someone timed the 15 minute taken to complete the questionnaire? * Invite email - Consider adding why UU include e Bill Payers here * I do have a question perhaps not for this research, re enabling HH customers to see their own water consumption on an easily accessible device well designed for inside the house, a bit like the energy smart meters. This would put more onus on the customer to be actively engaged in their water use, rather than relying on UU using some form of communication to inform them of their water use. * HH/FBP - Q5 - What is the relevance of this question? Is the installation not free? * HH/FBP - Q8 intro - Consider adding something about the results of this scheme currently for UU customers. * HH/FBP & for NHH - Q14 - Is there a difference in the term 'smart water meter', and 'digital water meter'? (Refer back to your earlier definition given for smart equipment (Q11)). These 2 terms seemed to be applied to water meters and could cause confusion? My understanding of a smart meter is as per the Wikipedia definition i.e an electronic device that records information such as electric energy. The smart meters communicate this information to the consumer for greater clarity of consumption behaviour, and suppliers for system monitoring and customer billing. * Am I correct that the original concept was that the customer would be directly able to see their consumption, using a display /monitor in their home. Is this now no longer the case? * Is there any research re use of such home consumption monitors by customers versus, information provided by the supplier digitally by, email or letter etc to its customers? * HH/FBP - Q20 - UU fix the leak? * NHH - screener survey S3 - Consider not using acronyms * NHH Q10 - Is this a UU fix Service? * NHH Q14 - Is this a question for NHH when it is referring to 'digital meters in homes? 	<ul style="list-style-type: none"> * We have timed and tested within the team and the research agency will ensure it is within the 15 minute time within the scripting and testing. * We did include an explanation but it felt like it distracted from the emphasis of the survey, decided to keep the invite email simple and engaging to encourage responses. * We have included questions in relation to this, Q19 asks would they be interested in; Your households' water consumption data via an interactive app or smart device. * Q5 - removed the option and added a statement into the question stating installation is free. * Q8 - has been removed, the options for this have been incorporated into different questions, incentivising is in Q15 and tariffs is in Q17. * The term digital meter has been removed from both versions of the survey and we now only refer to them as smart water meters, throughout the survey and within the stimulus. This is was the preferred option in the qualitative piece and also avoids confusion. * We are testing this specifically within Q19 but we also ask about water consumption data being easily available in a number of questions. * We haven't found any research which compares devices vs letter. We have just included questions on this within the State of the Nation survey. A key finding from that most have used the in-home display to check how much it costs use specific appliances. However, the stress of knowing how much energy is being used prevents more frequent use. * Amended the wording on question and in the response. How would you want United Utilities to support you on potential small leaks in your home? Please select all that apply. E.g. leaky loos, find and fix the leak for a small fee * NHH - screener survey S3 - Full titles have been added in. * NHH Q10 - Reworded this question - added in the Frequent business water checks, included a note on charge. * NHH Q14 - This has been updated to reflect businesses, now states the replace 200k end of life non-domestic meters.
30/09/2022	DWMP Acceptability Testing	Research Materials	Bernice Law	<ul style="list-style-type: none"> * It looks like the E2-S4 is the middle option on each slider is that how it is? * UU water supplier for NW but then narrative mentions waste water should the water supplier reference include that UU deal with waste water also * Why are journalists, people in advertising/PR etc excluded * Why do we want to know how many hours they've been online * Changing climate. A growing population will also increase water demand 	<ul style="list-style-type: none"> * Yes correct * Amended * For this survey, we will allow those working in journalism, advertising and PR, but we will continue to exclude Market research and water industry. It's standard practice to exclude some/all of these groups depending on the nature of the research. This is because we do not want to reveal any sensitive information relevant to the study to groups which might have a commercial incentive to exploit this, and because these groups are more familiar with surveys/the subject matter which might bias their responses or cause them to game the survey. * This is in order to gauge whether the participant is digitally excluded as these questions will be asked in person in door to door recruitment. * Added
05/10/2022	DWMP Acceptability Testing	Research Materials	Tayo Adebowale	<ul style="list-style-type: none"> * My general comment is that the research appears to dampen down some of the 'ambitions' in UU's original brief such as: <ul style="list-style-type: none"> - 'finding sustainable cost effective solutions' - 'supporting local communities through partnerships and employee contributions' - 'developing infrastructure in response to climate, population and lifestyle changes' Is this intentional, because it would appear to be bias? * I find the slides generally difficult to understand. The first paragraph is key for the customer to understand each of the 6 options, and arguably is where the focus should be. The following 2 paragraphs are generic to each of the 6 slides, consider locating under each specific diagram * Consider making the first paragraph clearer, relating it to household wastewater and surface water * Is it worth mentioning the average age of the sewer system, or would this be adding bias? 	<ul style="list-style-type: none"> * At the beginning of the discussion guide, we have given customers a brief overview of challenges we face, but as we are looking for unbiased view, we want to avoid providing too much leading information. In addition to this, we have constraints on what we can show customers due to the volume of content. The aim was to keep the sliders as light as possible to maintain engagement. There is existing research on these areas in the DWMP/WRMP Immersive research, which signals that customers support the ambitions of the plan. In this second stage of the research, we are looking to evaluate the customers' preferred level of investment. * We have requested to enlarge the first description, and the impacts descriptions will be hidden behind a pop up - customers will just have to click on them for a reminder. This will make the sliders a lot easier to understand with a lot less text present. These sliders are also currently undergoing cognitive testing, which will highlight any visual or understanding issues before going out into fieldwork. * Amended. * We have decided not to add information regarding the age of the pipes (in particular 'Victorian era') to avoid any potential bias with customers overly concerned that the pipes are too old and will need replacing over fixing. We refer to maintaining assets in the 'structural failures' section at the beginning of the guide which will highlight to customers that UU continue to maintain the pipes to 'deal with these challenges'.
05/10/2022	DWMP Acceptability Testing	Questionnaire	Tayo Adebowale	<ul style="list-style-type: none"> * Will customer associate 'water supplier' with 'managing wastewater'? * Are prospective customers told they need to go through screener questions to see if they fit the specific criteria for the research etc? * What are the reasons for the screen out routings in S01 and S01a? * Does this question not exclude the Future Bill Payers? * Is the proportion of metered to non metered participants, the same as in the proposal, i.e. (37% metered, 63% unmetered)? If yes could you explain why this is split. * Could there be a question re creation of new habitats here, linked to UU's key 'environment' area. This could be helpful re considering the design of future solutions. * What about sewer flooding outside property boundary? * Is there an assumption here that someone who encourages friends/colleagues to be more environmentally conscious, are indeed environmentally conscious themselves? * Consider stating that climate change is already causing drier summers etc, and the prediction is for this to continue. (The nation already spends billions on designing new flood alleviation systems to cope with forecasted increased flooding, and has done so arguably for decades now). * Is it can cause, or does cause? * Consider putting the six different ways here. 	<ul style="list-style-type: none"> * Amended * Added in Info1 * It's standard practice to exclude some/all of these groups depending on the nature of the research. This is because we do not want to reveal any sensitive information relevant to the study to groups which might have a commercial incentive to exploit this, and because these groups are more familiar with surveys/the subject matter which might bias their responses or cause them to game the survey. 1a) This is in order to gauge whether the participant is digitally excluded as these questions will be asked in person in door to door recruitment * The FBP will have a different script and we're targeting them via a separate panel * We have had recently updated figures from the WRMP research - we will be aiming for a sample of 47% metered as representative of NW region * Added * Added * Yes it assumes that they are more actively than passively environmentally conscious * Added * Amended
08/11/2022	Bespoke ODI Rates	Research Materials		<ul style="list-style-type: none"> * How will representation and diversity be addressed? Including priority services and vulnerability. Are we confident that the sample of 2000 will give us the right sample? * We're aware that some customers do not support ODIs for water providers. How can we be sure that we can capture the opinions of customers who are financially struggling? 	<ul style="list-style-type: none"> * We are actively looking at the central Ofwat work, and plan to tweak method to address any gaps in representation. The PAF sampling will also help cover participants who are digitally disengaged. * We are confident that the sample size will allow us to have a robust sample and allow analysis * We will be gathering information on income and whether customers are struggling with bills.
22/11/2022	In Debt Research	Debrief	Tayo and Bernice	<ul style="list-style-type: none"> * The 'Debt' sample isn't representative of region (ethnicity and vulnerability) * Did the 'Debt' sample have agency? * Clarification needed on priority services proposition * How many people were in the 'At Risk' overall sample? * Suggestion - can we add information on our services to our TV adverts? 	<ul style="list-style-type: none"> * There was a recruitment issue with this sample, the best efforts were put into recruiting across these demographics however priority was then to make sure the numbers were up * Not particularly, they struggled with lack of control over their situation * To be added to report * To be added to report * To be considered by project team
14/12/2022	SROI Field and Tab	Questionnaire	Bernice Law	<ul style="list-style-type: none"> * Ecoris comply with GDPR...explanation needed of acronym * I don't think you ask if they have payment arrangements with any other organisation or utilities and maybe if finding out about UU schemes prompted them to see if others offer similar help * Q12/Q13 respondents may be reluctant to answer this part if it's had no impact on other debts * Q13 question about how respondent feels about managing other bills paid, I suspect others don't offer the range of schemes UU offer. Maybe do you have any other support tariffs from other utility companies or others 	<ul style="list-style-type: none"> * Following the initial pilot, we agreed to put an incentive on the survey. * Amended * This is covered in Q22, where we ask about other suppliers. They are also able to add verbatim comments here. * As above, covered in Q22.

09/01/2023	NHH Water Efficiency	Questionnaire	Tayo Adebawole	<ul style="list-style-type: none"> * Screening - Does this include University Halls of Residences * Screening - Will this distinguish between private and public sector sports / recreation facilities? * Screening - Same comment as above re private and public sector * Screening - Not sure which is the option here to cover, hospitals and hotels? * Section A - Consider using the term 'Climate Change' for this question, as part of the importance of sustainability. Participants may be more familiar with this term. * Section A - Will participants be sent information re the data that will be helpful to have ready for the interview? * Section A - What is the purpose of referring to household water use, when this is for NHH use customers? Could something else be used more relevant to NHH? * Section A - Could there be a question here about whether they have monitored / measured their reduction in water use over the last 5 years? * A6 - Could there be a question re improving their capacity to monitor and measure their water and wastewater? * A8 - Arguably this should be at the top of the list. As without setting the baseline and monitoring and measuring it is more difficult to see the actual/true benefits of any of the other options. * A2 Proposition - Rather than 'believe' can you be more certain based on the evidence to date. * A2 Proposition - Could we provide an indicative cost saving per litre of water, or and put in the actual monetary saving, per month, or year. Then also add additional savings from reduction in use of energy, if hot water usage is reduced? * Section D - I thought the visits had been in schools? At least that is what it said in the proposal...? If the visits have only occurred in schools then Section D only applies to schools? * D4 - As earlier, consider using the term climate change * B4a - To help achieve our Climate Change / Net Zero goals? Consider adding. * C3 - Could you add here feel free to add an alternative name into the options? * C4a - Consider adding Local Authority * E1 - If they are participating in the survey as part of their job, would it be better to provide /donate £100 to their favoured charity? 	<ul style="list-style-type: none"> * Yes, this would include University Halls of Residences * Added in an additional question to capture this (S7b.) * Added in an additional question to capture this (S7b.) * Hospitals/hotels is covered under option 2. we have expanded the e.g. list to make this easier to differentiate * The Research Agency advised that sustainability is better for a business audience, this had been explored in other Business research with consumers, they confirmed that the term is widely known and understood. * Added to the script, it will be mentioned and when we recruit a participant over the phone, that it will be helpful for them to have this information ready for the interview. But we don't want it to sound onerous - if they don't have it readily to hand we don't want them to have to go hunting for it and they give up. * Updated from a Household example to business example from MOSL. * S5 will be kept as an overall measure of their perceived level of activity. It will be interesting to see if there is a disconnect, for example, if they think they've done a lot but in fact few/none of the behaviours listed at A6. * A6 added to the option list, these have been split into two different measures. * A8 the list is randomised to prevent order bias. * A2 Proposition - the trial hasn't been completed on these different types of businesses so we can't be more certain. * A2 Proposition - We cannot make any reference to E savings as we don't bill the NHH customer and there are clear rules that we cannot discuss charges with commercial customers. * It was only schools, so this section has been updated. * As above keeping terminology the same. * B4a - Added to the options list. * This is best captured in the qualitative phase when we can warm people up and get them thinking creatively. * C4a - added local authority to the list. * E1 - The donation to charity as now been listed as an option, so it is their choice what they do with the £100 incentive. The Agency advised we should avoid give participants a choice as some might prefer to keep the money, particularly for the smaller businesses taking part, larger organisations would have to declare this.
09/01/2023	NHH Water Efficiency	Discussion Guide	Tayo Adebawole	<ul style="list-style-type: none"> * Introduction - Is this a new idea from UU, or has it been done before by UU? Water audits per se, are not in themselves new e.g. within the engineering and Environmental consultancy world. * Section 3 - Managing 'a water system' is arguably an unusual term, consider sticking to 'water efficiency' as per the 'Water Efficiency Visits' * Section 3 - Consider adding climate change here * Section 3 - Is there a question here about where the steps taken successful? Or lessons learnt? * Section 3 (proposition review) - Is it only companies UU supplies water to or is it all UU NHH customers? * Section 3 (proposition review) - Is it just minor leaks or any leaks? * Section 3 (proposition review) - 60 schools or educational establishments? * Section 3 (proposition review) - Can you include say an approximate cost saving a month, day or year? Or a figure for the % reduction in litres of water used? Also it would be helpful to indicate that this would also have an impact on the wastewater element of the customer's bill, i.e. less wastewater to treat. * Section 3 (proposition review) - What happens if a larger leak is identified? * Section 3 (proposition review) - Earlier comment re cost etc. * Section 4: Optimising the proposition - Consider asking if they have a name which they feel suits the service better. * Section 4: Optimising the proposition - Consider adding Local Government Association, or Environment Agency 	<ul style="list-style-type: none"> * New for United Utilities - currently the only other Water company undertaking these are Thames water which they have named 'Smarter Water Visits'. * Amended in line with comment however simplified to 'water usage'. * Added in climate change to the probe. * Added in, agreed this will provide some useful answers on the success of the process. * It is both companies UU supply water to and all UU NHH customers. * All leaks that go through the meter are the customers responsibility. As part of this proposition we are offering to the fix the minor leaks but the 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. * It was 60 Schools included in the small trial sample, not educational establishments. * We can't make any reference to E savings as we don't bill the NHH customer and there are clear rules that we cannot discuss charges with commercial customers. * As included above if a larger leak was identified, through the visit they would make them aware but they would need to fix at their own cost. * As above unable to discuss due to commercial rules. * Added in based on comment, we will ask them to name it themselves, before they are given the options so they can answer with an open mind, we have also added a probe again afterwards to make doubly sure it's covered. * Local Authority has been added and aligns with the quantitative survey.
13/01/2023	6 Capitals Testing	Stimulus	Bernice Law	<ul style="list-style-type: none"> * Cost of repair v replacement. This is not straightforward - cost of repair may be low but if the repair has to be repeated frequently this will affect the outcomes shown, maybe more than replacement. Cost of each option repair X 4/5 times v replacement not considered * Description of why spills reduce to 10 or less need doesn't really explain is this not more of a requirement than a need * Comment about tank not being big enough if rainfall patterns change is not good enough as we know rainfall patterns are changing and increasing and a responsible company like UU would be expected to model for that not leave it to chance, which is how it currently sounds * Benefit to society - will be visually pleasing but presumably reinstatement after installation of tanks would be done to good standard ie no detriment * Benefits to processes and efficiency. Comparison between ongoing revenue costs of both options isn't mentioned or considered * Am interested in how this will be explained and whether the words 6 capitals will be used or something about criteria to be referenced when options are being considered. Its costs/benefits/detractors I don't want to put respondents off by using 6 capitals unless it is well explained and I don't get a sense from this how that will happen 	<ul style="list-style-type: none"> * We agree that this is a complicated issue, therefore we want to get a broad range of information to support decision making. We have covered this disadvantage of the repair option under "Benefit to Manufacturing and Efficiency" where we say "It is a temporary fix but not a long term solution and will need to be repeated down the line". * Amended to "requirement" * UU do undertake modelling, but there is still lots of uncertainty around rainfall patterns which is why we need to consider how adaptable our solutions are. We must consider "no regrets" investment, which means we shouldn't be building assets which are bigger than we need (as it could potentially waste customer money), but at the same time need to prepare for the future climate. Something like a SuDS will give us more flexibility/adaptability, which is a benefit we should be considering in our decision making (as well as our resilience to climate change). * We have amended the wording to "For example, future rainfall may be greater or less than initially predicted leading to the storage tank being too big or too small." * Amended by adding reference to SuDS adding natural beauty to the area to differentiate from storage tanks * Opex costs or ongoing maintenance cost is covered under the cost line, which reflects the whole life cost (ie capital and operational costs). * We have chosen not to refer to them as capitals with customers, and instead as a decision making framework with different factors. As we are using real life examples to contextualise the capitals (such as adding value to your property e.g. extension, solar panels or investing in learning) we are confident that customers will understand the concept. However we are treating the initial group as a pilot, and will assess participant's understanding of the capitals and amend the discussion guide accordingly.
13/01/2023	6 Capitals Testing	Stimulus	Lucy Byrnes	<ul style="list-style-type: none"> * Typo on "I'd now to promote." * Query as to whether UU rep will attend 	<ul style="list-style-type: none"> * Amended * Confirmed
13/01/2023	6 Capitals Testing	Stimulus	Tayo Adebawole	<ul style="list-style-type: none"> * Is there no specific mention of the role of climate change and or Net Zero in this research, and how UU use the 6 capitals addresses this? * Is it implying here that UU would replace the whole sewer if there is 1 cracked sewage pipe? * Are you implying here that UU has an actual choice to ignore its impact on the environment and society, and this would be compliant with its own existing policies and statutory obligations? * Incorrect slide references * Consider using reduce, rather than prevent. Arguably if it was prevent, there would not be a problem with sewer flooding? * How does UU consider Climate Change using these 6 capitals? Consider providing more information re how UU cover such issues using the 6 capitals. * Ideally provide a key and ensure the colouring is consistent e.g. 'cost' and 'benefit to Society' have 2 grey areas, whereas the others have a pink and blue area? * Using 'sometimes' could imply that this is not a key issue, which arguably it is? * Could you expand here re the additional negatives resulting from the impact on river water quality such as recreation and biodiversity impacts * Is this not a legal requirement? * And arguably increased biodiversity / creation of new habitat * Arguably not a new concept, but uptake /innovation has been slow. 	<ul style="list-style-type: none"> * In the more complex version of the six capitals framework, carbon sits under natural capital as an impact. We also would consider climate resilience across various capitals. We do refer to carbon as an example on the stimulus to highlight this area to customers, and these are drawn out in the different solutions. * We are intending to just talk about the pipe where the issues are localised. * Whilst ignoring the environment and society would not be a popular decision, as we would face significant consequences of non-compliance and ignore the impact on our stakeholders (which include customers, society and the environment), if we are looking at this purely from a decision making frame work perspective, it is still a choice on the table. * As there's a scale associated with the level of impact on society and environment, we suggest it should be included in our decisions. For example, should we be nature neutral, or nature positive. Both of these have an associated cost and benefit that we want to be able to quantify to make sure that we are spending customer money in the best place possible. * Although we can probably safely assume most customers do not want us to completely ignore the impact on environment and society, we believe this still should be presented as a choice and something for them to consider. * Corrected * Amended * Amended * Climate change is considered using a twin track approach, where there is the climate mitigation element, ie reducing our carbon (captured as an impact on natural capital), and adaptation (captured as a benefit to manufacturing process in the form of increased resilience and security of supply). * We cover this with customers through highlighting carbon reduction under the 'Benefit to nature' capital, which is again highlighted in the sewer replacement and storage tank solutions. We also refer to the difficulty of rainfall management predictions in the storage tank solution. * The colour issue you are referring to is not how it currently looks to us and therefore customers, and may be a formatting error. We have checked the palette and made sure the stimulus colour code is Red/Orange/Green depending on the rating with matching grey backgrounds. * We have retained 'sometimes' as this isn't a year round event. * Added examples * Amended * Amended * Amended to "less familiar in the water sector"

08/02/2023	SROI Field and Tab	Follow up guide	Tayo Adebawole	<p>*Will GDPR be familiar, maybe a note of explanation</p> <p>*A bit more information re exactly what you are hoping to achieve and how that might help the participant in the future may be helpful here.</p> <p>*Be a little more specific re when the information will be destroyed may be helpful here, eg, in 12 months etc.</p> <p>*Consider adding this sentence also alongside where you state 'the recording will be destroyed when the project is finished'</p> <p>*Consider providing context re the cost of living crisis, as used earlier in the questionnaire; as the Water bill arguably is a fraction of the energy bill for many</p>	<p>*Added the full term along with a note at the end of the section to check if the interviewee has any questions (including on GDPR). All Ecorys interviewers are familiar with GDPR, so will be fine to answer any questions without a written prompt. The privacy notice will also be sent with the invite, providing more detail on GDPR - this is the same notice as used for the survey.</p> <p>*Added a note to check if the interviewee has any questions below, including on the research. We have also included this in the introduction to the survey.</p> <p>*Added the project end date</p> <p>*As the note taking is a backup if the interviewee doesn't want to be recorded, we have ensured this is covered in answering either no/yes to being recorded.</p> <p>*Added prompt to the end of the question to explore this if not already covered</p>
08/02/2023	SROI Field and Tab	Follow up guide	Peter Fitzhenry	Please see attached document. It's a tender spreadsheet designed to capture social value. I thought it might be of interest in relation to this piece of work	<p>Thank you for sending this through, it's a very useful document. We have shared with Ecorys, who are undertaking the analysis, and they have advised they are using a very similar template including the type of benefit seen, the number of people it applies to, the unit value of the benefit and the total benefit.</p>
23/02/2023	LTDS Ambitions Testing	Discussion Guide	Tayo Adebawole	<p>*Purchasing appliances which use less water?</p> <p>*Consider mentioning surface water runoff here.</p> <p>-Also opportunity to mention, what they put down the drain / toilet, i.e. fats and oils, and wet wipes, etc. Arguably futures are not only around volumes of water used?</p> <p>-Paving over/ Le non permeable drives etc, and flooding issues.</p> <p>*Is the focus on UU's legal responsibilities here? (re ambitions)</p> <p>*Do UU consider they have any responsibility for reducing surface water flooding?</p> <p>*Are some of these ambitions, actually legal requirements? Consider providing more clarity here.</p> <p>*As above consider providing more clarity on what UU must do, and what are its ambitions.</p> <p>*Consider providing here a little more about the overall strategy behind UU's ambition. For example mentioning innovation and better design, and the additional benefits. Otherwise this section, may fall to come across as ambitious, but more like doing a bit more of what you do already, just in case).</p> <p>*Consider explaining here what brings about this temporary change in water quality</p> <p>*Good you add an actual date for legal compliance here. Consider doing this where possible with the other ambition specific questions below.</p> <p>Is it possible to add a bit more context here re lead, without adding bias? Also adding something earlier on (arguably at the beginning) re legal requirements, and opportunities / option to act quicker, is likely to be helpful.</p> <p>*See my above comment re legal requirement, and arguably context. (re water usage and leakage)</p> <p>*Arguably the recreational aspect is far more contextual, than just UU's responsibility. If well designed it could have wider benefits for UU as well as its customers</p> <p>*Is it not possible that if a customer reduced the amount of water used they could actually see a decrease in their bills?</p> <p>*Is this water usage in terms of volume only, or wider, e.g. water quality / pollution?</p> <p>*Is there an assumption here that every ambition will cost UU more money and hence the customer's bill will increase? Are there any of the ambitions where this is not the case? what about no power shower if you are removing the drain, based on the figures given in the ambitions stimulus?</p> <p>*Or TV's are designed to use less energy and have much better energy ratings, which customers can view prior to making a decision to purchase?</p> <p>*What about adding some SuDS in there?</p> <p>*Or add here more homes are been flooded, and people have to move out of their homes whilst the flood damage is been repaired. This can take a long time, as in years, in some cases.</p> <p>*Perhaps add more people have health issues with respiratory problems due to poor air quality.</p>	<p>*This has been added to the discussion guide.</p> <p>*The first 2 points have been added to the discussion guide. For the third point on permeable paving, we have decided to cover this later in the stimulus when discussing flooding and the future scenarios.</p> <p>*These are based on core services, so include legal requirements but also some non-legal requirements.</p> <p>*This research is focussed on sewer flooding only, this includes flooding of both homes and roads. Surface water management may be an approach we use to manage flood risk.</p> <p>*Clarity is provided in the ambitions stimulus where we give customers various options, and where Option 1 is aligned to legal requirement where applicable. We have amended the stimulus to make this clearer.</p> <p>*As above.</p> <p>*In the stimulus, we talk about what we currently do and how these ambitions might become more challenging in the future, eg because of climate change.</p> <p>*This is included in the stimulus.</p> <p>*Further information on lead is included in the stimulus.</p> <p>*Further information on legal requirements and options included in stimulus.</p> <p>*Further information on benefits to society featured in stimulus.</p> <p>*We have caveated this in the stimulus.</p> <p>*For this question, we are exploring only areas customers have a direct impact on and therefore focussing on their own water usage and volume.</p> <p>*The majority of the options for the ambitions will cost more (despite small potential decreases in bills for water usage and leakage). Those options with no change to the bill have been clarified. We have added clarification in the stimulus which addresses these bill changes.</p>
23/02/2023	LTDS Ambitions Testing	Future Scenarios	Tayo Adebawole	<p>*Or TV's are designed to use less energy and have much better energy ratings, which customers can view prior to making a decision to purchase?</p> <p>*What about adding some SuDS in there?</p> <p>*Or add here more homes are been flooded, and people have to move out of their homes whilst the flood damage is been repaired. This can take a long time, as in years, in some cases.</p> <p>*Perhaps add more people have health issues with respiratory problems due to poor air quality.</p>	<p>*Added to script.</p> <p>*Added to script.</p> <p>*We've referred to SuDS in the design of the garden, and highlighted this in the script.</p> <p>*Added to script.</p> <p>*Added to script.</p>
23/02/2023	LTDS Ambitions Testing	Ambitions Stimulus	Tayo Adebawole	<p>*In the Discussion guide, I seem to remember it stating it was a legal requirement to remove all lead from pipes by 20270, but on this slide it states it is government advice?</p> <p>*Is this not a given, rather than an ambition, i.e. maintaining pipes and pumps?</p> <p>*See my comments on discussion guide re surface water. Also working with partners to combat this issue is imperative, as it is not an issue UU can solve on its own.</p> <p>*Considering using same units i.e. stick to per minute or per hour, where applicable.</p> <p>*Does UU have data re how they support these 4 most deprived neighbourhoods, that that could we provide here?</p>	<p>*The Option 3 provided is a given with no bill increase, and Options 2 and 3 are whether we should go beyond this and be more ambitious.</p> <p>*We have added some notes for moderator on working with partners. For surface water, we have referred to it as 'rainwater' as this is better understood by customers.</p> <p>*Have amended for the hosepipe, however we have decided to keep the shower units as 5 minutes as this will resonate with customers.</p> <p>*In the following Options, we go into detail on how we support customers with Affordability schemes. We have chosen not to go into detail on support specific neighbourhoods for this ambition in order to keep the amount of information manageable for participants.</p>
23/02/2023	LTDS Ambitions Testing	Ambitions Stimulus	Bernice Law	<p>*The middle scenario in the social impact one talks about more people being helped with bills so go from 200k to more to no one struggling to pay with no numbers particularly in second option.</p> <p>*Also you ask how much they would be willing to pay for the improvements towards the end but £. ££. £££. ££££ gives no idea of cost compared to current bills so you may get all sorts of figures.... will there be talk of current bill levels and some guidance to help respondents realise what those £ signs mean in practice as bill impacts</p>	<p>*It has been difficult to quantify the number of people we could potentially help with affordability schemes, as with the options, the more we invest in this area, the fewer people would need access to support. We have amended the Social Value options by separating out Jobs/Affordability and Recreation Access, as well giving moderators further notes on how to bring out in the discussion how far customers think United Utilities should consider social responsibility.</p> <p>*We have added clarification that the £ scale refers to United Utilities cost, which could have impact on a customer's bill, and provided an estimated range from 50p - £5 annual bill impact. As these are estimates, this is heavily caveated in the discussion guide.</p>
08/03/2023	LTDS Ambitions Testing	Post-task activity	Tayo Adebawole	<p>*Slide 4: Should it read 2022, rather than 2023? (As it states in July....</p> <p>*Slide 5: States lack of baths, but earlier slide 4 states more hot tub, and power showers, does one not counteract the other re 'best case scenario', and using less water?</p> <p>*Slide 5: Would question even a 'best case' scenario, where the temperature remains the same as it is currently, (based on IPCC predictions).</p> <p>*Future Worst case scenario: arguably it is fact that there is an increased risk of flooding both in the good and bad scenarios, the issue is how much worse?</p> <p>*Clarify as per slide 2, i.e. it is 2 friends or family members, to avoid ambiguity</p> <p>*Might be helpful here to provide current, to help provide more context re size of ambition. This could be done by adding another column eg, 'Current performance'</p> <p>*Is this family / friend?</p> <p>*Is it not the case re Option 2, that no future proofing is likely to lead to increase in costs as per e.g. the Stern report and others? Should this be mentioned?</p> <p>*Maybe helpful to add subtitles for each of the next 3 slides, e.g. 2a: You, 2b Family / friend 2c: Family / friend</p> <p>*Perhaps add save a copy, and have it to hand. ?</p>	<p>*Amended</p> <p>*We have put the hot tubs in the present scenario followed by the lack of baths, as the future scenario is based on us using less water than the current scenario.</p> <p>*We have amended wording to 'small changes in temperature'.</p> <p>*In the best case scenario, we have embraced flood preventing measures and due to limiting impact of climate change, the risk is a lot less than the worst case scenario. Therefore it's significant to draw this out in this scenario for customers' attention, but not in the best case one.</p> <p>*Amended</p> <p>*As some of the current option 1s are current performance, for drinking water quality, sewer flooding, leakage and water usage we have added the current performance in small print for customer reference.</p> <p>*Amended</p> <p>*We have referred to this increase in price in the description in Option 2.</p> <p>*Added</p> <p>*Amended</p>
30/03/2023	NHH Water Efficiency	Debrief	Bernice Law	<p>o Why did we only speak to someone senior? Can we highlight the limitation on landlord and also on the spec of talking to someone senior/responsible for the bill. This maybe a limitation to highlight but we have the evidence backed up by education sector visits and that's why we undertook the research in this way.</p> <p>o All Schools pay the water bills - need to look into the point, is there any further evidence on this - do all schools pay water bills themselves?</p>	<p>*Amended the slides 9 and 10 to reflect these questions</p>
11/04/2023	DWMP Final Acceptability Testing	Questionnaire		No Response	
29/06/2023	Social Tariff	Questionnaire	Andrew White (CCW)	<p>Q02 - In my view there is always a danger with these 'in principle' questions that respondents will adopt a position without full information - it can then be hard to move them out of a 'no' position. In my experience people tend to assume the cross subsidy will be bigger than it is making it more likely they will align with a negative position. In my view the question isn't needed.</p> <p>Q04 - Isn't this just the contribution to the social tariff funding. WaterSure would be extra. I don't think there is a need to refer to WaterSure funding so it would be clearer to state this is the contribution to the social tariff.</p> <p>Q04 - I don't feel there is a need to state customers total contribution as £140m - this may drive a negative response.</p> <p>Q04 - If you want to ask this it may be better after the questions on extending funding so it doesn't impact responses.</p> <p>Info2 - Introductory text - Might be better to say 'in water poverty'</p> <p>Q05 - Remember, every penny of additional funding would be used to help vulnerable United Utilities customers who are struggling with their bills. - amend to United Utilities Water Customers</p> <p>Q09 - I have some concerns about the complexity of this question and whether respondents would have a clear understanding of what they are agreeing to.</p>	<p>Q02. Rationale makes sense, we will be removing on recommendation and just leaving in the information.</p> <p>* Reworded to make this clearer.</p> <p>* Removed the customer contribution.</p> <p>* Research agency have advised that they had a similar question in for another water company in a similar position in the survey and it worked, highlighting that both the customer and UU are contributing to the schemes. The question helps break up the amount of information respondents are being presented with.</p> <p>Info2 - reworded in line with comment.</p> <p>Q05. - reworded in line with comment.</p> <p>Q09. We have taken this suggestion on board and are looking into an alternative version to cog test.</p>
03/07/2023	Social Tariff	Questionnaire	Bernice Law	<p>Q03 should it sayfollowing schemes are all paid for using a small subsidy....not the small subsidy</p> <p>Q09 - bills change by a amount set by Ofwat as part of the PR process. I know this is technically correct but is not completely transparent as UU proposes a bill increase looks like you are blaming Ofwat for the increase.</p>	<p>Q03 - updated the wording</p> <p>Q09 - this bullet point has been removed, CCW commented on the complexity of this statement so this was removed on that basis.</p>
28/06/2023	Bespoke PCs	Proposal	Bernice Law	<p>*With the testing change as you took we you are removing these following Ofwat feedback</p> <p>*Future bill payers mentioned a couple of times in narrative but not included in proposed participants</p> <p>*If you are still considering wonderful Windermere as a bespoke ODI maybe it would be interesting to look at views in Cumbria and elsewhere in the region</p> <p>*Surprised to see cognitive testing will not be with NW customers</p>	<p>*I believe this question was covered in the CESG on 30.06.23 where we presented the bespoke PCs we are testing in the research</p> <p>* The FBP will have a separate focus group, bringing the total to 6.</p> <p>*Agreed - we intend to look at how views differ by region.</p> <p>*Agreed - we have asked the agency to amend this so cog tests are with NW customers</p>

04/07/2023	Social Tariff	Questionnaire	Tayo Adebowale	<ul style="list-style-type: none"> * Why are Journalists, Market Researchers, people in the Water Industry ruled out, as and those spending greater than 20 hrs or more on line in the last week ruled out? * Is the stamp a good example, as everyone pays the same for a stamp, but not all UU customers will pay the same for their water bill? Also are stamps for free for some customers? * Can you provide more information here re the 'bad debt' savings (figures or %) as a result of UU's social Tariffs * Consider being more specific here about UU's actual breakdown re. Customer Cross Subsidy, Shareholders contribution and Direct company contribution. This would contribute to better understanding later on in the survey. * Q03 - United Utilities wants everyone's bill to be affordable. Although this is UU's goal, some of its customers will not be eligible to the cross subsidy? Should this be mentioned here? * Q03 - Info on social tariff schemes - comment - Good average discounts included. * Q03 - Info on other schemes - comment - Good a link is provided * Q04 - Info 2 - Are there any figures for the number of vulnerable UU customers who are helped to move off UU's Social Tariff support as a result of the help they have received from the scheme? * So there are no administrative costs? This sentence, could it be considered to be 'framing' (particularly the bold print)? * Q09 - Can you give a figure here for actual inflation for a current date, to provide better insight /context? * Q09 - Stim, could graphics be made simpler? * Q010 - Is this question aimed to cover those who are struggling but do not qualify for the UU Social Tariffs? 	<ul style="list-style-type: none"> * This is standard research practice to exclude journalists, market researchers from research in projects of confidentiality. For those spending more than 20 hours on online these were excluded to try and determine customers who are digitally excluded, this question was used in other research. However we have updated this question now has the responses, more than once a week (screen out), less than once a week (continue), I do not use the internet at all (continue). * This was a suggestion from CCW, it has also been included within other research on social tariff for other water companies. There are other examples provided to give further context. We couldn't find current evidence in online searches of eligibility for free postal stamps, this may have been something available in previous years. * We have to balance the amount of information we provide to ensure we don't overwhelm the respondent, in the context we believe that may be providing to much detail. * This is provided later in the survey at Q04. Customer contribution was included however on advice of CCW we have removed it, they advised it may drive a negative response. * The information on eligibility is listed below in third paragraph. There is also another piece of research taking place focusing on affordability with a specific focus on those who don't qualify for social tariff but may still be at risk. * No response required. * No response required. * The number of customers helped was included in earlier drafts of the survey but the different figures were deemed to confuse the respondent, a decision was made to include one figure to avoid confusion. * UU fully covers the cost of administration of social tariff schemes, with customer contributions being exclusively utilised for bill reductions. * This was tested by another water company who removed it, as it made it more complex and potentially confusing for some customers. * Two versions of the graphics have now been produced, we will be cognitively testing both versions to understand which is the easiest for customers to understand.
07/07/2023	Affordability Package	Quant Questionnaire	Bernice Law	<ul style="list-style-type: none"> *What is income deprived compared to earn £21k? *If people are income deprived they may not be known to DWP. How else would they be identified? *I've now seen the Stim, that all customers will be checked to see if they qualify. Do you mean all or customers who seek help, or are in debt, surely it's not all customers *Have I missed an explanation of how social tariff is funded? I suspect people don't realise at this point that this help is funded by other customers as well as UU I've it to Q15 now and it's mentioned here but after you've ask them Q14. *Why is the Question about variety of payment methods? Do you not want to know more detail on which financial support(s) they find most appealing. They are probably going to tick all 4 but this will not tell you their views on actual £ help *The previously mentioned schemes are funded through a combination of perhaps add INCREASED Customer bills *Is £140m too big a figure to get your head around? What about average of £x per customer from UU *Stim mentions £500 m of support where is the rest *These are the old targets. I see they are correct in the Stim *Why put the inflation explanation in following service targets. Why not mention service improvements first as this is the larger amount and then explain about inflation *The amount set by Ofwat appears here as it did in a previous piece of research, which I think was changed as it is not wholly correct. 	<ul style="list-style-type: none"> *The offer would be open to all households that meet government definitions of being income deprived. Typically this relates to homes with incomes of less than £16,000/annum; although large families may still meet the requirement at higher income levels. The definition of income deprivation aligns to the UK benefits system *As this data aligns to the UK benefits system's definition of income deprived data, initially this scheme will only include customer identified by the DWP. *It is all of those who are identified by the DWP. *We have separated these out in the stimulus to display the different types of payment methods available. In the qualitative interviews, we will explore customers' views of this in more detail. *Noted, we have removed this option so as not to confuse customers and will get their views on this in more detail in Q15. *This is covered in the section below where we discuss the increased cross subsidy in the future. *We have amended this and added the average bill amount per month. *We have added further detail on how shareholders contribute to this. *Yes these will be updated in the final version of guide. * Agreed, the service improvements are featured first as they are the most important – the inflation info is secondary in the guide.
17/07/2023	Affordability Package	Qual Questionnaire	Bernice Law	<ul style="list-style-type: none"> When the list of 6 Ofwat improvements, followed by the potential bespoke OD's is listed, the final one says £500m for affordability support. This figure is proposed total affordability support so is not in line with others listed above where it is % improvement. £280m affordability support is mentioned above in narrative 50% company 50% bill payers so surely what is being asked is about the increase To be honest I could do with reminding about where the £220 m extra is proposed to come from please 	<ul style="list-style-type: none"> It has been decided to present this as a total figure, rather than a percentage as this is more easily understood by customers throughout AAT, including cog testing. Yes, this is about the increased amount. The reference to £280million in the previous period has been removed to avoid confusion. The additional funds for the 2025-30 period will be raised through increasing the cross subsidy (please refer to the Social Tariff research) and increased shareholder contribution.
17/07/2023	Affordability Package	Quant Questionnaire	Tayo Adebowale	<ul style="list-style-type: none"> *Consider providing greater consistency / clarity re the terms 'support Schemes', 'Affordability packages', social Tariffs etc. throughout the questionnaire *Is it only gas and electric re energy bill, not oil etc? *Is it possible for UU to provide a little context re how, successful each of the Social Tariffs listed are? Or how success of the Social Tariffs/s is/are monitored? *Should it read 'eligible' customers? *What if they are on a scheme but not aware which one it is? *Is the figure of 54% the worst case scenario? *What is the reason that the figure for inflation isn't automatically provided here? 	<ul style="list-style-type: none"> *Agreed – we have amended this across the stim and guides for consistency. *We have decided to keep as electric and gas for these examples so they are recognisable to customers. *As this is a quant survey, we don't have enough capacity to go into detail here. This level of detail on the social tariffs will be covered in a separate piece of research on the Social Tariff and cross subsidy. We have also demonstrated the success by the average bill discount per customer. *Amended *As this is routed from the question above, this will pick up this group. *This has now been replaced with the highest bill amount. *As this is a quant survey, we are limited on time and therefore will only be discussed if the customer prompts. It will not be optional in the depth survey.
17/07/2023	Affordability Package	Stimulus	Tayo Adebowale	<ul style="list-style-type: none"> *Consistent terminology as per questionnaire *Some UU customers will qualify for the schemes, ie social tariffs, as well as the support shown here? *Do UU know what % of its customers are: 1) not eligible for the UU Social Tariffs and 2) the % of UU's income deprived customers who claim IUU's social tariff? *Is it worth adding Ofwat set targets to the first 6 targets? *Q16 in the questionnaire, gives a figure of £280 million contribution from customers and UU shareholders on a 50/50 basis. Consider stating here where the rest of the money comes from to make up the £500million support for bills shown here *Does this also cover the often hidden poverty in rural areas? 	<ul style="list-style-type: none"> *Amended *Yes this is clarified in the discussion guide, in which the moderator will show the stimulus and talk through points including eligibility. *This level of detail on the social tariffs will be covered in a separate piece of research on the Social Tariff and cross subsidy. As we are looking at the Affordability Package as a whole, we have decided to leave this level of information out of this research. *This is from the AAT research which has been extensively cog tested, and from this we know that customers understood the two different levels of service improvements. *We have amended the discussion guide wording to clarify the source of money and uplift in the 2025-30 period. *The data analysed contained multiple identifiers of poverty (outside of high occupancy areas) which were taken into account when choosing the locations. Additionally, we will be undertaking in home depths which will be in remote areas to ensure representation.
19/07/2023	Bespoke PCs Research	Stimulus	Tayo Adebowale	<ul style="list-style-type: none"> *2nd Slide pg 2 : Could appear too precise in its wording eg, 'UU prevents sewer flooding affecting homes.... Clearly sewer flooding does happen. Consider using 'reduces', (as used with disruptions to water supply, on the same slide). *Should the title be 'A Shortlist of Bespoke Performance Commitments. *Consider providing more context re nos of Bespoke commitments water companies can submit *Should it be help to businesses or WH? (As not all schools are classed as businesses.?) (Also notes on this slide refer to 'Wonderful Windermerer?') *Rainfall Management, appeared a little vague as to the extent of the work. *Lead Replacement, increase clarity re how those in deprived areas will be helped above / beyond the existing Lead Replacement scheme. *Educating UU Customers, as Slide 16 above i.e. more clarity between existing and proposed scheme. *Embodied Emissions, consider distinguishing between UU's statutory requirements, and UU's added ambition. *Consider providing more context re OFWAT, and its recommended number of Bespoke Commitments for each Water company. 	<ul style="list-style-type: none"> *Amended *Amended *Amended *Amended to add non-households reference. Also the notes section is for internal auditing and has been updated. *We have added further information on this to the crib sheet that the moderator will have sight of throughout the groups. This is to avoid too much information on the slides. *We have clarified this in the description and added further info in the crib sheet. *We have added further information on this to the crib sheet that the moderator will have sight of throughout the groups. This is to avoid too much information on the slides. *We have added further context around Carbon Net Zero. *There is further information on Ofwat in the stimulus. As above, we have added the recommended amount.
19/07/2023	Bioresources Enhanced Screening	Discussion Guide	Bernice Law	<ul style="list-style-type: none"> *So gov't is ok with things the way they are? This is not statutory requirement should this be pointed out *What does support mean ...not making it a requirement are they so it is discretionary and are bound to support *Expensive for UU but not statutory requirement *Feedback from where and were customers told then it would cost more on bills *This sounds like UU have come up with a jolly jape is it not a proposal *What % reduction is this from now Seems that just installing smaller filter is easy and question cost increase *Some of these options haven't been explained to customers above and there is contradiction for example here it mentions fewer lorries on road and in next section more lorries on the road *Should this say on top of other increases to improve performance elsewhere. There is no price level to say they'd pay for this on top...maybe instead of And is the figure here including inflation and if technology is so new what is the guarantee it will do as expected in terms of performance promised 	<ul style="list-style-type: none"> *The existing DEFRA code of practice requires: "As a producer, you must also remove as much non-degradable material (such as plastics) as possible, before it's spread." The technology has moved on so we need to update our assets to "remove as much as possible." The EA has taken a "focused" approach to assessing sludge drivers and deemed this screening action outside of the statutory WINEP, and therefore we need to test with customers. We can add clarification in the discussion guide, to highlight that this is outside of our legal obligation, but under the recommendation from the government. *The EA has undertaken a "focused" assessment of the sludge drivers and only accepted a narrow selection of actions proposed by companies. This statement reflects the EA position that the WINEP was intended to continue sludge to agriculture and not enable a movement to other technologies such as incineration. This enhanced screening will have an impact on customer bills, and is currently deemed an existing responsibility by the Environment Agency. They acknowledge that this action is technically capable of removing physical contaminants from biosolids. Therefore customer research is needed to establish whether customers are willing to pay for this enhanced measure. *Yes, at present the EA has not recognised the regulatory need to move to incineration. However, national modelling shows that the most likely future will require destruction of 67% of national biosolids to meet ever increasing restrictions on the use of nutrients in agriculture to meet water quality drivers. They have not recognised this risk in the WINEP and we have raised it with DEFRA and Ofwat as a risk to the sector. Ofwat has the obligation to ensure companies are resilient to market forces and not only environmental regulatory changes. We will include a notifiable item in our PR24 submission to register the risk of insufficient national landbank. This makes retaining the agricultural outlet even more critical, a product with lower levels of contaminants as we propose through this action should support that. *From previous research (Bioresources 2022), we understand that customers are concerned about the presence of plastics and the impact on the environment, as well as advocating for farmers to receive a high quality product. This research also presented customers with potential bill increases. *Noted, we will amend wording to make it more formal and outline it as a proposal *23,000 tonnes represents 8% of the biosolids product. We have gone into detail on the cons below for a balanced view *Noted, we review cons and remove reference to lorries to avoid confusion *Yes, we will add wording around other impacts and inflation

AAT2 Proposal Comment Tracker

Date	Source	Area	Your Voice Comment	United Utilities Response	Any follow up?
11/07/2023	Bernice Law	Re-testing	THE OFWAT GUIDANCE SUGGESTS THAT THE PEOPLE RETESTED SHOULD BE USED BEARING IN MIND THE FOLLOWING: <i>the research agency should be responsible for selecting this sample and they should reflect a range of views on the initial testing, i.e. accepting the business plan through to not accepting the business plan and finding proposed bills affordable through to not affordable.</i> This I think may be difficult to achieve	Noted	
		Re-testing	THIS SEEMS A SENSIBLE WAY FORWARD WITH PEOPLE WHO HAVE PREVIOUSLY BEEN INVOLVED IN THE RESEARCH	Noted	
		Sample	WHILST THE ABOVE SAMPLE SIZE IS SMALLER THAN IN OFWAT GUIDANCE THE RESEARCH COMPANY ARE SAYING THEY FEEL THE NEW SAMPLE WILL GIVE ROBUST SAMPLES TO CONDUCT RESEARCH AND BEARING IN MIND TIME CONSTRAINTS THIS GIVES THE OPPORTUNITY TO PUT A DIFFERENT BILL SCENARIO TO CUSTOMERS WHICH IS IMPORTANT	Noted	
		Sample	GOOD SPREAD ACROSS EACH SUB REGION OF NORTH WEST	Noted	
		Sample	GOOD PUBLIC TRANSPORT FOR FBPS IN CENTRAL MANCHESTER	Noted	
		Cogs	WELCOME COGNITIVE PILOTS	Noted	
		Group length	3. 5 HOURS IS ALONG TIME SO FROM THE RESEARCH COMPANY EXPERIENCE SUPPORT SHORTER SESSION OF 3 HOURS	Noted	
		Reducing pre task and increasing incentive	SEEM SENSIBLE RECOMMENDATION	Noted	
		Timelines	ALL VERY TIGHT BUT YOU KNOW THIS. BUT STILL SUPPORT THE TESTING OF THE HIGHER BILL IMPACT	Noted	
11/07/2023	Lucy Byrnes	Sample	I think the approach is suitable. However I have some concerns that Ofwat have recommended 48 interviews and DJS is only planning on 28. Is this enough of a robust sample? Ofwat seem to indicate that the minimum should be 48.	The Ofwat proposed sample is for the first round of testing (which we are in compliance with), there is no guidance for the re-testing, other than what I have pasted in the email below. It refers to completing what is feasible within the timeframe remaining. Therefore, it is for the ICG to comment on what they believe is a suitable approach. The reason behind the proposed numbers is primarily what is feasible to achieve in the time we have left ahead of submission and to achieve a relatively robust sample. Completing the exercise in full (as we did last time) would add several more weeks to the timeline, which we unfortunately do not have. The proposal shows we are also attempting to re-contact customers in addition to the sample set, which would also push the numbers up, but we cannot yet say how many will commit to this until they are re-contacted. Just to follow up, DJS (our research agency) have provided more info on the robustness of this on page 2 and 3 of the proposal. In summary, they have confidence in the robustness of the overall findings and a plan on how and where to exercise caution for sub segment level analysis. In addition, if findings are similar to AAT1 qual, we could usefully consider AAT1 findings as remaining relevant for some questions.	Lucy: Thanks very much for the explanation and making this clear.
19/07/2023	Tamsin Kshap (T&T)	Recontacting	Consider whether this previous experience of the old respondents will influence their views on a higher bill. Vs new recruits wouldn't have a different point of reference. Wonder how the bill increase is being explained to old respondents		
		Vulnerable depths	This seems like good learning	Noted	
		Sample	The NHH sample/approach is different to the requirements also. Consider adding a paragraph to explain this		
		Group length	Appreciate why this is necessary but need to ensure you document the justification for what's removed from the prescriptive requirements		
		Reporting	Worth clarifying what will come out on the 31st (similar to the summary slide for Qual 1?). Noting the full report would be too late for equivalent assurance to Qual 1. The fundamental issue is whether there is any time to act on the findings / reflect any changes in views in the Business Plan proposals.		

03/08/2023	Bernice Law	Overall (revised version)	In that case I support the proposed way forward for NHH customers. I understand your difficulties on re testing previous household participants and as the guidance says 'could retest' I support reasoning and your approach on that too	Noted	

AAT2 Qual Your Voice Research Materials Comment Tracker

Date	Source	Document	Your Voice Comment	United Utilities Response
31/07/2023	Bernice Law	Overall	I support the reduced length to 3 hours, it is important that participants keep good attention span and as discussed the 15 min break is welcomed I support the areas recommend for reduction, as I agree there was some repetition	Noted
		Stim	There is still the 5000 employees but in Stim VII it says 5700 in Stim VI and VII voluntary improvements set by UU would it not be more accurate to say proposed improvements as it is likely some of these may not proceed....voluntary is unusual Word to use	5000 is the current figure, 5700 is the aim for the AMP8 plan
		Discussion Guide	Realise some of this is mandatory but slides 13 to 18 mention 6 important areas for service and that UU is not Meeting target on some of these ... then it says UU achieved 83 % of PCs higher than any other water company Are participants seeing what makes up the 83% because they could be things customers don't value?	This has been tested in the previous rounds of research and customers understood the term voluntary. The whole business plan is being presented as proposed throughout the research. We have had feedback from customers that they would like to see more recent comparable data information but this hasn't been published yet. Therefore, the 83% is to give an indication of our recent performance across all performance commitments, as the data per PC is not available yet. We have put this as a response in the customer FAQs, for if customers ask us about more recent performance.
			Says up to £200 help from £500m the proposed increase in this area is to give a lot of people £50 off bill...is this a little misleading? As I understand there won't be much of an increase in those who get larger amount	This is the average bill discount from the range of tariffs available, not just the £50 payment.
			Review of must do plan However this would mean.... Should it read increase in likelihood of hosepipe ban, no reduction in carbon emissions and not increase affordability support	The must do plan has the same level of hosepipe ban and affordability support, the differences are in the smart metering, carbon and leakage. We have confirmed this in the discussion guide.

PR24 Affordability and Acceptability Testing Your Voice Tracker

Key ICG meeting consultancy dates	
Your Voice Chairs Group Meeting	17/03/2023
Your Voice customer sub-group	24/02/2023
Your Voice customer engagement meeting	28/03/2023
Your Voice customer engagement meeting	30/06/2023

Ofwat Guidance Requirement	Page	Method	United Utilities Proposed Decision	Your Voice Comments
We expect companies to work with their ICG and supplier(s) to determine what the sample sizes should be beyond our minimum requirements, or where the minimum should be applied.	6	All Sample	<p>Qualitative Ofwat minimum requirement = 96 total (64 HH, 8 FBP, 24 NHH) UU proposed = 100 total (68 HH, 8 FBP, 24 NHH) The Ofwat guidance for minimum sample sizes is very robust for qualitative focus groups so we don't feel that it is necessary to go much higher than this. However, we feel that oversampling is important to ensure that the guidelines are met, so we have costed for over recruiting by 2 for each of the 6 deliberative sessions.</p> <p>Quantitative Ofwat minimum requirement = 500 HH, 200 NHH UU proposed light quant = 500 HH, 100 NHH (please note this is a pilot of quant which is above and beyond the minimum guidance) UU proposed full quant = 1500 HH, 200 NHH These are compliant with the methodology guidance, and are large enough to support sub group analysis at a greater level. The full quantitative sample structure is in Sheet C</p>	At the customer sub-group meeting 24/02 there was a discussion around whether 100 participants for the qualitative research was sufficient enough. After discussion as to the role of the qualitative stage (acceptability testing) and discussion on coverage of the sample set, it was agreed that the UU proposed sample sizes were adequate for this research.
Companies could consider retaining a sample of participants from the 'full scale' household and non-household deliberative research to test the direction of travel of refinements to their proposed business plan where there is insufficient time to conduct fresh recruitment for larger scale testing. The exact approach would need to be agreed with the ICG.	6	All Sample	For both qual and quant we will add a "recontact" question just in case we would like to recontact the participant, however we do not expect this to be used as we will be using a fresh sample between AAT1 and AAT2 which will cover any changes to the business plan.	No comment or challenge
Describing statutory programmes in business plans. We propose the following wording as a starting point for water companies and encourage companies to use it. It can be developed in consultation with ICGs where needed	8	All	We're happy with the current prescribed wording and don't plan to amend unless advised otherwise. The Ofwat prescribed wording can be found in Sheet A of this document.	No comment or challenge
Other segments to be recruited, eg metered or unmetered would be built into the recruitment and decided in consultation with the supplier and ICG	17	Qual Sample	Please see full Qualitative sample breakdown in Sheet B.	No comment or challenge
Companies should work with their ICG and supplier to consider what other characteristics are important to identify in the sample or quota for recruitment	18	All Sample	<p>Index of Multiple Deprivation (IMD) – Each customer record postcode has been allocated an IMD score and Accent will ensure that response rates are adjusted for each IMD quintile aligned with Ofwat requirements. They will also be aligning with the previous ODI research to tailor the proportions based on previous response rates in these areas and local circumstances as outlined in the guidance, by exploring a potential bespoke figure for the quintiles</p> <p>For the quantitative survey the sampling has to be random so we are unable to add in any criteria for completion or sampling quotas but we are mindful of recruitment approach to ensure representative sample sets.</p> <p>Tariffs and Priority Services Register (PSR) – customers on PSR, financial support tariffs, affordability schemes, social tariffs, and those with health vulnerabilities will be flagged on the customer data transferred to Accent & DIS and they will ensure representation in the sample.</p> <p>Health vulnerabilities – these will be identified by customers registered under Priority Services, with a focus on health conditions which could make the household more sensitive to service issues should they happen</p> <p>In addition to the above, we will also be considering representation of:</p> <ul style="list-style-type: none"> • Metered/ Unmetered • Age • County • Urban/Rural/ Coastal • Future Bill Payers – defined as 18 – 29 year olds living in the North West but not currently paying their water bill. • Hard to reach customers – <ul style="list-style-type: none"> o Digitally excluded due to limited or no access to the internet, or not being tech proficient o Those who struggle to talk to us due to language or cultural factors (for example, English is not their first language). • Vulnerable customers – <ul style="list-style-type: none"> o Customers have a physical or mental disability o Customers of pensionable age o Customers on the priority services register • Low income customers – those C2D2 SEG groups and those with a household income of less than £21k • Ethnicity – we want to ensure research includes representation from minority groups <p>• NHH customers – we aim to get a spread according to size of business and usage of water (e.g. as a product or manufacturing use of their business or regular domestic use). During For FBP, we will undertake separate F2F deliberative sessions. These will be a 3 hour deliberative sessions with a sample of 8. We believe this is the right approach as it will encourage participants to share their circumstances more fully, express their opinions and response to the water company information presented more honestly, and allow for in-depth exploration. In addition, running dedicated sessions in this way will facilitate analysis, allowing DIS Research to identify more readily where perspectives are shared with, or diverge from, other customer segments</p>	This information was presented to Your Voice in the customer sub-group meeting. The ICG queried how customers are being recruited to ensure a diverse sample set. An ICG member commented that they would like to see the breakdown of % vulnerable customers we are targeting which was later provided. An offer was made from the ICG to help source vulnerable customers if UU ran into problems with this in the fieldwork. Through this discussion the ICG was satisfied that the diverse range of recruitment methods would be sufficient to ensure a diverse sample set.
Companies should work with their ICG and supplier to define their preferred approach for including future bill-payers in this research	18	Qual Method	As recommended by Ofwat, we will be using customer lists for recruitment.	No comment or challenge
Hybrid recruitment of bill-payer segments using company customer lists and back-up recruitment agency support... companies should discuss the detail of this with their suppliers and ICG	18	All Sample	Whilst the guidance suggests that water companies should consider undertaking an 'opt-in' exercise by approaching customers on their database, Accent and DIS Research strongly believe that United Utilities will be able to establish a lawful basis for processing customer data for the purpose of customer recruitment into the PR24 testing process (with that lawful basis likely to be "legitimate interest"). Therefore, we will not be undertaking an opt-in exercise or warm up email. In order to match the participant to the data, those recruited via email will have a unique link, and those recruited via postal methods will receive a unique ID and PIN.	No comment or challenge
Future bill-payers... Companies and suppliers should consider which approach will deliver the high-quality sample they require and discuss the approach with their ICG	20	All Sample	For the qualitative research, FBPs will be free-found by DIS Research. This will involve principally recruitment from their existing databases, supplemented by either on-street or door-to-door recruitment in the event that the required sample size and quotas cannot be achieved from existing records. These prospective participants will be subject to screening using a recruitment questionnaire that will ensure that recruits have never had responsibility for paying a water bill, that half are further or higher education students and that the others are in their first jobs.	See above
If there is nothing in the business plan yet, then companies should conduct ad hoc bespoke research when they have a proposal for services aimed at people with health and economic vulnerabilities. It would be good practice to consult with their ICG or equivalent on the development of this research	21	Qual Method	This is not a requirement for United Utilities as we feature the proposal in the business plan.	
The format for deliberation is open to companies, working with their ICG (or equivalent) and their supplier to decide what works best	21	Qual Method	We have chosen to do face to face discussion groups for HH, NHH and FBP. We believe this is the right approach as it will encourage participants to share their circumstances more fully, express their opinions and response to the water company information presented more honestly, and allow for in-depth exploration. For some vulnerable customers, we are undertaking face-to-face (either in home or mutually agreed location) interviews (75 minutes) or online in-depth interviews (75 minutes). This is so we can tailor the timings and stimulus to the individual needs, as well as ensuring participants feel comfortable discussing potentially sensitive topic areas.	This was discussed in the Your Voice customer sub-group meeting. The group agreed with the proposed approach and flexible approach for vulnerable customers according to their needs. More detail was presented to YV in tab C on the vulnerable quant approach
At least one observer from the company's ICG should be invited to attend for reasons of process assurance	22	Qual Method	We have decided to change the order of the pre-task stimulus, so that the high level explanation of what a water company does comes before the explanation of the role of research with customers in PR24. In collaboration with DIS we decided that this was the preferred order for the pre-task to aid customer understanding.	Please see Sheet D for ICG commentary
In the discussions themselves, the summary business plan can be built on via additional stimulus which may be provided to cover essential context about these performance commitments that was too much detail to include in the summary. The content of the additional stimulus should be discussed with the ICG	22	Qual Method	When the focus group dates, times and locations have been confirmed we will invite members of YV to observe. These will be undertaken face to face, across various locations in the North West.	No comment or challenge
The following findings from this research [yonder] should be considered in the design of stimulus materials... (if possible) information on bill impact of each performance commitment target	22	Qual Method	We are creating a video for the summary of the business plan which will be audio transcribed and with subtitles to ensure accessibility. There will also be a hard copy reading version. In addition to this, we are creating further materials to support which will be shared with YV for review.	Please see Sheet D for ICG commentary
Water companies, along with their ICG, should consider what piloting and testing is needed and allow time in the development of their research for this	23	Qual Method	Due to the integrated nature of the totes build and the drive to deliver multiple benefits from individual investments (maximising efficiency and customer outcomes), it is not feasible to disaggregate bill impacts for individual service areas in a survey of this nature. Therefore, this has not been included.	No comment or challenge
Companies may wish to consider a trial run of the deliberative discussion with a small group to identify any issues (eg timings) to implement improvements. The results of this would be reviewed with the supplier and the ICG to agree changes to the research materials. The research timetable should build in sufficient time for this review to take place and for refinement of materials to take place.	23	Qual Method	All materials will undergo a pilot stage in which the materials will be trialled. We will also undertake cognitive testing of pre-task materials, topic guides and accompanying stimulus material. We will do this through online interviews. This mode will allow for presentation of pre-task materials ahead of the live testing session (thus mirroring the approach being proposed for mainstage fieldwork) and will allow for the testing of accessibility, comprehension and ease of use of all other materials within the live session. We advocate for cognitive testing sessions of up to 90 minutes' duration, and that the sample for this phase of work include household and non-household participants, including future and vulnerable customers. We will undertake 16 cog interviews for qual, 10 for qual lite 15 for quant full as well as 40 pilot surveys.	The ICG customer sub-group meeting discussed the role and number of cognitive and pilot interviews, this was agreed to be the correct number for the research.
For the reporting on the deliberative discussion groups and in-depth interviews, water companies need to provide a debrief, which ICG members, as well as Ofwat/CCW, should be invited to for assurance purposes	24	Qual Reporting	As above, we are undertaking cognitive testing of the materials through online interviews, and have scheduled a gap between the first and second groups to allow for feedback and revisions to the materials.	No comment or challenge
Where the moderator is unable to answer a key question from a participant, a water company representative can respond following a request from the moderator. The supplier should record the question and response given by water company representatives. These responses should be available to the ICG for process assurance and be added to the briefing for any future group discussions.	35	Qual Method	This has been noted for when the deliberative discussions have been concluded, and members of YV will be invited to the debrief.	No comment or challenge
C. An explanation of the role of research with customers in PR24... it includes a link to a film which is not prescribed in the event that companies wish to use a company specific alternative which their ICG agrees is informative, relevant and neutral information	37	Qual Method	This has been noted in the discussion guide and will be shared when appropriate.	No comment or challenge
			We have decided to keep the original recommended video and therefore no additional action needed. Video link: https://www.youtube.com/watch?v=DWwivQ3A7f8	No company specific film is being shown
			We have ensured that the stimulus and discussion guide have been designed in a neutral way and doesn't lead the participants. This has been considered through the language used and the presentation of robust comparable data.	No comment or challenge

H. An engaging summary of the company's proposed business plan, ideally on one page. It will also include up to six proposed service enhancements that are the biggest drivers of changes in bills and where there is flexibility as to when and/or how they are delivered so that the bill impact can be spread in different ways from 2030 – 2050.	40	Qual Method	Ofwat have directed that it is up to the ICG to determine if the stimulus is provided by companies is neutral and appropriately follows the guidance on stimulus and the proposed business plan	Please see Sheet D for ICG commentary
The research materials describing the plan need to be relevant to the audience in question and fit the methodology being used (whether deliberative discussion or in-depth interview). Companies should consult with their chosen supplier and ICG on the tailoring of research materials.	49	Qual Method	The 1 pager of the business plan is being tested on the research community panel in The Flow, as well as undergoing cognitive testing. The 1 pager will form a part of the suite of research stimulus sent to YV for review. To ensure it is accessible and engaging, the video we are creating will have audio subtitles and will be transcribed.	Please see Sheet D for ICG commentary
Water companies that conduct in-depth interviews with vulnerable customers should discuss with their ICG how they have considered making the delivery of the pre-read content and taking part in the in-depth interview as accessible as possible	76	Qual Method	We are conducting analysis of the sample set to ensure our research is as inclusive as possible, for example building accessibility (size of font/colours) into the materials design, as well as providing audio alternative in the form of transcribing. For those who are digitally excluded, we will undertake face to face interviews and offline recruitment methods to ensure they are able to participate, including at home or other chosen location, or over the phone. The research will make appropriate accommodations for those with health or low income vulnerabilities to ensure they are able to participate, through identifying ahead of engagement through the data provided by the Priority Services Register.	The approach was discussed in detail at the customer sub group meeting and this was agreed to be the right approach by the ICG.
Companies should discuss potential changes as highlighted by cognitive testing/pilots with their ICG. Any changes should make the materials more 'meaningful' for customers to engage with, and not introduce bias into what customers are shown. Update: 16/05/2023: Generally we don't expect prescribed text to be changed unless testing finds most people do not interpret/understand it as intended The prescribed quant questions must remain consistent across companies.	Email correspondence	Qual Method	In the case where customers don't understand wording or question text prescribed by Ofwat/ CCW in the guidance through the cognitive interview stage, we will liaise with the ICG on the proposed new wording. Update: this adds further evidence to our cog testing decision making to not make any changes to the Affordability questions for the quantitative section.	We have undertaken a cognitive testing feedback review meeting in which a YV member was present and this is evidenced in Sheet E.

Other Meeting Updates

Meeting	Date	ICG Discussion	IU Actions
Your Voice customer engagement meeting	30/06/2023	ICG showed concern over showing two different bill amounts in AAT2 testing - they understood the reason behind approach but have challenged IU on how this will look to Ofwat in regards to trying to achieve acceptability of a higher bill ICG agreed that approximately 5% difference in service improvement was an acceptable amount / sensible threshold for changes to the business plan between qual and quant stages ICG queried why some of the service level improvement percentages had decreased, when customers wanted them to increase	Provide further evidence in form of how we calculated the bill amount. To continue as is To provide further info on this (action outside of team)

Describing statutory programmes in business plans

WINEP and WRMP drivers

The services that water companies provide must comply with environmental laws in England/Wales, as well as UK/Welsh Government policy. Water companies have a programme of work to meet these laws, which includes:

- Reducing pollution of seas and rivers by sewage overflows.
- Not taking too much water from rivers and the ground.
- Making sure there is enough water available to protect the natural environment as well as providing a public water supply.
- Treating water and wastewater to a standard that does not harm the natural environment. Water companies must also meet legal requirements for the quality and safety of drinking water and protect reservoirs, treatment works and other sites to ensure they are safe and secure.

[Company name] Water has a target in its least cost ('must do') business plan of X for 2025-2030, and this will add £ [amount] to the average household water bill.

Drainage and Wastewater Management Plan drivers

The Environment Act will require sewerage companies to produce Drainage and Wastewater Management Plans, which are set over at least 25 years. The plans consider how things like climate change and population growth affect current and future capacity of sewage and rainwater drainage networks. The plans require a lot of collaboration between sewerage companies and other organisations which work around flood risk, and river management.

[Company name] Water has a target in its least cost 'must do' business plan of XX for 2025- 2030, and this will add £ [amount] to the average household water bill.

Storm overflow drivers

When there is too much rainfall for sewers to handle, storm overflows allow rain water, mixed with sewage, to escape into a separate pipe which eventually flows into a river or the sea. This helps to reduce the risk of properties being flooded with sewage. There are around 15,000 storm overflows in England, and XX for [wastewater] company.

Each company (in England) has a target set by Government to reduce the use of storm overflows:

- By 2035, water companies will have: improved all overflows discharging into or near every designated bathing water; and improved 75% of overflows discharging to high priority sites
- By 2050, no storm overflows will be permitted to operate outside of unusually heavy rainfall or to cause any adverse ecological harm

To work towards these longer-term targets, [Company name] Water has a target of XX in its least cost 'must do' business plan for 2025-2030. This will increase the average household bill by £ [amount].

Quant Sample

The sampling will be random in accordance with Ofwat guidelines but will be monitored against the criteria below. We have stated what we achieved in our most recent Bespoke ODI research to show you the levels expected

Demographic	Census and UU AAT Aim	UU sample from Bespoke ODI research
Sex		
Male	49%	46%
Female	51%	54%
Age		
18-29	19%	12%
30-64	57%	61%
65 or older	24%	26%
SEG		
AB	20%	33%
C1C2	52%	42%
DE	29%	21%
Urban/Rural		
Urban	82%	84%
Rural	18%	16%
Ethnicity		
White	90%	92%
Mixed	2%	1%
Asian or Asian British	6%	5%
Black or Black British	1%	1%
Other ethnic group	1%	0%
Household size		
1 or 2	64%	61%
3 or 4	29%	32%
5 or more	7%	6%

Vulnerability	UU sample from Bespoke ODI research
Disabled or suffers from a debilitating illness	15%
Has a learning difficulty	5%
Relies on water for medical reasons	5%
Visually impaired (i.e. struggles to read e)	2%
Over the age of 75 years old	11%
Speaks English as a second language	4%
Deaf or hard of hearing	7%
A new parent	4%
None of these statements apply	59%
Prefer not to say	5%

The Ofwat guidance is prescriptive and states that the quantitative sample is proportional to the geographic areas and proportionally higher in areas of deprivation.

We will be aligning to the IMD profile of our customers for the North West;

- 34.9% from the bottom IMD quintile postcodes for that area (ie most deprived)
- 18.6% from the second quintile
- 14.7% from the third quintile
- 16.5% from the fourth quintile
- 13.6% from the fifth quintile (i.e. least deprived)

AAT1 Your Voice Research Materials Comment Tracker

Date	Source	Method	Document	Your Voice Comment	United Utilities Response				
23/03/2023	Bernice Law	Qualitative	One-pager	Change wording to: UU BP our Plan for 25 to 50 is focussed on the company investing to improve the core services it provides to customers and to improve the Nw region as a whole with more jobs and greater investment in the local environment and economy	Amended				
				Change wording to: Investing £159m in pipes that are fit for the future	Amended				
				Change wording to: Employing an incl and diverse workforce...	Amended				
				Change wording to: Providing optional smart meters	Amended				
				Change wording to: Reducing water wastageand reducing household and business water usage	We have decided to leave water usage out of this section to keep it high level - this is covered in the smart meters bullet point.				
				Why is the box on storm overflow infrastructure national and not about UU as almost everything else is local.	This is prescribed wording from Ofwat which we can't change.				
				Pre-task stimulus	Not sure any there are shades of blue on map presumably for the 3 types of company but the colour key is not mentioned	This is an Ofwat image and cannot be altered.			
					5000 people directly employed elsewhere a figure of 5700 has been used and influenced jobs 22700	In the one pager, we refer to 5700 as that's our aspiration for the business plan, our current stat is 5000. On this page we also highlight 22,700 jobs connected to UU as mentioned			
					Typo: These PCs are a snapshot of out of	Amended			
					Change wording to: How did UU perform in most recent assessment	Amended			
					You use a key to performance but have put best in class in written form on table	Amended and added labels for other performance, as well as removing the secondary key for clarity.			
				Session stimulus	I was looking for axis description on graphs and I didn't pick up the descriptions covering this h until I got to the end of the set of	It is prescribed in the Ofwat guidance that we have to have the axis description in the current format, which means we can't change this.			
					Leaks can affect.... They areBut leakage is of often seen in the media maybe reported or criticised in the media	This is prescribed wording from Ofwat which we can't change.			
					Reference to upgrading our power. Not sure what you mean by that is it making power supplies more resilient	The upgrade to power refers to resilience and performance - we have decided to keep as is in order to keep the text brief.			
					I don't think the scale of this at £3 billion stands out enough compared to all the £m figures.... It is after all £3000,000,000 perhaps you could say £3billion or something about it being UUs largest mandatory spend area and its largest investment area at £3b	Amended to £3 billion			
Typo: investing in new sources water sources -	Amended								
Discussion guide (HH)	Typo: £162m invested to improve treatment of sewage by using processes	Amended							
	I'm not sure this makes clear the bill impact is the 2 figures shown added together	This is prescribed formatting from Ofwat which we can't change							
	Don't see detail or options on phasing over time issue. I know it's in the discussion materials but will this be reviewed after the engagement session....but it could influence phasing here.	Please see phasing slides at end of stimulus pack							
	Question re customer and consumer ...if you pay the bill are you not consuming the items mentioned as a consumer....is the difference added services...I'm not sure of difference	The Ofwat guidance refers to this as: Differences in views between people taking the perspectives of bill payers, consumers and citizens and identify what the preferred plan would be from each perspective. So they key difference is between paying for and using the services UU provides. We have amended to clarify this in the guide.							
27/03/2023	Tayo Adebowale	Qualitative	Discussion guide (HH)	Could it be helpful hear to explain why you are asking for the 3 different perspectives?	Ofwat guidance states that: Differences in views between people taking the perspectives of bill payers, consumers and citizens and identify what the preferred plan would be from each perspective – DJS to add that we want to get a diverse view from everyone across the North West.				
				It is helpful to stick to the same terminology as used in Section III An introduction to UU above.	Amended				
				[Slide 12] Although 'stronger, greener and healthier are mentioned in the video, a number of times. I didn't feel that it clearly comes across as UU 'setting out its plans under three pillars, 'stronger, greener and healthier.	Amended - added the title and icon for each service improvement about which pillar they come under				
				[Slide 13] Terminology see earlier comment	Amended				
				So 'storm overflow improvement' is a statutory requirement and not a goal?	There is a statutory requirement to reduce overflows which is presented earlier in the stimulus, and the service improvement here outlines how we will achieve it				
				As in these 10 services affect UU's customers live more than the other business plan commitments? Is this what customers have told UU? It would be helpful to give more context here.	These service improvements are ones which directly impact on the service and bill customers receive. We are aware through previous research that these are areas that customers value in importance. Due to capacity of the session, we can't go through the entire the business plan and will instead focus on the areas customers will see. Any non-stat areas of the business plan will have bespoke customer research (Eg WINEP, WRMP etc).				
				Video	Put text in turquoise section/strip below Louise, i.e. the visual slide.	Amended			
					I personally like the way the subtitles run even when the text on screen is repeating this, but obviously follow expert's advice on this area.	Noted			
					The video refers to UU's 3 pillars, stronger, greener and healthier, a number of times. However, I did not feel that it clearly comes across as UU setting out its plan under the three pillars, stronger, greener and healthier, as implied in the discussion guide for say the Future Bill Payers'. This could be made clearer ideally at the beginning of the video re the importance of the three strands	We have been advised by the agency that we are not able to change the video to make this amend, as it would require re-scripting. Instead, we will highlight the three pillars in the focus group.			
				Stimulus (NHH)	Be clearer re difference between wholesaler and retailer. Also opportunity to streamline slide	Added clarification that UU are the wholesaler, and there are other organisations which provide the retail service			
					Why is the OFWAT and CCW logo on the bottom of these slides? It almost looks as if the slides have been written by the 2 organisations.	This is prescribed wording from CCW/Ofwat so we are highlighting this to customers.			
					Which organisations are you quoting in the green text? And where are the quotes from in the black text	Both of these are from Ofwat/CCW from the methodology guidance. The colour scheme is to break up the slide.			
					May be worth clarifying here whether it is all UU customers, or just NHH customers re examples of what is particularly important to customers	This is prescribed text from Ofwat/CCW and we are unable to amend.			
					Provide more clarity between what are the service improvements and, the voluntary improvements set by UU as targets for 2030. (Summarise how UU have decided on the voluntary targets)	Further detail on the difference between the stat and voluntary service improvements are set out in the discussion guide, which will be discussed by the moderator when displaying this slide.			
				Stimulus (Vulnerable)	I didn't find the figure shown re how £1 is spent helpful, as I found it difficult to link it to any of the proposed service or voluntary improvements in the previous slide. So it felt a bit like none of the £1 was currently been spent on any of the proposed service or voluntary improvements.	The diagram is intended to show the participant the breakdown of their current bill as background information. When they are taken through the service improvements in the session, they will be shown bill impacts for the upcoming years which will take these improvements into consideration.			
What is the 'Industry Total/ Average', at the bottom of the tables, consider providing further explanation /key?	This is the average number of customers / average bill reduction across all water service providers we have amended the tables so UU is at the top for clarity and maybe change 'industry total' to just Average								
This slide implies that £300 million support will come from elsewhere? Would be helpful to be clearer re where, i.e increase in customer bills, etc	We decided to revisit this after the cog testing - this did not come up as an issue or additional question for participants so have decided to leave the wording as is. If this question comes up in the focus group, it will be recorded.								
Discussion guide (Vulnerable)	There is arguably a need to draw out further the key points re similarities and differences between the companies, such as UU appear to have the highest contribution of all the companies, and the highest bill reduction currently.	This will be highlighted in the focus groups.							
	One important thing to bear in mind is that the first six of these ten improvements are on issues that the water regulator, Ofwat, says water companies must include in their business plans. These six targets for improvement are set by Ofwat, however, water companies can choose to go beyond the targets set by Ofwat, if they wish'	We have decided to keep the order as is to avoid leading customers, as there is potential customers may consider targets differently if they know they are voluntary							
	a. As this is so important, consider putting it much earlier on when describing slide 7.								
28/03/2023	Bernice Law	Qualitative	Discussion guide (FBP)	Amend 'However, there are areas not required by law but will provide more benefits to the service you receive, and to nature and society that United Utilities undertake'	Amended				
				Substantially reducing sewer overflows do you need to explain what these are	This has been added to a FAQ crib sheet for focus group in case more detail is requested by customers				
				Customer is that just someone who pays or will pay bill as opposed to consumer who uses services ...I don't think this differentiation is clear	The Ofwat guidance refers to this as: Differences in views between people taking the perspectives of bill payers, consumers and citizens and identify what the preferred plan would be from each perspective. So the key difference is between paying for services and using them. This has been added to the discussion guide.				
				Is comfortable the correct word to use / to use content	Amended and changed to 'understand' - we have decided against 'content' as we are asking about understanding of the plan, and not acceptability				
				Discussion guide (NHH)	Mention inflation element [Hand out price increase reference sheets]	Amended - added inflation wording			
					These words here are confusing because it talks of must do in proposed plan but does not say the proposed plan gives more	Amended wording to 'There are some things which United Utilities must do to comply with the new government laws and regulations which we have discussed with you. In the proposed plan, United Utilities plan to deliver more benefits beyond these requirements. Another option is that they just invest in the areas required to comply with these government laws and regulation'			
					Suggested adding 'performance' to benefits	We have decided to keep the wording as 'benefits' to keep it relevant to customers			
					Suggested to add 'reduced' goals	As we already refer to a reduction and 'must-do' in the bullet points above, we have decided to leave as is to avoid repetition.			
					*If needed - query what this section is meant for	Additional information for customers if further clarity is needed - this is for the moderator to make the call on in the session			
				Discussion guide (NHH depths)	Query - so no discussion on must do plan here	Correct, there is no prescribed need to discuss must-do plan in all depths			
					Discussion guide (Vulnerable)	Replace 'less' with 'poorer' in must do plan section	We have decided to keep the original wording so as not to lead customers		
						Incorrect smart meter figure	Amended		
				29/03/2023	Bernice Law	Quantitative	Survey	Add 'only' to Must Do Bill Impact	We have decided to keep the original wording so as not to lead customers
								Suggestion to change water/sewerage	This is Ofwat prescribed and cannot be amended
								Suggestion to add clarification to 'Shopping around more'	This is Ofwat prescribed and cannot be amended

				On CP - Not sure what target number is ...is it 3 hours or nil not clear to me. Can this figure be put on key	This is Ofwat prescribed and cannot be amended
				On CP - Do colours above just show red for failing target (although its pink) or green for achieving target	The colours don't signify below/above target, but a reduction of minutes over the target.
				Leakage PC - is Percentage relevant here isn't this customer contacts or is it % improvement. It would help if that was described on axis.....as its not clear. Next slide makes this clearer reverse slides ?	This has been amended to the correct format and removed this issue.
				Again the axis is not clear what is 1.00 2.00 as the words seem to indicate its number of incidents per thousand customers . To be fair the next slide makes this clearer ...wouldn't it be better to reverse these slides	This is Ofwat prescribed format and cannot be amended, however the new format of the comparable data mitigates this and makes it clearer for customers
				why are you not showing graphs as above here?	Amended
				Pollution Incidents can £3billion be substitute for £3bn to emphasise scale cost	Amended
				Affordability service improvement: Is this slide asking customers to fund increase in affordability support	No, we won't covering cross-subsidy in this piece of research. This is covered in specific social tariff research.
				Suggestion to add: They are choosing the wrong priorities	This is Ofwat prescribed and cannot be amended
				Compared to energy prices it is more expensive- this is a question we know the answer to it's a leading question as we know this is not the case	This is Ofwat prescribed and cannot be amended
				Suggestion to change option to: The change to my bill is relatively small	This is Ofwat prescribed and cannot be amended
13/04/2023	Tayo Adebawale	Qualitative	One-pager	Is it possible to provide each 'hope' or are they 'targets', clear goals, (some are provided). For example o You state that there is an investment of £150m of pipes; whereas o Investing in green sustainable infrastructure (how do we know if this is achievedor not?) Also ideally give the figure, rather than writing it, (or be consistent with which you choose to do). 'All of these investments from 2025 to 2030 are expected to deliver significant improvements to many of the day-to-day services that Untied Utilities' customers rely on'. I am not sure this sentence adds any value, in fact could create confusion, as in does it infer that UU expects some of the investments not to have any significant improvements...? In the voluntary improvements consider sticking to the '% improvements' as per the reporting of the 6 targets given by OFWAT	For a small amount of the aims, we haven't been able to put figures for investment as the plan is not mature enough to give exact figures. In this sentence we are referring to all the service improvements which will have an impact. This has been through cognitive testing and customers did not raise an issue with understanding this, so have decided to keep as is. For the voluntary service improvements, we have not been able to convert these to percentage improvement due to the format.
			Pre-task stimulus	Consider providing more context to some of the figures e.g Slide 3: 3 million Households, (=% households in the North West?). 2. Slide 4: key to colour code (for the shade of blues)	For further context, there is reference to the total population of the NW on this slide. The blue colouring is to differentiate the regions, and does not imply performance. The performance measures are explored in detail further on in the pack, and there is a key for the colour coding for these.
		Quantitative	Survey	1. Question 16 and 17, and 18 the graphs may benefit from having units/labelling of the axes Is there a reason why some "How do UU say they will do this..." Have a cost allocated to the improvements required whilst other do not? Is there a risk of overlapping re costs allocated, i.e. there may be multiple benefits and therefore possible 'double accounting'. The possibility of this struck me re Question 26, 'Carbon reduction to improve the environment', and the cost provided there? In Question 20 and 21, it may be helpful to define 'events' Question 22, consider putting xx incidents per	Amended - this was also highlighted through cog testing As with one-pager aims, we haven't been able to put figures for investment as the plan is not mature enough to give exact figures. We have mitigated this by adding a line to summarise the investment at the beginning, then followed by each service improvement. For example, the £150 million investment in maintaining pipes and pumps will apply to leakage and water quality. Events' is described in the wording above. This is Ofwat prescribed and cannot be amended. Amended

AAT2 Quant Your Voice Research Materials Comment Tracker

Date	Source	Your Voice Comment	United Utilities Response
30/06/2023	Bernice Law	Presumably guidance says you must use 2021/2 data? As there are some big differences in 2022/23 in areas like supply interruptions at over 38 minutes	Correct, this is because the data for 2022/23 has not been published yet – this is due in July. CCW have provided all comparative data for 21/22
		Q18 picture on Appearance taste etc Do you want to use the word precaution here as it suggests there might be a problem if you drink that water and UU wouldn't allow anyone to drink unsafe water .Better text might be have a preference in these circumstances to drink bottled water until supply returns to normal	This is Ofwat prescribed wording and cannot be changed.
		Q20 In narrative says 2.97 in picture 2.98 customers can sometimes dwell on you putting in 2 figures one of which is incorrect	Thank you for highlighting this, this is because the comparable data slides are still in draft but but this has now been rectified.
		Q21 same issue as above 18.12 used as is 18.71	As above
		Q24 should the picture say install smart metres	Cognitive feedback from AAT1 showed that customers understood this slide, the title is 'Smart Metering' and we explain the instalment in the description to avoid any undue concern. We have also added further explanation that currently no meters are smart and the installation is optional.
03/07/2023	Tayo Adebowale	Q10 - Is there a 'not coping option'?	This is Ofwat prescribed wording which we have to abide by.
		Q13 - See earlier comment re 'not coping' option.	This is Ofwat prescribed wording which we have to abide by.
		It would be helpful to provide the % inflation figures as part of this graph.	Due to Ofwat guidance, we have to show exact figures and not percentages
		Is it absolutely necessary to use the links? Can the relevant information be placed within the script?	This is an internal note which customers will not see – if demonstrates how the bill impacts will be calculated and pulled through
		Q14 - Again what about a not possible, as an option?	This is Ofwat prescribed wording which we have to abide by.
		Q15 - Could there be an option here about seeking financial advice etc?	This is Ofwat prescribed wording which we have to abide by.
		Q16 - Consider providing information here re whether UU were able to provide its customers experiencing disruption with said bottled water?	The wording about the bottled water is prescribed by Ofwat and cannot be changed or added to.
		Q17 - Is there a good argument here and with interruptions above to providing context re actual performance in comparison to other water companies, and not just target comparisons?	The comparative data charts' format and content is heavily prescribed by Ofwat and we therefore have to present it this way with the target comparisons.
		Q17 – The '125 litres a day per property served', needs a bit more explaining, re leakage	Unfortunately we can't change the wording as it's prescribed, however in the wording on the right of the slide we have explained how we will reduce leaks which will give further context.
		Q18 - A general comment for all the graphs is to consider explaining more specifically that you are only comparing target performance and not context for actual performance, with the other water companies. (This was discussed at the CFSG on Friday). Out of interest is this normal for other	We have had similar discussions between ourselves and agencies on the way that comparable data is presented, however Ofwat have been very prescriptive in how we show this and the priority is to be compliant in AAT2.
			In terms of other sectors, we have seen both ways of presentation in other annual reporting. For example, I have seen in Ofgem supplier report they tend to report by individual basis on actual performance.
		Q24 – A) Consider making it very clear how the smart meters UU will use differ from the smart meters and monitors of other utility companies, where customers have instant access re usage on a separate in house display monitor.	A) The information we have provided on the smart meters lets customers know that they can receive a live and accurate read out of the usage. We are limited on space, and therefore cannot go into too much detail on comparison with energy meters. The strategy for how customers will see the data is still being decided upon
		B) Consider providing more information to set the context for smart metering re current performance as per the parameters above.	B) The comparable data is only mandated for the common service improvements. For the enhanced areas of the business plan, we are not prescribed to provide this. In addition to this, comparable data is not available for these measures.
		Q25 - See comment above re providing context.	As above, the comparable data is only mandated for the common service improvements. For the enhanced areas of the business plan, we are not prescribed to provide this. In addition to this, comparable data is not available for these measures.
		Q27 - As above re context.	As above, the comparable data is only mandated for the common service improvements. For the enhanced areas of the business plan, we are not prescribed to provide this. In addition to this, comparable data is not available for these measures.
		Q28 - Again more context, and state what the breakdown is re Customer : Company ratio / amount for the £500m. Otherwise it could appear misleading.	We only have a limited amount of space to share information due to the format and methodology of the research design. However, we are going into more detail on this in the social tariff and affordability package research projects.
		Q28 - One could argue that it is difficult to answer this question without a little more context as above.	This is an Ofwat prescribed question and cannot be changed, however we appreciate that as there are no comparable data slides accompanying these service improvements, we are just getting customers' initial views on the targets themselves.
Q38 - Is 'people of all Types' the normal term used when describing the aims here?	This is standard language, however we will soften it to 'a wide range of people'.		

Cognitive Testing Feedback - Meeting

04/04/2023

Qualitative

Attended by Bernice Law (Your Voice)

Area	Cog Testing Feedback	Bernice Comments	Final Decision/Action
Overall comments / intro	DJS and UU overall main concerns ahead of cog testing were about the scale of reading materials and length video. Also as format is very much prescribed, there were concerns that it wouldn't flow. DJS are pleasantly surprised on the outcome, and people were well engaged and easy to converse with.		No amendments needed
CCW comparison graphs	We need confirmation as to the units for the water leakage figures (e.g. 124 current performance). In the latest update, we were asked to present as litres, but it doesn't seem credible that UU only loses 124 litres a day.	Bernice commented that the figure didn't look right and DJS explained that it will be per household per day (used to be mega litres). Shy provided context about CCW providing the data and how this is currently delayed	To amend graph as suggested
	Some found the tables much easier to interpret than the charts, especially as they expected a higher number to be an indicator of better performance. On balance, I'd recommend keeping both the charts and the tables in place, as those who naturally 'got' them found them a useful way of evaluating performance.		Agreement from all to keep both charts and tables
	We recommend adding a prompt to the guide for the supply interruption slide, to make sure everyone understands. The definition that CCW gives us is correct, but unclear to some without further explanation.		Agreement from all to add prompt as suggested
	On the vulnerable support services comparison slides, it is unclear where the data refers to a total and when it refers to an average at the bottom of each – we need to be clearer here.		DJS confirmed that the most useful figure for customers was the Average, so all agreed to use this in amended table
In-depth service improvement slides	In the latest update of the performance figures, external flooding figures have been changed to measure events per 10,000 properties – flooding inside properties is measured per 1,000 properties, which is confusing. Can we change both to 10,000?		Agreement from all to change figure to 10,000
	The 'how-to' boxes on the right of these slides are very top-level and are similar across many of the service improvement approaches. We should be prepared for people to have questions looking for more detail – we don't need to add this to the slides, but it would be useful for the moderators to have a crib sheet on-hand with greater detail, if available		DJS to provide UU with questions which were asked and UU to draft a crib sheet for moderator Agreement from all on next steps
	We'd recommend adding an indicator of whether UU is below/above target for each of the 6 core service improvement slides. We had some who wanted to look at this information as they made their decisions, which involved flicking between screens.		Agreement from all to add indicator
	Something that has been discussed before – due to time constraints, we'd recommend doing a deep dive review of only the PSR, Affordability, Support, and Smart Meter service improvements for vulnerable customers. We will still present them with an overview of all ten standard service improvements and will include all aspects as the sum up the overall acceptability of the plan		Agreement from all to limit to suggested areas and to provide wording on the reasons behind this
Bill impact	We would like to revisit the possibility of including the combine bill impact amount on the charts. This was a point of confusion for a number of participants, who struggled to do the maths in their heads.	Bernice queried about 2023 bill impact not showing inflation, and asked whether this came up in cog testing. DJS confirmed it did not. Bernice highlighted that the decision by Ofwat to present 2023 this way is especially interesting during such high inflation. Bernice confirmed that she would support the best way of displaying total and suggested that the total go underneath Year axis to which UU and DJS agreed.	Agreement from all to add overall bill impacts (impact and inflation) below Y axis to aid customer understanding Bernice agreed with decision and will finalise at the next subgroup
	NHH – Bill impacts as a percentage are hard for people to get their heads around. Especially as they have to calculate both the bill increase and inflationary increase. We're happy to still include a slide with percentages, but would like to progress onto the individualised bill impacts (in £) before asking for reactions (printed out in pack and sealed in envelope)		Agreement from all to keep slide in, but moderator to focus on bespoke bill impacts provided in envelope. If no bill provided, NHH will receive a £500 and £1000 bill impact for context and moderator to attempt to provide approximate costs based on estimated bill within the focus group.
	For FBp and HH, we recommend including a slide for average single occupancy bill impact (£297)		Agreement from all on approach
	The detail on WINEP, etc, is too much to read out. It is included in the pre-task and we can print out for people to refer to on the day, if they need that level of detail. Otherwise, it's not adding much benefit and taking a long time out of the discussion.		Agreement from all to use this approach and remove from session stimulus, however to keep it available when discussing must do vs proposed and bill impacts
	It would be good to have some information on-hand for the moderators to give a brief explanation as to why the bill amount dips in the first year, rather than rises.		UU to provide DJS with explanation for moderator crib sheet
Other slides	We recommend reordering the keys on the first map slide, so that it prioritises the core water providers.		Agreement from all with amendment
	People found the prescribed CCW text about the consultation and performance measurement a bit dull, even if they understood it. There's not much we can do here, however.		Agreement from all that no actions needed, as customers do understand the content but feedback is based on attention/engagement Agreement from Bernice
The guides	The recited introduction to the Long Term Plan section is long and doesn't add much after a point. We recommend removing the content starting with 'For example' and ending with 'next five years and beyond'. The last of these paragraphs caused confusion as there is no reference to financial support in the long term plan itself		Agreement from all to remove section
	Similarly, we'd recommend cutting down the initial overview of phasing – it can be covered in just one paragraph.		Agreement from all to cut to one paragraph
	We didn't have any issue with the 'must-do' and 'proposed' terminology. The 'must-do' is only covered in the session itself not the pre-task materials, so there is an opportunity for a fuller explanation		Decided that no amendments needed There was a concern from Bernice that customers wouldn't understand the difference between 'proposed' and 'must do'. The cog testing confirmed that participants did understand this concept and therefore it was decided to keep wording as is, with Bernice's agreement
Overall/final comments from Bernice	Happy with decisions made. Bernice had particular focus on bill impact display, and happy with the changes agreed on the call. With the must-do vs proposed wording, Bernice had concerns about customers not understanding, but as confirmed by DJS this has been tested through the cog interviews and can confirm customer understanding. Happy to provide confirmation of attendance and formal minute to support the changes. Question on whether Ofwat/CCW are attending any groups. UU confirmed that they have been invited to review materials and to groups, but they have declined.		

Cognitive Testing Feedback - Meeting

12/04/2023
Quantitative

Area	Cog Testing Feedback	Decision and Actions
General	One participant struggled with the questions on affordability as the timeline straddles starting retirement	None req'd
	One found the term "sewerage" confusing and kept thinking it should read sewage	None req'd
	One thought the survey was comprehensive – the information provided and questions asked were clear and easy to understand.	None req'd
	A couple some of the information provided on the business plan targets and UU's actions to achieve these (Q16-Q27) repetitive. Although some actions may be similar for different goals, they did feel that information on actions to achieve targets should be unique to the specific target; should be more 'creative' with strategies rather than saying they are doing the same thing three times.	Considered, but this is due to the same large investment touching different service elements. We judged it disproportionate to add significant explanatory text to cover this.
	Could not have gone more smoothly. Participant understood everything immediately (and demonstrated it). Said he would like to have seen how UU performed relate to their promises in their last 5 year plan, as an aside.	None req'd
	Another appreciated that there was very little jargon used throughout.	None req'd
Q5 (Q5. Are you currently charged for water through a water meter?)	Suggested a photo of a meter	None req'd
Q6 (Q6. United Utilities is your water supplier and is also responsible for your sewerage services. Does this sound right?)	The participant was sure UU was responsible for water but wasn't sure about sewerage as they received a letter recently asking whether they wanted to take up sewage cover as extra. As a result, they defaulted to answering 'don't know' on the question (however this timed us out of the survey so went back and clicked 'yes' so we could review the rest of the survey).	Question rephrased
Q9 (Q9. Thinking about your finances over the last year, how often, if at all, have you struggled to pay at least one of your household bills?)	participant had recently rang their energy company to liaise a more manageable payment system. But answered 'Rarely' as they have still managed to pay the bills	None req'd
Q10 (Q10. Overall, how well would you say [IF HH] you are/[IF NHH] your organisation is managing financially now?)	questioned if there is a difference between "Living Comfortably" and "Doing alright" didn't like the wording 'Living comfortably' and instead recommended something like 'can afford bills comfortably or without cutting back'	Although this came up 3 times, we observe that it is mandatory text. In the absence of cognitively tested alternative texts, we don't feel we have grounds to break guidance in this instance.
	Doing alright and living comfortably appear to mean the same thing.	
Q11 (Q11. Thinking about your household's financial situation over the next few years up to 2030, do you expect it to get..)	struggled to think about the next 7 years and defaulted to 'don't know' A lot/ bit better a little ambiguous. Can differ person to person. What is a lot worse?	Although this question was challenged 3 times, we observe that it is mandatory text. In the absence of cognitively tested alternative text, we don't feel we have grounds to break guidance in this instance.
	a very personal question – like are you going to do better? do you expect to get promotion? Receive Inheritance tax?" Participant said it comes across as guessing how ambitious or pessimistic you are about the future. There are so many other factors going on e.g. Brexit and Ukraine that it feels very personal so ask how do you see your situation changing in a world filled with growing change	
Bill increase/inflation chart	confusing at first glance, didn't realise that she would have to pay the total increase i.e. bill increase and inflationary increases. Bill decrease in 2024 confusing.	Adding the total bill above each bar so it's apparent what the total bill is. No action on the dropping bill in 2024 - an explanation perceived to add more complexity than it removes.
	Could do with a Y axis title (£)	Adding "£" symbols to Y axis
	Questioned big jump in 2024/5 and suggested highlighting the plan period	Highlighting the plan period, if possible
	Kept confusing the bill increase and inflation elements. The graph needs an introduction.	Adding a section of text after the "inflation" mandatory text to re-frame the graph.
	Found that text was too technical, too much text and would be inclined to glaze over it.	Adding a section of text after the "inflation" mandatory text to re-frame the graph.
	If the text can't be condensed, consider restructuring e.g. moving "The proposed bills you will see from 2025 to 2030 include the Bank of England forecasts for inflation from 2025 to 2030, and proposed amounts to cover the investment in water and sewerage services needed over the next few years." Before the explanation about the Bank of England inflation rate of 2%	Unable to cut the "inflation" text as it's Ofwat mandated
	Didn't get what the blue bar was. "Bill Impact" is not a good description. Participant didn't know what/who is Ofwat – so a definition would help it would be good to have a description of Ofwat in brackets.	In the absence of better description ("Underlying bill amount" being judged to be too technical), no action. Add "the water regulator" to the mandated text
Q14 (affordability of proposed bills)	Could be clearer that we're talking annual bills	None req'd - judged that it's apparent from the X axis scale
Comparative Data (generally)	Struggled with the text size of the comparative performance data and found the text blurry when zoomed in	Attempting higher resolution images
	Used the comparative performance data when deciding on the relative importance of the different business plan elements	none req'd - these are somewhat complex but they are mandated. The concept of providing only one or the other of the bar charts or the table was discussed - but there was sufficient evidence of both being used (either alone or in tandem) to make
	Found it difficult to read and relate to the data	
	Used the bar charts more than the table Didn't use this data when assessing relative importance	
Unplanned interruptions	found the graphs too confusing and glazed over them and preferred to look at the UU infographics	
	The note that "a lower percentage is better" did not really address the question of whether a positive percentage or a negative was good, and if so then how a higher number was bad for positive numbers but better for minuses – the answer being that a higher minus percentage is a lower number. Conceptually difficult.	None req'd - some participants will do this but it's mandatory information and there is no obvious way to make it simpler.
	The chart on the right with the percentages was a lot of info, difficult to read – whilst the bar chart offered "at a glance" info, but was too small to really see who was where. Participant observed that UU and South West look close on the chart but quite different really in the table.	Evidence that whilst these are complex and a lot to assimilate, both charts have their place in providing all the information necessary.
	Moving to the lower slide, the participant said "Duration without water for more than 3 hours by minutes per property" is too statistical sounding and completely user-unfriendly language	This is mandatory text. In the absence of cognitively tested alternative text, we don't feel we have grounds to break guidance in this instance.

Leakage charts/slide	Particularly struggled with this one. asked if the lost amount was relative to the size of the region and suggested adding some information to put mega litres into context (i.e. number of swimming pools). Found the litres lost per day per household metric easier to understand.	This is mandatory text. In the absence of cognitively tested alternative text, we don't feel we have grounds to break guidance in this instance.
	Participant wondered why each company had different targets and why that wasn't explained.	Judged that adding explanations may confuse more than help
	Participant thought it very strange that the slide mentioned being seen in the media (as if that were UU trying to say that was a bad thing, and suppress the importance – he thinks it's a good thing that is , highlighting a problem). What is the relevance of that and why does it say it?	This is mandatory text. In the absence of cognitively tested alternative text, we don't feel we have grounds to break guidance in
	They noted that the infographic helped to understand the content	None req'd
Water quality	no explanation of different targets for each company which he thought was even weirder given that it's per property (so not due to different customer base sizes).	Judged that adding explanations may confuse more than help.
	Little purple triangle confused – didn't even see the tiny green one. Once highlighted participant said that turning one tiny triangle into an even tinier one made it look like it was no difference, even though the issue was actually being cut in half.	Triangles/colouring to show improvement now changed so much more visible.
	Didn't understand what "Water quality contact" means as the infographic after the chart talks about "water quality issues". Suggested changing to 'Customer/water quality issues' instead of contacts, in order to be consistent with graphic "Because at the end of the day they are issues"	This is mandatory text. In the absence of cognitively tested alternative text, we don't feel we have grounds to break guidance in this instance.
Internal sewer flooding	the participant suggested provide more detail on the sustainable drainage solutions	Judged that adding explanations may confuse more than help
	participant noticed that Even if they are going to improve they are still not going to be with in target with 7 years. UU target 1.91 in 2030 (actual target is 1.6)	None req'd
External sewer flooding	the participant suggested provide more detail on the sustainable drainage solutions	Judged that adding explanations may confuse more than help
Pollution	Didn't understand what the number of pollution incidents mean i.e. what does 37% reduction to 11.21 per 10,000km really mean in context?	Judged that adding explanations may confuse more than help
Q23 (Q23. Based on what you have just read, which of these three parts of the business plan is the most important to you?)	Struggled to decide between inside and outside sewage flooding and didn't really engage with the data (Q20, 21, 22) first-time round. Did go back and revise these in order to make a decision and paid much closer attention second time round	None Req'd. Evidence that these questions provide deeper thought.
	Asked if the options could follow suit in order of how they saw the slides – but understood after explained that we like to randomise the options	Attempting to randomise slides
Hosepipe bans	Slightly confused by the wording around 'halving' and asked for the wording to be rephrased so it says half	None Req'd
Q31 (What are the two main reasons that you feel the proposals for your water services are unacceptable?)	Options for the two main reasons geared toward positive. They struggled to find a second reason. "The plan is affordable for me but the reality is even though the business plan is acceptable I think the % increase is a lot...just because I can afford it doesn't mean I want to pay it."	None req'd - not mandatory to select 2
Q32 (Q32. Long term investment by United Utilities will require an increase in customer bills. Bills could increase in different ways over time. For example,	Participant observed that long term investment did not require an increase in bills as the question suggests. Additional long term investment may.	None req'd
	Stated that they would be guilty into clicking the first option because who the thought of putting it on younger generations makes them feel bad	None req'd
Q34	Came up even though Q14 = 6 which was confusing	Erroneous routing fixed
Q35 (Q14 graph repeated, Q35. At the start of this interview, you were shown the following prediction for bill increases, and you said it would be #insert answer from q14# to afford these increases.)	Upon seeing the graph again, it looks like inflation is being hiked up 'for the sake of it'. Given inflation is volatile and can go up or down, why does the graph only account for incremental movements when there is a possibility that inflation could be curbed. Feels like the business plan is based off predictions of current poor forecasts as opposed to reacting to a quickly changing economy.	Inflation figures are defined by Ofwat. There is already a very lengthy explanation about inflation at Q14 that we've chosen not to replicate here but participants have seen.
	Questioned this question, noting that affordability is absolute rather than dependent on what you're getting.	This is a UU defined additional question, added to explore willingness to pay/genuine affordability, in cases where people seemed to be financially Ok at other questions but said very difficult to afford. May be removed for AAT2.
Q39/41 SEG	Participant found that there was too much technical information on employment question as the option are "normally a bit more condensed and I don't like housewife or househusband it sound old fashioned."	None Req'd. Industry standard questions.
	Preferred having simpler options e.g. employed/unemployed/retired and if choosing employed – the next page could go into more detail about what role a person has in simpler detail.	
Q44 income	Found the employment question long winded.	None Req'd. Industry standard questions.
	would all sources of income include benefit entitlement? If so, might need clarification.	
	Found the question too long winded, didn't really understand the band and said it should just ask 'what is your household income?' as it is Quite short and everyone understand what it means	

Cognitive Testing Feedback - Meeting

11/07/2023

Quantitative

Attended by Bernice Law (Your Voice)

Area	Cog Testing Feedback	Decision and Actions
General	In general the survey was well received with participants stating the following about it: <ul style="list-style-type: none"> • Was not too long • There was nothing that they couldn't understand • Quite interesting especially seeing what UU plan to do in the future • All broken down not just text • Good balance of words with images • Interesting comparing companies • Interesting and straight forward • Had enough multiple-choice options • Was not found to be too repetitive • The information from the business plans was new for many participants as they were unaware of certain elements • It's spot on in terms of length and content • It shows that there is room for improvement at UU, but also shows how they are planning to address these issues 	None required
General	A participant that worked with disabled people raised a concern about how accessible this survey is to people with disabilities – suggested having two versions of the survey one with more information and one more accessible	We will offer alternative ways to complete the survey for those who request e.g. paper, large print, coloured paper, interviewer assisted. Bernice happy with response
General	One participant was confused and didn't understand that not all customers will experience the disruptions and was particularly concerned about the unplanned interruption as they have never experienced an issue	None required Bernice no comment
General	One participant was concerned that many from the general public will not read all the information and will just want to skip to the end of the survey to receive their reward	It is a standard practice to add time stamps to information screens. This means that participants can't click on to the next screen for a set number of seconds Bernice no comment
Intro	One participant clicked on all the links in this section and got confused by the MRS website as they thought it was meant to be the Accent website	The MRS website is made available to the participants in order for them to verify the legitimacy of Accent if they wished to do so. Bernice suggested to add above to comments, so happy with response
Q11	Some participants found it hard to thinking so far ahead as there are so many thing that can change in 7 years	Bernice - asked to confirm whether it's just one particular participant? Accent confirmed yes and that we're seeing it across research as Ofwat prescribed. This is a consistent issue with A&AT, through the qual and the quant. It's the nature of the task though and not really possible to mitigate.
Q11	One participant was felt we may have people answering randomly as people are worried about inflation and that people may not be managing so well. they felt that things will get worse before they get better.	We have data checks designed to find and remote people "straight lining" the survey. Little else can be done to prevent someone determined to answer in a way that appears to have been considered but wasn't. It's not our experience that many participants do behave in this way. Bernice no comment
Q13	One participant remarked they found this question very easy because they pay by direct debit. Did not consider the actual cost but rather the method of payment.	None required – participant misread the question and it's not come up on this or other cog testing for similar projects. Bernice agreed with no action on this
Bill increase graph	Some participants took some time to read the information and remarked it was: <ul style="list-style-type: none"> • More official looking • Being hit with a wall of text 	This has been extensively reviewed at the previous stage, it is a bit of a wall of text but it's guidance mandated and we have no cog tested simplified/reduced option. Bernice no comment
Bill increase graph	One particular participant that had a pretty strong prescription struggled to read the text in italics, however he remarked that the font was big enough	We will remove the italics and leave the text in normal font – although the text it italicised in the guidance we feel it was not necessarily Ofwat's intention that the italics are mandated. Bernice agreed with proposed solution
Bill increase graph	The graph was well received and understood by participants. <ul style="list-style-type: none"> • The blue orange differentiation was highlighted by a number of participants ("Liked how the use of colours distinguishes between the actual bill and how much in the increase is due to inflation") 	No action required Bernice confirmed that we put the total - Confirmed that yes we did
Bill increase graph	One participant questioned why does the bill in blue go down for the next period after and the bill is higher due to inflation – does this mean had we not had inflation the bill would have gone down?	None required – the participant was correct essentially (and it's a function of having to make the graph calculator produce a bill that (a) matches the reality, and (b) uses the correct inflation figures for 2022/23
Bill increase graph	One participant mentioned making the combined figure a bit more prominent – perhaps bold it	It is of note that the total figure is not part of the guidance specified graph contents in the first place (so adding it is potentially contrary to the guidance). There is a school of thought that Ofwat/CCW intended the separate base bill and inflation elements to be considered separately, and that whilst providing a total is just "helping with the maths", highlighting it further might be diverting away from the components of the cost in a way not intended by Ofwat. Please advise. Bernice agreed with proposed solution
Bill increase graph	One NHH participant mentioned that basically all this information is conjecture, it is an estimation not actual accurate information	None required – the text highlights this is an estimation for the future Bernice is happy with decision not to action feedback
Q14/15	One participant suggested replicating the bill projection graph to the side to help answering the question	None required – Participants are able to click back to the previous screen if they need to be reminded of the graph. Bernice agreed to not take action based on it only being 1 person

Comparable data	3 participants mentioned that the performance figures were confusing <ul style="list-style-type: none"> • Six digits in the interruptions slide was very confusing • 17.71 - participant had to look and focus a little to digest all the information in this slide • One participant suggested to use % instead of these figures One participant mentioned that the instances where UU has not met its target are not highlighted enough	These slides are prescribed in terms of format (and the latest, most simple, format of the slides has been used). Discussed how had similar feedback in qual stage. Bernice agreed that it's difficult to read the figures, but it's the nature of the figures and agree that it can't be changed
Comparable data	Several participants have mentioned having difficulty reading the data in the chart	Increase font to 12 and zoom in for survey Bernice no comment
Comparable data	<ul style="list-style-type: none"> • One participant added that when you first look at the list of names it is hard to tell whether it is companies or regions in the list. • One participant suggested to add a map of UU regions • Two participants have suggested to add more detailed regional information as it would add more relevance to the list of planned improvements 	Already added in qual - outside of quant research Bernice no comment
Unplanned interruptions	1 participant mentioned "It's not clear how they get the average duration. It's like there are two metrics, one for more than three hours and one in minutes. It should say the average time per property in hours minutes and seconds if that's how it's measured"	Some difficulty with interpretation of the time metric has been found previously. This a prescribed metric however, there is enough information on the page for participants to understand the message despite the confusing metric. Bernice asked whether we are using 21/22 results - Yes correct due to timing of published figures
Unplanned interruptions	4 participants have mentioned not understanding or being confused by the clock infographic. Some mentioned the text would have been sufficient	We are removing these and have reconsidered how to present, following more closely the Ofwat "Showing Comparable Information" guidance document. Bernice agreed with approach - see further information below
Leakage	One participant suggested that the wiggly lines depicting the water were confusing and making the text hard to read and suggested having a straight line instead	None required – this is negated by the number of participants that have said the image really works and the wiggly lines represent waves in the water and how it makes it all clear
Water quality	One participant remarked that they did not know what is meant by innovative technology network	Do we action?
Water quality	One participant mentioned that one of the paragraphs is the same as on the previous slide so it makes it harder to understand how this translates to water quality and makes the plans harder to believe – participant mentioned adding more specific information	This is something that we've had before - we've added in a sentence to explain None required – it is mentioned in the information that elements of investment are interrelated therefore it makes sense for it to be repeated. this is reference to all three of these issues (but only one person said it so no action)
Internal sewer flooding	A couple of participants found the colouring in green of the house on the right to represent the % change did not translate well for this slide	Bernice agreed that it looks like house is full of water Will be rectified with new graphs
Pollution	One participant suggested that the language on this slide waters down the actual impact of pollution e.g. "can affect rivers..." should be replaced with something 'more accurate' like "it does affect rivers..."	This is Ofwat prescribed wording and also technically can have zero impact Bernice agreed that it does say bathing water
Smart Metering	Participants had no issue with this slide all information was clear	Bernice asked for there to be further information on how it's read. However, agreed with Shy that it's work in progress as we may have app/bill etc so better not to show information
Phasing	Participants found it hard to answer this question as it poses a moral dilemma. Participants felt it is not fair for the future generations to pay for these improvements but at the same time they worry about their current financial wellbeing	None required – this finding is in line with previous findings. We have fed back to Ofwat and not received a response. As a general comment, Bernice thinks it's fair to feed back to Ofwat when something isn't perfect
Ongoing targets issue	Realised that part of the comparative data guidance displays we must how targets in service improvements as graphs	Bernice agreed that the guidance says 'must' and therefore slides need to change Agreed not needed for enhancements Bernice highlighted need for ticks and axis titles Bernice highlighted concern about no cog testing and whether we could test internally

Conclusion:

Bernice is happy that she's seen the cogs virtually in this morning's meeting - report and come later in the week (preference before go-live)

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