

## PR19 Customer Challenge Group – Research Methodology Sub-Group

**Meeting number:** 9

**Meeting Date:** 25<sup>th</sup> April 2018

**Paper No:** 1

**Agenda No:** 1

**Title:** Minutes from the last meeting, Challenge Log and Action Log

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<b>What is this paper about:</b>	Minutes from the last Sub-Group meeting. Challenge Log and Actions from previous Sub-Group meeting.
<b>Action needed from the CCG:</b>	The Chair is seeking the Sub-Group's approval that the previous meeting minutes are a true and fair reflection of the meeting. The Chair is seeking the Sub-Group's views on the updated Challenge Log and Action Log.

**Notes of Meeting No.8 of the South East Water CCG Customer Research Sub-Group  
27<sup>th</sup> March 2018, South East Water, Head Office, Snodland.**

**Present:**

Zoe McLeod (Chair)  
 Leslie Sopp (Independent – research and insight)  
 Karen Gibbs (KG) (CCW)  
 Alison Lee (AL) (SEW - Economic Regulation Manager)  
 Nicola Blake (NB) (SEW - Regulatory Programme Controller)  
 Oliver Martin (OM) (SEW - Head of Economic Regulation and Strategy)  
 Laura Rafferty (LR) (SEW - Insight Lead)  
 Jo Osborn (JO) (SEW - Head of Communications)  
 Jane Gould (JG) (Create 51)  
 Jo East (JE) (ICS)  
 Andy Clowes (AC) (SEW - Business Consultant)  
 Steve Brown (SB )

**Apologies:**

Mairi Budge (MB) (Independent – research and behaviour change)

<b>Agenda Item no.</b>	<b>Notes and Actions</b>
1. Introduction	Apologies were received from MB. JE introduced himself to the group.
2. Declaration of Interest	The Sub-Group had no interests to declare at this meeting.
3. Minutes and actions from the last meeting	The Sub-Group agreed the minutes from the previous meeting. NB to update actions with owners.  Action: NB to update action list on minutes from the 5 <sup>th</sup> March meeting with owners.
4. ICS proposal on WRMP	The Company provided the Sub-Group with ICS' proposal for additional WRMP research with 8 x focus groups (with pre-task), 12 x in depth phone interviews with vulnerable customers and 600 quantitative telephone interviews. Some of the qualitative research will be held in those areas that experienced the recent freeze-thaw event.  Focus groups will commence w/c 9 <sup>th</sup> April, the topic guides for these focus groups will be circulated to the Sub-Group after the Easter bank holiday.  LS commented that it was useful to see the research mapped out however thought that there should be no use of acronyms in the proposal to make it easier to read.  LS raised concerns about the framing of some text in the proposal regarding the aim 'not undermining previous results' but this additional research was an opportunity to re-test again.

Agenda no.	Item no.	Notes and Actions
		<p>The Sub-Group were also concerned there would be a lot of material to cover in one focus group; the Company explained that each focus group would be topic focussed and so not all subject matter would be covered in a single group.</p> <p>LS thought that this approach could mean linkages between topics are missed, i.e. leakage and water reduction. SEW suggested there are some natural overlaps that occur to minimise this occurring eg leakage arises in the WRMP options focus group as well as being a standalone topic for another focus group. LS also asked if the Company could increase the length of the focus groups to 2 hours to allow more time for deliberative work. JE responded that ICS will address this. ZM also raised concern that the time allowed for the focus groups does not give customers enough time to give an informed view.</p> <p>The Sub-Group discussed the opportunities of more deliberative work in the pre task materials, ICS to look at how the materials it develops could be used to maximise deliberations.</p> <p>Action: ICS to review pre task materials and how these could be expanded to ensure deliberative aims achieved.</p> <p>LS asked the Company if it would be possible to carry out a light touch cognitive interview stage before the focus group to ensure that participants were able to participate fully. JE responded that this could be built into the recruitment stage. .</p> <p>The Sub-Group raised some concern around the 45-60 minute proposed telephone call with vulnerable customers being achievable. JE assured the Sub-Group that ICS had extensive experience of undertaking this approach before and it had worked well.</p> <p>Action: The Company is to share with the Sub-Group the types of vulnerable customers that would be contacted for a telephone survey.</p> <p>The Sub-Group asked the Company and ICS to change the criteria for selection from bill payer to those who use and have influence on water use in the home. The Sub-Group also asked the Company how it would address inclusivity of the research in the timings and locations of the focus groups. The Company stated that it would look into this and that future customers will also be included in the research, with the focus groups including both current and future customers.</p> <p>KG commented that the risks stated around drought and more extreme restrictions (particularly standpipes and rota cuts) need to be clearly explained and context on the subject given. The Company would consider including this in the pre-task material.</p> <p>KG stressed that how talk about the risks associated with drought would be critical to the views given. Customers need to properly understand the implications of options such as standpipes and rotacuts.</p> <p>ZM suggested that Natural England and the EA should be engaged with for the framing of topic guides that would be used to ensure that there was balanced and impartial information on the advantages and disadvantages of different approaches.</p>

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		<p>ZM highlighted the importance of the framing around leakage given that the WTP research had an upper level of 15% - this research should be more open.</p> <p>The Sub-Group discussed the large amount of pre task work and the importance of having a mix of text and visuals for customers to work through. The Sub-Group also discussed how the recruitment of customers would work; JE discussed over recruiting and if customers were unable to carry out the pre task test they would not be included in the eventual focus group.</p> <p>JO informed the Sub-Group that to date the Company had received 45 representations on its dWRMP; the Company received 66 in total on the last dWRMP. The Company is reviewing all responses that are received.</p>
5.	Responsible business workshop	<p>JO updated the Sub-Group on the stakeholder work shop taking place the day after the meeting; 23 stakeholders had confirmed attendance, including fire, police, WWF, the military and council planners. Paul Butler and Andrew Farmer will also be attending the workshop on behalf of the board and a member of the environment team will also be attending. ZM informed the Sub-Group that she and Adrienne would be in attendance.</p> <p>JO reminded the Sub-Group how they intended to start with a very broad discussion to ensure that they didn't restrict the options that emerged. This has been developed by Creative Sensemaking and shared between meetings.</p> <p>LS asked the Company what level of roles would be attending from the stakeholders. JO responded that they were largely strategic level roles. Due to this LS suggested that Paul Butler should observe after opening the meeting and setting the scene as members of the meeting may look to him to provide answers. JO would speak to Paul about this.</p>
6.	Stake holder mapping update	<p><u>Stakeholder mapping update</u></p> <p>JO informed the Sub-Group that following the recent freeze thaw incident it became apparent that the Company has different interactions with stakeholders during such events. The stakeholder database will be updated by Springboard Marketing following the local elections. JO has also been in discussion with the Ofwat communications team about their 'engage' system, as the Company would like to eventually have a CRM for stakeholders.</p> <p>Action: ZM asked JO to flag where in the perceptions paper she specifically would welcome comments from CCG (note to go with papers)</p> <p><u>Perception audits</u></p> <p>JO updated the Sub-Group on the results of the stakeholder perceptions audit that was carried out with 40 stakeholders completing the audit. 25 surveys were completed online and 15 over the phone.</p> <p>The summary of the findings were that there were a large number of neutral responses, the Sub-Group commented that this is not necessarily a bad thing if it was genuine. However, it would be important to unpick 'the neutrals'.</p> <p>LS suggested the company uses base numbers on graphs for results from a small sample size and not percentages.</p>

Agenda Item no.	Notes and Actions
7. Research forward plan	<p><u>Outcomes Research</u> The Company is currently working with LS on the one page summary sheet for this research. Systra has been selected to carry out the research and the Company has a project inception meeting with them and Frontier. All agreed the proposed questions need simplification and clarification.</p> <p>KG queried the timings as to how the research would feed into the outcomes discussion.</p> <p>Action: SEW to circulate the Outcomes research one pager and questionnaire to the Sub-Group.</p> <p><u>Bill profile research</u> The Company informed the group this research would be carried out in similar style to the Annual Tacker Survey, via a postal survey with the option to complete it online and would be sent out to 25,000 customers.</p> <p>LS raised a question around prize draws ie they can be awarded even if the survey was not completed. SEW responded that its legal team had agreed the current wording but would check again.</p> <p>The Sub-Group suggested the Company get the survey tested for comprehension before sending out to customers and also think about the visualisation and the presentation of the questions.</p>
8. AOB	<p><u>Horizon scanning questions</u> AC and SB joined the meeting to discuss the questions to be asked during the vulnerability horizon scanning questionnaire. The survey would be online and will be tested by SEW staff before going live. The Company asked the Sub-Group to send comments back within two weeks due to the short timescale on this piece of work.</p> <p><u>Non-Household research</u> AL informed the Sub-Group that the non-household (NHH) willingness to pay (WTP) would be discussed at the following CCG meeting and the slides will be circulated before the meeting.</p> <p>AL also informed the Sub-Group that any comments received from NHH customers following the freeze-thaw incident will be incorporated into the engagement and review.</p> <p>The Group raised a challenge around the representation of commuters and younger people in the qualitative research observed to date. Also the lack of visibility over non-household customer research.</p>
9. Private session	Discussion on the timings and research selection.

### Summary of actions

Action	Owner
NB to update action list on minutes from the 5 <sup>th</sup> March meeting with owners.	NB

ICS to review pre task materials and how these could be expanded to cover more information for deliberative work.	ICS
The Company is to share with the Sub-Group the types of vulnerable customers that would be contacted for a telephone survey.	AL
ZM asked JO to flag where in the perceptions paper she specifically would welcome comments from CCG (note to go with papers)	JO
SEW to circulate the Outcomes research one pager and questionnaire to the Sub-Group.	AL

## Challenge Log

Item	Raised by	Date Raised	Subject Matter	Comment/ Feedback/ Challenge	Response	Status (Open/Closed)
67	Sub-group	06-Oct-17	Research Methodology sub-group	Map non-household stakeholder groups - for engagement.	This will be included in stakeholder mapping.	Open
73	Sub-group	23-Nov-17	Research Methodology sub-group	SEW to articulate/map the research questions wanted in triangulation to address (this was an issue also raised at the away day on engagement)	Part of triangulation update to CCG.	Open
90	Sub-group	05-Mar-18	Research Methodology sub-group	SEW to demonstrate how they selected the attributes for inclusion in the WTP research. The Sub-Group want to have confidence that the company is not imposing a restricted set of choices around attributes on customers.		Open
91	Sub-group	05-Mar-18	Research Methodology sub-group	SEW should break down the findings of their WTP and explore if those areas that have persistent problems e.g. low pressure, poor quality water have different WTP. If so they can then explore how they might seek to address this. There is a risk with relying on averages which overlooks the fact that certain groups of customers may face persistent problems.		Open
92	Sub-group	05-Mar-18	Research Methodology sub-group	To draw out in the findings those customer priorities/views that have changed since the research conducted for PR14 and to demonstrate how these are to be reflected in the business plan.		Open
93	Sub-group	05-Mar-18	Research Methodology sub-group	SEW to provide further information on how SEW estimated 95% of its NHH customer base was covered by the research. SEW to provide information on the characteristics of its businesses and the final segmentation approach used. (The CCG will not be able to establish if the NHH research is reaching who it needs to without this information).		Open
94	Sub-group	05-Mar-18	Research Methodology sub-group	The Sub-Group challenged the company to articulate where their segmentation approach would overlay on the research outlined and how that would then be applied to the business plan.		Open

**CUSTOMER CHALLENGE GROUP ACTION LOG**

REF	FUNCTION	DESCRIPTION	OWNER	DATE RAISED	DEADLINE	COMPLETE	COMMENTS
A0016	Engagement Sub-Group	The Company agreed to update the draft terms of reference and circulate a 'tracked change' version to the Chair by the end of June 2017.	OM	15/06/2017		Yes	
A0017	Engagement Sub-Group	LS to send comments on slide 8 of paper 3 through via email to the Sub-Group.	LS	15/06/2017		Yes	Research graphic explains what research methods chosen and why
A0018	Engagement Sub-Group	The Company to confirm who owns the IP of the App that is being developed for the pre-task exercise.	AL	15/06/2017		Yes	Not relevant as no significant IP involved
A0019	Engagement Sub-Group	The Company to request information from Accent about their current client base and how they ensure any conflicts of interest are managed with other clients and SEW work.	AL	15/06/2017		Yes	Sent via email 17/01/18
A0020	Engagement Sub-Group	LD to circulate UKWIR guidance	LD	15/06/2017		?	Check with CCG - no longer required
A0021	Engagement Sub-Group	The Company to consider how the community can be involved in creating solutions as part of the engagement activity.	AL/LD	15/06/2017		Yes	Part of co-creation discussions
A0022	Engagement Sub-Group	The Company to confirm which stakeholders will be included in the inception meeting proposed in the research.	AL/LD	15/06/2017		Yes	Part of co-creation discussions
A0023	Engagement Sub-Group	LD to include in his update to the next CCG meeting - What the Company hopes to have at the end of this engagement? - How this information will be used?	LD	15/06/2017	06/09/2017	Yes	Covered in WRMP update to CCG in November
A0024	Engagement Sub-Group	MB suggested that phase 2 community groups could include an outside view – potentially some of the expertise of the EFG. The Company confirmed they would review this suggestion.	LD	15/06/2017		Yes	
A0025	Engagement Sub-Group	Members to send dates of any holiday in the next few months – NB to collate into spreadsheet.	NB	15/06/2017		Yes	
A0026	Engagement Sub-Group	Front sheets on all proposals to show which point on the engagement programme the proposal is relating to.	AL	15/06/2017		Yes	
A0042	Engagement Sub-Group	JG to reword the objective shown in Section 2 of the report	JG	24/08/2017		Yes	
A0043	Engagement Sub-Group	Session with CCG members to go through the Experian data to use group knowledge to use the data to the best advantage, and help specify the requirements for the 'customer insight hub'.		24/08/2017		Yes	Data presentation made to Vulnerability Sub Group in November - check whether this should be issued to full CCG
A0044	Engagement Sub-Group	Add to graphic as to where the company thinks co-creation is and is meant by it.		24/08/2017		Yes	Part of co-creation CCG note and new approach to co-creation of vulnerability strategy
A0045	Engagement Sub-Group	The Group should write what it means when it says co-creation and co-delivery to enable the Group and the Company to compare meanings.		24/08/2017		Yes	
A0046	Engagement Sub-Group	Share Willingness to pay research proposal to the Research Sub-Group for comment.		24/08/2017		Yes	
A0047	Engagement Sub-Group	AL to send out a survey to book the next meeting date.	AL	24/08/2017		Yes	
A0075	Engagement Sub-Group	SEW to add audience and intention of document to future papers.	JG	06/10/2017		Yes	Will be included in each cover note.
A0076	Engagement Sub-Group	Research findings report to be shared with the whole CCG Group.	AL	06/10/2017		Yes	Email sent 20/11/17
A0077	Engagement Sub-Group	Sub-Group to provide further comments via email to JG.	Sub-Group	06/10/2017		Yes	Discussed at main CCG Meeting
A0078	Engagement Sub-Group	JG to update report with comments from Sub-Group.	JG	06/10/2017		Yes	



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A0079	Engagement Sub-Group	JG to update graphic to include KG suggestion	JG	06/10/2017		Yes	
A0080	Engagement Sub-Group	JG to add a column to the dashboard to show how the information will be used in the business and who in the business will have sight of it.	JG	06/10/2017		Yes	
A0081	Engagement Sub-Group	JG to include qualitative statistics in an update to the dashboard.	JG	06/10/2017		Yes	
A0082	Engagement Sub-Group	JG to think of ways to incorporate horizon scanning and societal measures in a new part of the dashboard.	JG	06/10/2017		Yes	
A0083	Engagement Sub-Group	SEW speak to Richard Lavender about segments.	OM	06/10/2017		Yes	
A0084	Engagement Sub-Group	OM to send Sub-Group the SIC (Standard Industrial Classification) codes that sit below the SME segment.	OM	06/10/2017		Yes	Sent via email 17/01/18
A0085	Engagement Sub-Group	OM to send a list of businesses included within the segments.	OM	06/10/2017		Yes	Sent via email 17/01/18
A0086	Engagement Sub-Group	OM to discuss breaking down the SME segment further with KS.	OM	06/10/2017		Yes	SME's can be split by consumption band. Approach discussed with R.Lavendar and agreed we would not split SME's at this point but keep this under review.
A0087	Engagement Sub-Group	OM and AL to discuss CCWater report with Accent.	OM	06/10/2017		Yes	Accent completed the CCWater research into NHH segmentation. Accent have reviewed the segments from that research and have confirmed that they are in line with our proposed segments.
A0088	Engagement Sub-Group	WTP materials and non-household segments as soon as possible to whole CCG.	AL	06/10/2017		Yes	Included in November CCG meeting
A0089	Engagement Sub-Group	The earlier discussed engagement paper and graphic should also be sent out with the papers for the next CCG meeting.	AL	06/10/2017		Yes	Included in November CCG meeting
A0090	Engagement Sub-Group	ZM draft note to group to say they should expect the above.	ZM	06/10/2017		Yes	
A0092	Engagement Sub-Group	AL to talk to Accent regarding clearer definitions of terms around vulnerable customers/hard to reach	AL	06/10/2017		Yes	Sent via email 25/01/18
A0093	Engagement Sub-Group	OM to follow up with LD on WRMP engagement - group expressed real concerns about the lack of visibility on the engagement programme around this.	OM	06/10/2017		Yes	Included in November CCG meeting
A0094	Engagement Sub-Group	NB to chase LD on outstanding paper for the CCG.	NB	06/10/2017	01/11/2017	Yes	
A0135	Engagement Sub-Group	SEW to circulate a short research specification for the vulnerability engagement work in particular the co-design work so that Leslie and Mairi can put it round their networks to identify people with appropriate skills.	OM	23/11/2017		Ongoing	On agenda for January 2018 sub-group meeting
A0136	Engagement Sub-Group	LS and MB to share with SEW any thoughts they have on triangulation experts.	CCG	23/11/2017		Yes	
A0137	Engagement Sub-Group	SEW to include a glossary of terms in the triangulation document	JG	23/11/2017		Ongoing	Will incorporate into triangulation exercise outputs/documentation
A0138	Engagement Sub-Group	SEW to find out Accent's credentials on deliberative work	AL	23/11/2017		Yes	information received from Accent under review by SEW. File saved in the folder (see action A0019) Sent to CCG in Jan 18.
A0139	Engagement Sub-Group	ZM to talk to Richard Lavender at the Chamber of Commerce on his views on segmentation of NHH beyond water consumption.	ZM	23/11/2017		Yes	RL view feed into NHH engagement research. RL feed back on obs from NHH focus groups.

**CUSTOMER CHALLENGE GROUP ACTION LOG**

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A0139	Engagement Sub-Group	SEW to explore with Supercharge if they can include the potential bill figure on a SEW looking bill/frequency of a person's bills so as close to real life feeling as possible.	OM	23/11/2017		Yes	To be discussed at Research Sub-Group on 3rd January. Doesn't fit with the rest of the design of the website.
A0140	Engagement Sub-Group	Sub-Group members to try and download/log on to Zoom.	CCG	23/11/2017		Yes	
A0149	Engagement Sub-Group	SEW to add a key for the words in italics.	OM	03/01/2018		Yes	Updated Engagement Overview presented to full CCG in Jan 18.
A0150	Engagement Sub-Group	SEW to review the positioning of the communications plan.	OM	03/01/2018		Yes	Updated Engagement Overview presented to full CCG in Jan 18.
A0151	Engagement Sub-Group	SEW to review the positioning of the horizon scanning.	OM	03/01/2018		Yes	Updated Engagement Overview presented to full CCG in Jan 18.
A0152	Engagement Sub-Group	SEW to review directional flows of the arrows.	OM	03/01/2018		Yes	Updated Engagement Overview presented to full CCG in Jan 18.
A0153	Engagement Sub-Group	SEW to review wording for wider societal deliverables.	OM	03/01/2018		Yes	Updated Engagement Overview presented to full CCG in Jan 18.
A0154	Engagement Sub-Group	SEW to review graphic to try and clarify the circularity of the process.	OM	03/01/2018		Yes	Updated Engagement Overview presented to full CCG in Jan 18.
A0155	Engagement Sub-Group	SEW to update a key terms document and include the document with every meeting's paper packs	NB	03/01/2018			
A0156	Engagement Sub-Group	SEW to add key customer data on to the engagement dashboard.	LH	03/01/2018		Yes	
A0157	Engagement Sub-Group	ZM to think about the crossover of data from both Sub-Groups.	ZM	03/01/2018			will explore potential as sub-groups are on the same day for overlap/ joint session.
A0158	Engagement Sub-Group	SEW to add introduction section showing where SEW have come from, the journey so far, how it has shaped the engagement strategy, the benefit of the experience to date and why they have taken the customer centric approach we have	JG	03/01/2018		Yes	Engagement Strategy updated but needs CCG sign off
A0159	Engagement Sub-Group	SEW to review text regarding 'purpose of this document' to include SEW role as a provider of essential service.	JG	03/01/2018		Yes	Engagement Strategy updated but needs CCG sign off
A0160	Engagement Sub-Group	SEW revise wording of sections 2.1 and 2.3 to make this more authentic and inspiring – outlining the true value of engagement and why this is important to SEW.	JG	03/01/2018		Yes	Engagement Strategy updated but needs CCG sign off
A0161	Engagement Sub-Group	Bullet point 2.1 suggested amendment of "our employees recommend us as a good place to work" to be "great place to work"	JG	03/01/2018		Yes	Engagement Strategy updated but needs CCG sign off
A0162	Engagement Sub-Group	Customer participation section – explain what co-creation and co-delivery mean to us, in our language to reduce the use of the terms co-creation and co-delivery	JG	03/01/2018		Yes	Engagement Strategy updated but needs CCG sign off
A0163	Engagement Sub-Group	In some sections give examples of what is meant – e.g. what we've done and what we think we might do	JG	03/01/2018		Yes	Engagement Strategy updated but needs CCG sign off
A0164	Engagement Sub-Group	SEW to review the use of the word legitimacy to ensure consistent meaning and to review the paper generally to ensure plain English or any jargon explained	JG	03/01/2018		Yes	Engagement Strategy updated but needs CCG sign off
A0165	Engagement Sub-Group	More visual summaries for quick reference	JG	03/01/2018		Yes	Engagement Strategy updated but needs CCG sign off
A0166	Engagement Sub-Group	Sub-Group will be providing more detailed comments over the next couple of weeks	Sub-Group	03/01/2018			
A0167	Engagement Sub-Group	Move CCG circle to 'Our Regulators and Statutory consultees ring in the rain drop diagram on page 11.	JG	03/01/2018		Yes	Engagement Strategy updated but needs CCG sign off
A0168	Engagement Sub-Group	SEW to send out Willingness to Pay attributes paper to Sub-Group and Rupika.	NB	03/01/2018		Yes	Email sent 03/01/18 16:00
A0169	Engagement Sub-Group	Sub-Group members to confirm if they would like to partake in the testing of the Supercharge game.	Sub-Group	03/01/2018			

**CUSTOMER CHALLENGE GROUP ACTION LOG**

REF	FUNCTION	DESCRIPTION	OWNER	DATE RAISED	DEADLINE	COMPLETE	COMMENTS
A0170	Engagement Sub-Group	Sub-Group members to confirm which resilience focus group they will be attending.	Sub-Group	03/01/2018		Yes	
A0171	Engagement Sub-Group	SEW to update A0136 to close.	NB	03/01/2018		Yes	
A0172	Engagement Sub-Group	Sub-Group members to inform JO if they would like a ticket to the conference on the 17 <sup>th</sup> January.	Sub-Group	03/01/2018		Yes	