

Appendix 1.1.C - Young People's Panel

Wessex Water

September 2018

Business plan section	Supporting document
Board vision and executive summary	
1 Engaging customers	1.1 Summary of research findings
	1.2 Communications strategy
	1.3 Customer participation and behavioural engagement strategy
2 Addressing affordability and vulnerability	
3 Delivering outcomes for customers	
4 Securing long term resilience	
5 Markets & innovation: wholesale	
6 Markets & innovation: open systems & DPC	
7 Markets & innovation: retail	
8 Securing cost efficiency	
9 Aligning risk and return	
10 Financeability	
11 Accounting for past delivery	
12 Securing trust, confidence and assurance	
13 Data tables and supporting commentaries	

Contents

Young people's panel report 2016	4
Young people's panel report 2017	30
2016 session 1 briefing.....	80
2016 session 2 discussion guide.....	99
2016 survey to schools.....	102
2017 session 1 discussion guide.....	106
2017 session 2 discussion guide.....	108
2017 briefing task.....	112
2017 survey to schools.....	127
Proposal 2016.....	132
Proposal 2017.....	140

your say  your future
young people's panel



Review of final event: 5th December 2016

Overview of the day

On Monday 5th December 2016, a group of 21 pupils from Y12 and Y13 (aged 16-18) returned to Wessex Water as Young People Panellists for the second, and final time. All had previously attended the first Young People's Panel (YPP) event held in September.



The day comprised:

- Breakout time for the 4 teams to prepare and finalise their presentations (based on task set during first event)
- Team presentations presented to a Wessex Water judging panel led by Andy Pymmer
- Facilitated group discussions moderated by Blue Marble
- A talk from Wessex Water about graduate, apprenticeship and intern opportunities
- Awards, certificates and closing comments

A Snapshot of the day



Presentations in progress



The winning team



Awards



The runners up

A reminder of the core task

Between event 1 and 2 (19th September and 5th December), panellists were divided into 4 teams and tasked to work together to create a presentation in response to the following brief:

1. Raising the proportion of households with a meter is increasingly necessary because we all need to be more water efficient. Wessex Water therefore wants you **to develop new ways** to encourage its customers to become metered
2. Assuming your ideas are successful, it gives Wessex Water an opportunity to demonstrate its world class customer service to those arranging their meter installation. What **customer service initiatives** will you introduce to ensure Wessex Water is a top 10 company in future?



Key themes from the team presentations

Each team pitched their ideas to the judging panel. The teams were well prepared and had worked on the task ahead of the day. Some had canvassed the views of peers and family; others had conducted further desk research. The presentations were professional and delivered confidently*.

There were some consistent themes across all teams

Using technology to support metering take up

- *Launching a customer app*: live chat within app, track engineer and progress, monitor water usage, money saving game to encourage water efficiency, Skype / webcam calls
- *Using other technology*: introduce smart meters, tablets installed in customers' homes without internet and/or devices to enable customers to track usage, send pictures of problems etc.

Providing more information for customers about the benefits of meters

- What are they, how they work, how they benefit the customer, potential savings

Implementing a charging mechanism to encourage meter take up and afford financial protection to people concerned their bills will rise e.g.

- Money back guarantee scheme, 1 year fixed cost, free trials

Providing channel/service options for all types of customers and circumstances

- Inclusive of customers without access to internet
- While comfortable with 'self service' channels this generation also need personal service



*All presentations can be found in a separate appendix

Key themes from the team presentations

Many ideas emerged about how to engage customers to encourage meter take up

Other ideas from across the different teams

Reward water saving behaviour

- use popularity of games (in app)
- find equivalent to 'Black Box' for new drivers: good behaviour lowers costs
- money back schemes
- 'water point system' (like Nectar/Tesco club card)

Raise profile e.g. via sponsorship to develop new associations (disassociate with negativity of bills, utilities)

- sponsor water parks
- sponsor local sports teams
- give out water bottles at festivals

Target younger people to instil good habits

- students via universities



Wessex Water list of certified contacts

e.g. local plumbers can trust in area (potential messengers of the benefits of meters)

Target landlords

- encourage meter-fitting with student discounts

Work with environmental bodies

- to promote benefits of meters

Communicate in new ways:

- talk about water volume differently to increase awareness of usage e.g. not litres, but how many baths, showers etc.
- use case studies to make it easier to show how metering will benefit different households

Findings from group discussions and wider school survey

Panellists were split into 3 groups for a 45 minute moderated discussion (facilitated by Blue Marble). The discussion covered key areas of interest:

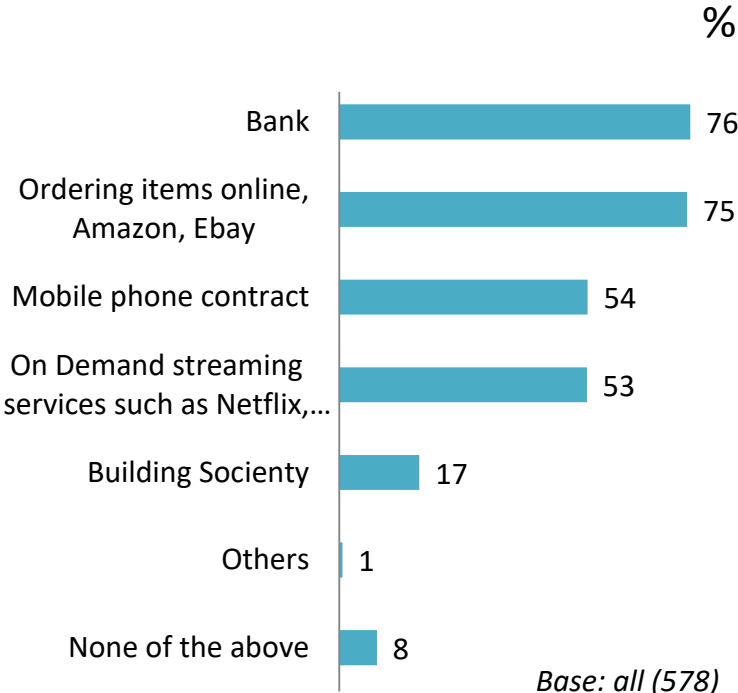
- Communication / engagement with brands / companies
- Attitudes about self, future and society
- Generational differences
- Understanding of resilience
- Important aspects of Wessex Water service
- Feedback on Wessex Water Young Panel as a whole

NB: between event 1 and 2, all involved schools were sent a short survey to circulate amongst their sixth formers. In total, Blue Marble received 578 completed surveys from year 12 and 13 students from across the Wessex Water region. Some of the findings were used as stimulus to spark discussion in the groups.



Forming customer service expectations

Are you a customer (i.e. you have an account, you make any payments yourself) of any of the following? Base: all (578)



The majority (92%) have one of the listed accounts and are already experiencing service and building customer service expectations

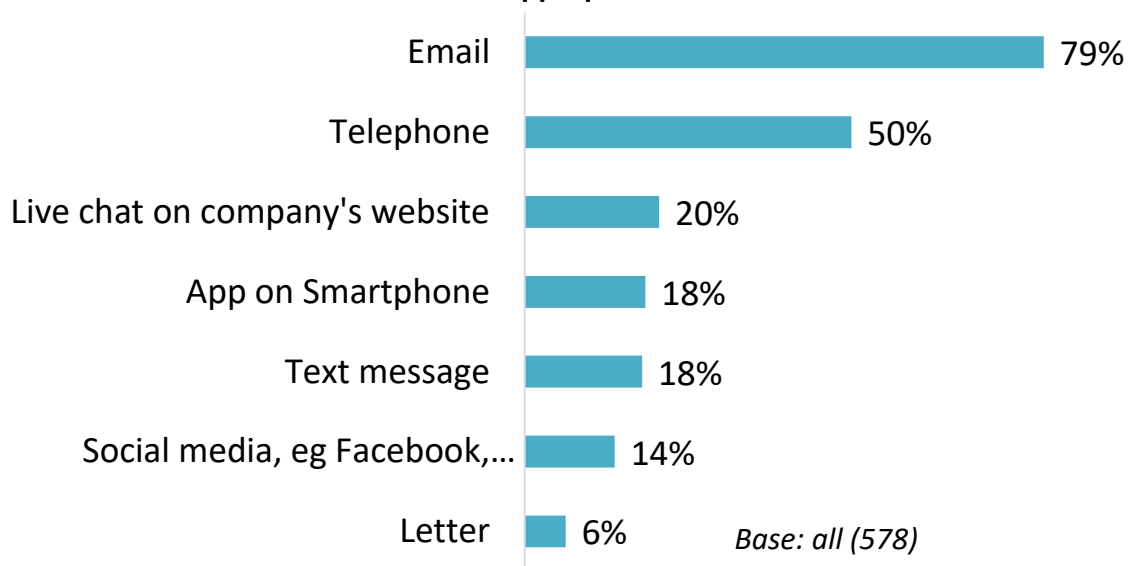
I feel secure when I'm ordering from Amazon. I feel protected from every angle and I know what I'm doing

Virgin Media – I had a problem with broadband...I called them up and an engineer walked me through how to fix it, I was on hold for only 1 minute and was expecting a lot worse. Broadband is like water: you get your contract and just get on with it. But I was impressed.

Communicating with companies

Young people are heavy users of new digital channels...but not necessarily for dealing with companies.

Q8 Imagine that you needed to contact a company you are a customer of with an issue about its service. Which of the following would you prefer to use to contact that company? Tick more than one if appropriate



Phone and email are more familiar

I find it easier phoning. Texting takes so long and if it's complicated it's hard to get across what you want

I prefer texting: phone calls are more stressful

I used web chat yesterday with a taxi firm to get a quote

I use social media personally but I wouldn't think to use it with businesses and companies

Communicating with companies

Preferred channel depends on reason for contact.

- **Phone:** for urgent and complicated situations, to explain issues, preferable if not sure how to describe the issue – but some uncomfortable using phone (*'social anxiety'*)
- **Email:** more formal (useful if can describe query), less urgent
- **Live chat:** easy, quick, can do things in the background, less formal, can write in text language
- **Social media:** for interacting with friends, not companies
- **Apps:** less associated with communication and problem resolution

It depends what it is, if urgent I would call them or if it is complicated and needs articulating

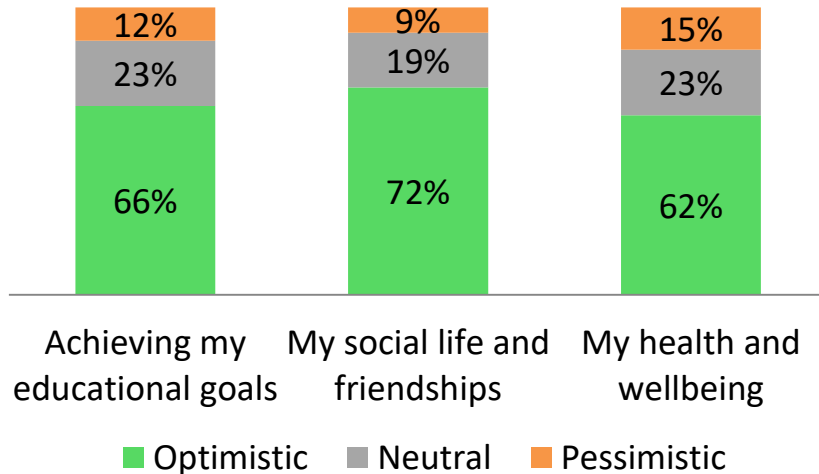
Wessex Water need to get an app, do the live chat thing - but don't take away the influence of telephone and email

I prefer Live Chat: it's less formal

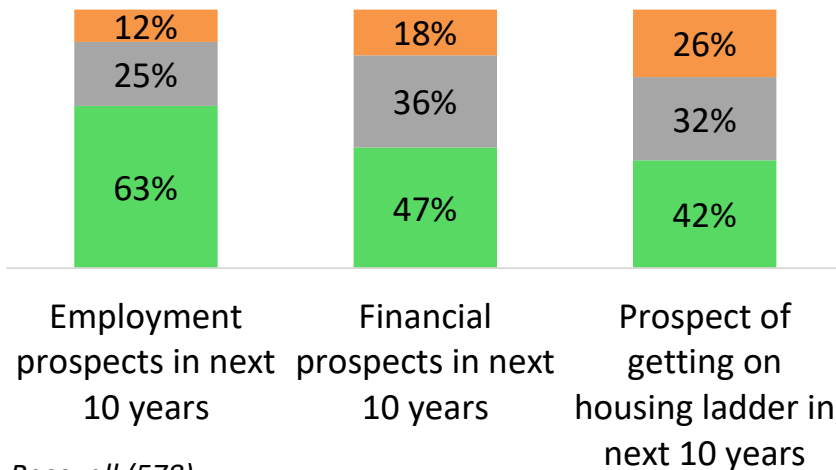
A lot of people get nervous and anxious phoning: it puts them under pressure

Attitudes about now and the future

Feelings in relation to school life



Feelings in relation to life after education



Base: all (578)

Overall, the majority of young people are optimistic about prospects now (school, social, health)

There are gender differences however:

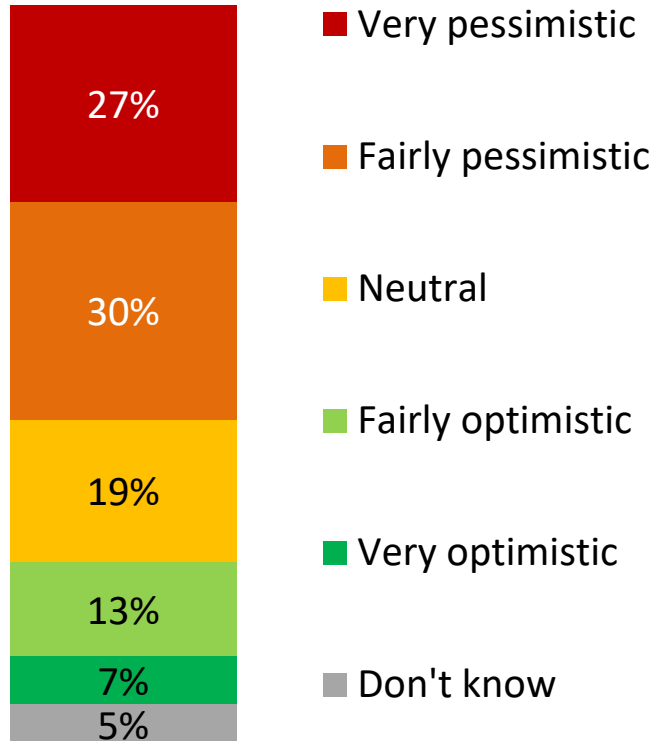
- Females are less optimistic about their health and wellbeing: 53% say they are optimistic vs. 74% of males
- The same pattern exists for achieving educational goals: 53% of girls say they are optimistic vs. 74% of males
- however females are more optimistic about their social life: 78% of girls say they are optimistic vs. 68% of males

There is more uncertainty when thinking about life after education, especially in terms of getting onto the property ladder and financial prospects

- Males are consistently more optimistic about their prospects after education

Attitudes towards Brexit

Feelings about the recent referendum



Base: all (578)

Over half are pessimistic about Brexit while 1 in 5 are optimistic

- Uncertainty about what lies ahead
- Older generations affecting the future of younger generations
- Feels unfair

Younger people wanted to stay in the EU

Some of my friends who are Brexiters are saying it's not that bad

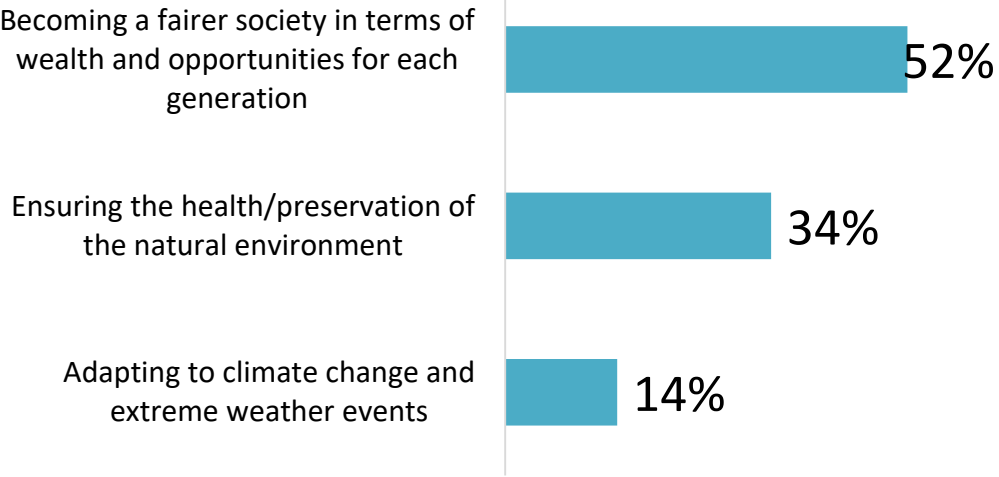
Older generations decided our future...it's our future they are affecting

It's a guessing game at the moment, not sure how the future will look and that is scary

Response to survey data about macro issues

Which is the 1st/2nd/3rd most important of the following issues?

(% saying most important)



Base: all (578)

You go on Facebook and all you get hit with is sexist this and sexist that. Equality is a huge thing

I thought environment would be higher...they sound a bit twee. If it said SAVE the environment that would have been higher

Weather events not always at the forefront of people's minds

Effects of climate change not publicised enough, can see the effects but not how applied to individuals

Environmental issues: we need to wise up to it, we are killing the only thing we have

Fairer society is very liberal and is very common among young people who are mainly middle left

Response to survey data about macro issues

- **Panellists agree that fairness of society is the number one issue:**

- Fairer society is very topical/relevant at the moment
- Anticipate they will have a harder time affording university, rent etc than parents: this is personal!
- EU referendum with u18s unable to vote: question democratic fairness
- Fairness is a more 'real' issue than climate change

- **Lower numbers put climate change and preserving the environment as most important**

- Perhaps climate change/ environmental issues seen as longer term, in the background, less urgent, less personally relevant
- Reflects domestic customer views

- One felt a statement about *affordability of living* missing from survey questions (and was a dominant theme in discussions)

Everyone wants opportunity and lots of people our age don't care about climate change

With fairer society, you can make an impact within your group or area

What's the point in a fairer society if we don't have a planet

We hear about [climate change] all the time and it becomes a normal thing...talking about it but not what it will really mean. Impacts are not highlighted enough.

Generational differences

Younger people believe they are more open minded and tolerant than older generation in relation to sexuality, diversity, gender, religion, race



- **They perceive growing up with the internet plays a big role in open mind-set**
 - Constant and instant access to news, opinions, information
- **Older generation perceived to be more insular**
 - Parents grew up not as aware of world around them
 - Access to information limited
- **Indications that companies (like Wessex) should engage this generation on its terms**
 - Communicate differently if want to be noticed
 - Consider political awareness, sense of justice and already forming customer service expectations

Our generation are much more vocal compared to previous generations, we are more open and have a more open mind-set about fairer opportunities for all

Younger people can form their opinions when they are younger as they have access to news and information, it's easier for us to get into those debates

Our parents must have grown up not being aware of what was going on around them...

Wessex need to go out and grasp their [young people] attention before they move on and get lost within the household and utility area

Resilience

Despite the context of the group discussions (i.e. in a water company) spontaneous associations of the word 'resilience' do not naturally relate to water

Overcoming
barriers

Stubborn

Futile

Sport related

Don't step down

Resistance

Motivated

Positivity

Bravery

Not changing,
stuck in ways

Strength

Don't give up

Perseverance

Definition of resilience in water context raises questions and observations: What are the risks? What protection is there?

Given definition: 'Resilience can be defined as the ability to anticipate, cope with and recover from uncertain and extreme events such as flooding - making sure water companies can still supply water and take away waste water in these scenarios.'

What if they
weren't
resilient?

Sounds more sustainable
and adaptable rather
than resilient

I take water for granted, I see
it as a human right, I expect it
always to be there

Resilience – following consideration

After considering impacts of service failure, panellists take the issue of resilience very seriously

- **Key areas need to prepare for:** flooding, population growth, evolving technology, blockages in pipes, global warming, inflation – and dissatisfied customers
- **Failure to be resilient perceived to have major consequences:** from losing trust in Wessex Water – to people move to other areas and protests
- **Incumbent for each generation to pay for the next**

This is huge: they have to provide water no matter what

Perhaps the government will have regulations on how much water they can give out. At the moment it might have to be capped and then we will stop wasting it

I'd be surprised if there's a large amount of people NOT prepared to invest in the future.

It's important to invest in the planet and the future of all generations

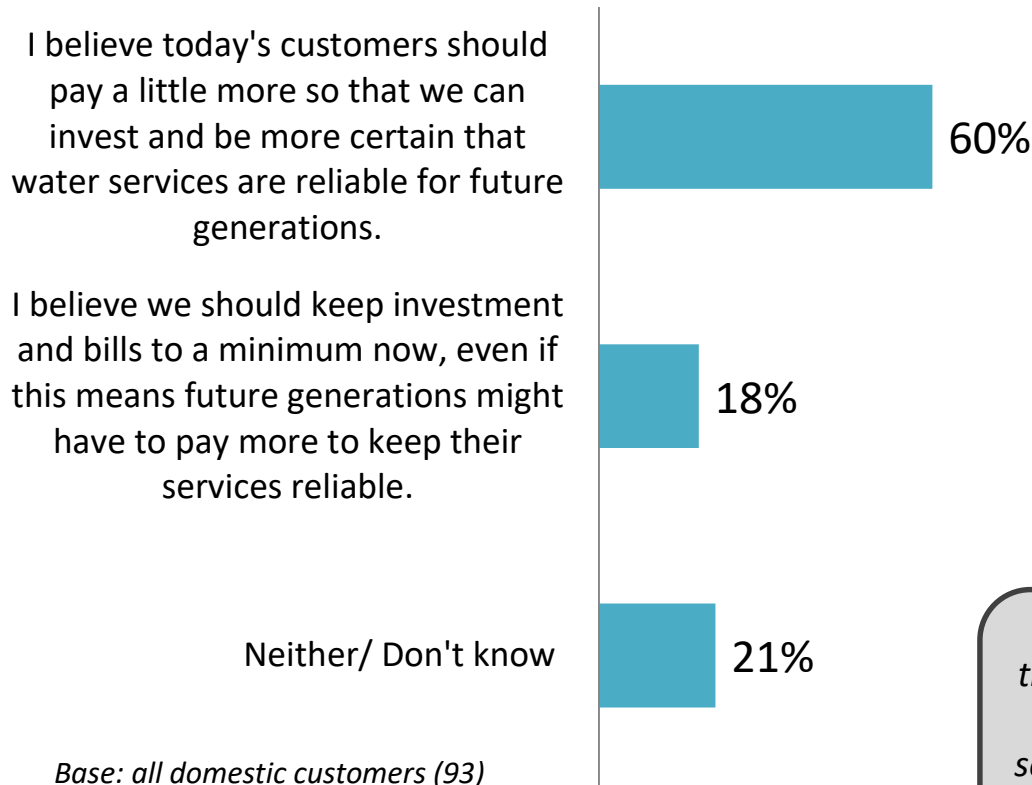
They say fixing pipes will be a huge amount but losing millions in water is costing money too – they should stop the problem from happening rather than waiting for it to happen

Resilience – investment

INTERIM DATA FROM IMAGE TRACKER Q3

It is possible that future generations may have to pay more to replace a larger proportion of water and sewerage pipe work to keep services running reliably for them.

Which of the following statements best represents your view?



Base: all domestic customers (93)



Unanimous opinion (amongst the YPP) that it is fair for today's customers to pay more for future resilience of service

- They expect to do the same themselves for the next generation
- Over half (60%) of today's customers also concur with this view
- However, 18% disagree and 1 in 5 'don't know' (perhaps highlighting the complexity of the issue)

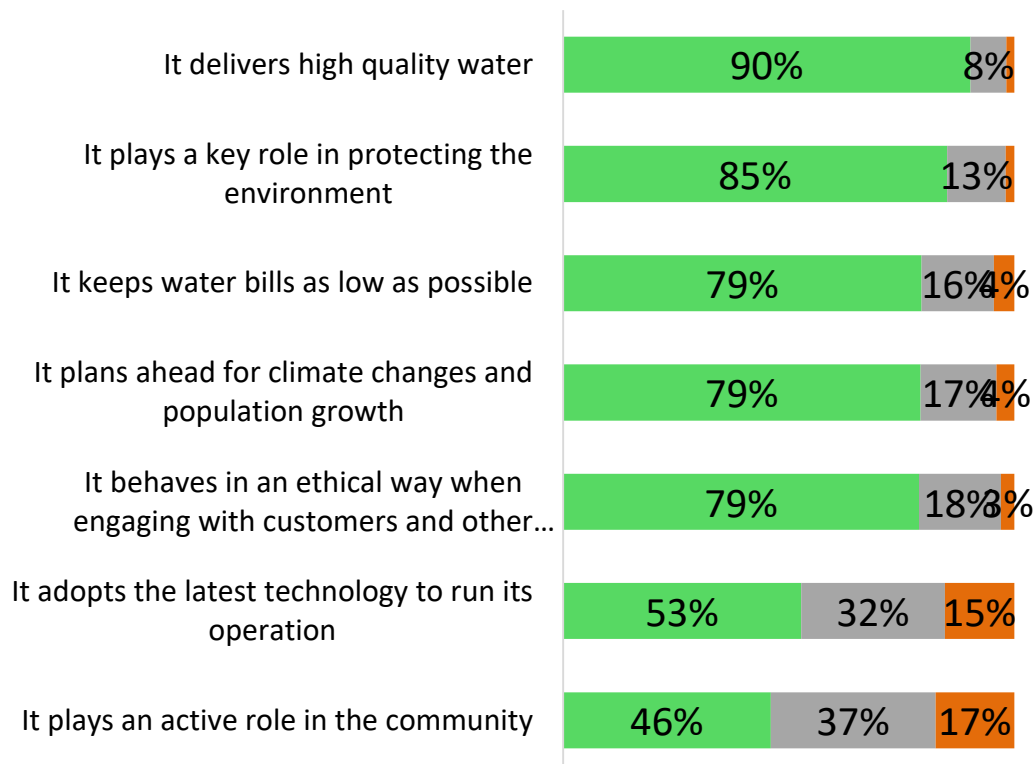
It's fair as everyone is paying for the next generation

Why should [parent's generation] be so special, they pay bills and we will have to pay our bills – it is no different to our future selves. You have to put selfishness aside, It's immoral for current payers not to [invest] as every year the harder and more expensive it will get

Important aspects from Wessex Water

Aspects of a water company - importance

■ Important ■ Neutral ■ Not important



Base: all (578)

- **Everything is important!**
- Environmental role perceived as more important to young generation (than customers in general)
- Young people cost sensitive already...
- Values and ethics more important than technology to run operation
- Young people more ambivalent about community involvement: need to understand rationale

Shouldn't be in the community for the sake of it...

... but playing an active role could have more of an influence on how people look after the environment

A lot of businesses already play active role in the community so there is a saturation of businesses doing that.

It's not that it is not important but there are other more important things, obviously clean water is the most important, more important than tech

Implications for PR19 business planning

Business plan should consider the following themes relating to future customer needs

Awareness and engagement

- Future customers are no more informed about water than their parent's generation: the industry continues to be a silent provider
- Opportunity to develop a higher profile and reframe image perceptions with a new customer base
- More accessible approaches and talking consumer language will help this process e.g. using case studies rather than technical guides; charging schemes to protect customers switching to meters etc.

Affordability

- Young people already cost sensitive anticipating financial hardship in the future (owing to university debt)
- Anticipate that increasingly debt-laden young population will put pressure on providers to demonstrate value for money
- Expectation for tariff structures to help young people (like deals for first time buyers, black boxes to minimise motor insurance etc.)

Service expectations

- Future customers will have already developed high service expectations owing to banking, mobile, streaming and online shopping activity from a young age
- Technology and self service options are expected: but not to replace human interaction when needed

Corporate values

- Future customers may be more attuned to corporate values and evidence of treating customers fairly. This is a generation who may become increasingly cynical about the apparent advantages that previous generations enjoyed.

Environmental attitudes

- Despite growing up in the context of climate change, future customers appear no more attuned to its significance in the context of water than current customers.
- Indeed, the 'normalisation' of climate change might be a feature of future customers (harder to engage on subject unless it becomes more relevant/ urgent)
- Communicating the need for building resilience will require industry-wide effort

Participants review of final event

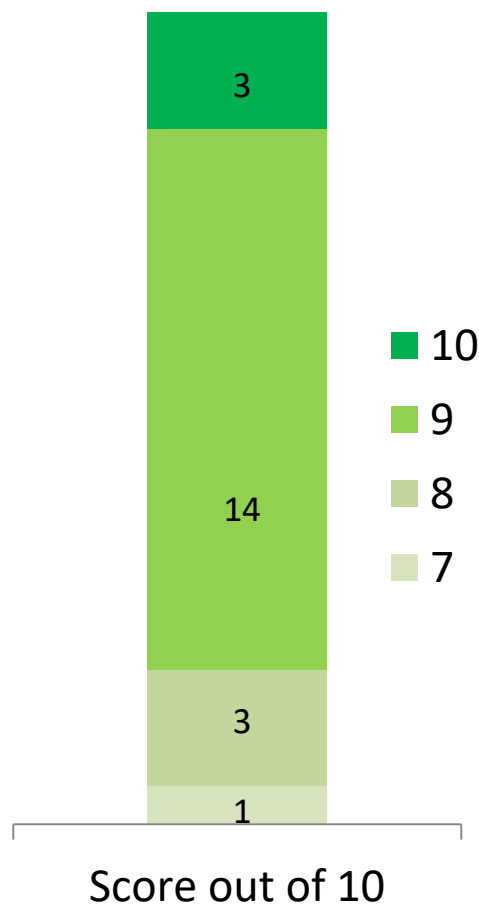
Before leaving, all 21 young people were asked to fill in a short feedback form: all gave positive feedback

Overall, the event was a success for a number of reasons:

- Great opportunity to see insides of a business e.g. eye opening and educational – good for UCAS / personal statement, work experience
- Opinions listened to and valued
- Well organised and structured day with interesting task
- Given more time to work within teams vs previous event
- Enjoyed meeting and working with like-minded people, interactive
- All expenses paid and free lunch
- Friendly atmosphere

Areas of improvement for next time

- Clearer description of what the panel would involve during application process, especially with regards to the task asked to complete
- Shorter time between meetings: this time round too far apart and happened at a busy time (UCAS application period)
- Difficult to communicate with team between meetings
- Better timing for year 12's
- Representative from Wessex Water to help with presentations
- Little contact on Facebook page
- Talk (careers) could be more relevant
- More breaks during the day



Has the YPP met its aims?

- Blue Marble reviewed Wessex Water's PR14 engagement against newly developed 'good practice guidance' and concluded that the approach used to engage 'customers of the future' had not worked well
- We wanted to make this element of the PR19 plan more meaningful by taking it out of schools and by not making it an extension of a geography lesson (which it had been in PR14)
- The design of the YPP was borne out of the need to make this engagement more relevant and to create some kind of mutual benefit for participation...while meeting the business objectives for Wessex Water
- We could also see the PR potential...

Objectives of the YPP

To drive insight around generational issues with 16-18 year olds

- ✓ New data and qualitative depth about the anxieties this generation feel about their financial futures
- ✓ Will their sense of fairness translate into a generation with higher expectations (and more critical judgement) of how companies treat people and environment?

To provide a forum for the next generation of customers to deliberate on long term company plans (that will affect them as future bill payers)

- ✓ First event provided immersion in planning issues and feedback on priorities
- ✓ Affordability was high on the agenda for future customers
- ✓ Clear view that each generation should be contributing to future water resilience

To provide a window into customer service expectations from those born into a digital world. (This will have particular relevance for the service transformation programme.)

- ✓ This is the generation for whom the speed of digital developments is normal and unremarkable...but expected
- ✓ Phone and email channels remain king: as relatively new consumers, the reassurance of good personal service is very important (but there's no fear about new technology when it fits the need)

Verbatim

It's good as we are working together. Work experience is working alone but this is more interactive and you get more out of it

The money didn't make me apply, even if I paid for my own train I would still do it but it shows they are genuinely interested in our opinion, they have invested in us and this panel

I like how we were acknowledged by people, we had Andy look at our presentations!

I like the idea of having input as young people are often overlooked, so I like that Wessex wanted to listen to us, even though we are not customers

A lot of stuff they did was off camera too – travel expenses, Facebook activity, emails – they wanted us involved even off camera – very committed.

For the survey not many people from my school filled it in and when I talked to them most people said they didn't know who Wessex Water are

It's the time we apply for uni so have other things on our mind

This is the first one but if you'd said it was the 10th I would believe it – all very well done

Considerations for the 2017 YPP

To replicate:

- Schools engagement, utilising head of sixth forms
- Broad programme and structure worked
 - ✓ Number of panellists
 - ✓ Speed dating and exercises
 - ✓ Involvement of senior team
 - ✓ Meaty task, working in teams
- Overall commitment from Wessex Water
 - Senior staff involvement
 - Expenses paid for, lunch provided
- Survey: not part of the original plan to send out a survey...but seemed too good an opportunity to miss. And this really worked well

To modify:

- Wider schools engagement in 2017?
- Use PR materials to aid comms to schools
- Application form (not in survey format)
 - Include telephone numbers
 - Better explain role and responsibilities of young people e.g. task, presentation, travel
- Time of year for promoting with schools
- Timing/ date of events; and shorten gap between them
- Timing of day (full days)
- Make the field visit part of day?
- Task: more time to develop real problem for 2017 in first event
- Reconsider interim tasks. Facebook: is it needed? Or does it need to be better defined?
- Mentor for each group – recommend Blue Marble rather than Wessex Water
- Careers talk to include graduate schemes, sponsored degrees
- Filming: less intrusive

Verbatim

Comment posted on Facebook by panellist

Thank you very much for the lovely experience at Wessex Water, considering it was your first run of the programme, it went so smoothly! I really enjoyed myself, and look forward to seeing if some of our strategies have been taken into consideration by the company. I'd love to be kept updated!

Post event email sent to Blue Marble







Young People's Panel 2017

The approach

- 23 selected panellists spent two days at Wessex Water's head office: one in September and one in November
- The process comprised a programme of activities designed to both inform and elicit views
- It also included a survey from all participating schools



Profile of candidates

- All in Year 13
- 12 Male: 11 female
- From 13 schools in the region
 - Beechen Cliff (comprehensive)
 - Bournemouth School (comprehensive)
 - Gordano School, North Somerset (comprehensive)
 - John of Gaunt School, Trowbridge (comprehensive)
 - Kingdown Community School, Warminster (private)
 - Monkton Combe (private)
 - Nailsea School (comprehensive)
 - QEH Bristol (private)
 - Royal High Bath (private)
 - Shaftesbury School (comprehensive)
 - Taunton School (private)
 - Wells Cathedral School (private)
 - Winterbourne International, South Glos (comprehensive)
- In total, panellists comprised 15 state and 8 privately educated pupils

58 schools were initially contacted and invited to apply (19 private, 39 comprehensive)

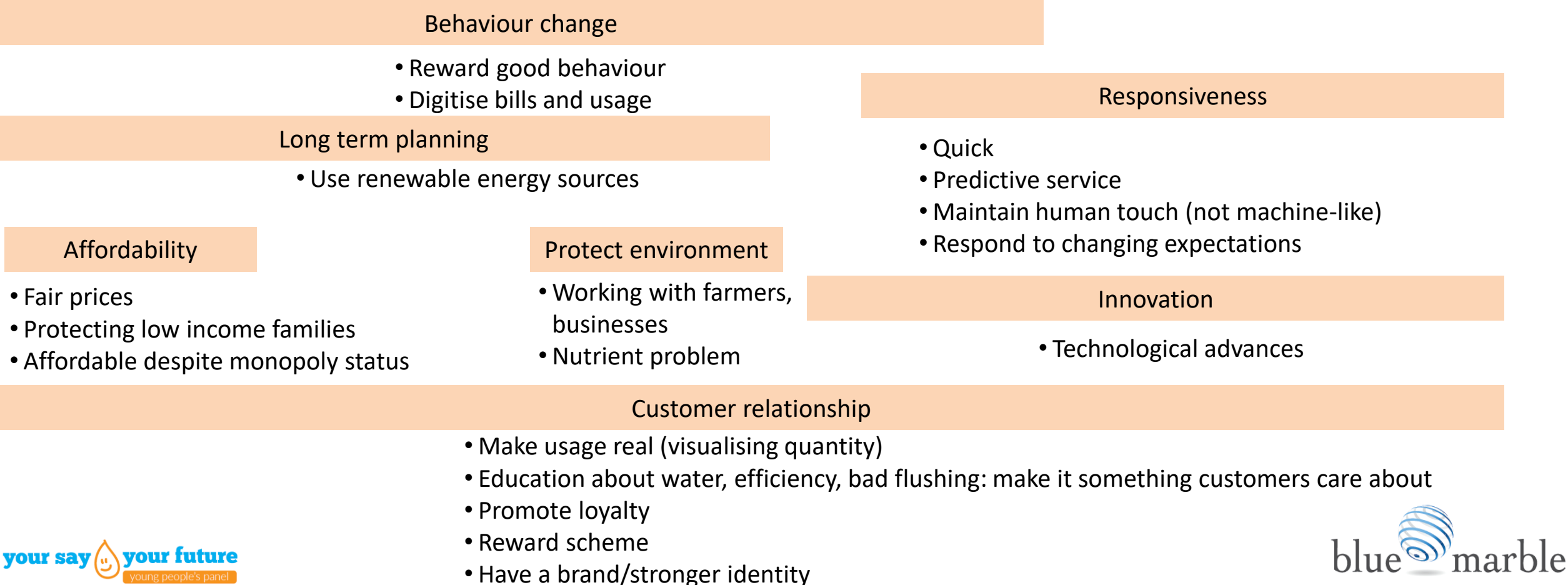
Key challenges facing Wessex Water

Teams were given an hours' immersion in many aspects of the business. This was done via 'speed dating' exercise enabling a quick insight into customer service, waste and supply management; also included a talk about the day to day operations in the Control Room. They played back the challenges and responses that mattered most to them:

MACRO THEMES

- Inflation/economics
- Population growth
- Climate change
- Digital revolution
- Automation
- Market competition

How Wessex should respond to challenges



Stress and anxiety

High expectations

- Pressure to succeed
- Top universities require A*s
- Career plan in the making (some do, others feel they ought to have one)

Mental health

- Growing problem
- *What about 'Gross national Happiness'?*



Debt/money concerns

- Post-university
- Student finance
- Never own a home
- *Children of the recession*
- Everyday life: cost of e.g. buses
- 18 year olds noticing adult prices

Future prospects

- Job market: competition
- Sectors under threat (AI)
- No longer 'extra-curricular': now '*supra-curricular*' – activities have to relate to future choices

Stress is the dominant theme: panellists all in the thick of making future choices (UCAS) at time of event - however comments were reflections on their generation as a whole

Digital lives

Social media

- Integral to life
- FB Messenger (rarely FB which is now for 'middle aged')
- Snapchat, Instagram and WhatsApp

Connectivity

- World view, know what's going on
- Trends, memes
- Some schools recommending LinkedIn to develop wider connections



Fitting in more

- Adds to stress: ability to do things more quickly, therefore fit more into life

Human cost?

- Automation not always ideal
- University applications: all on paper – no interviews (can not convey 'real me')
- How people present themselves add to anxiety

Panellists acknowledge pros and cons: stressful aspects of life in part a consequence of digital lives

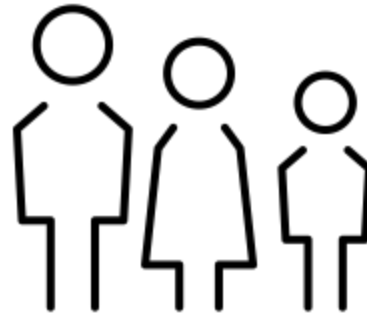
Generational differences

'The spoiled generation?'

- Pampered, affirmed
- Reliant on parents (lifts, money)
- Less patient (can't handle waits, delays, poor signal etc)

Negative differences...

- First generation to work harder but be worse off
- University synonymous with debt
- Brexit?



Positive differences...

- Know more, more worldly
- Access to more info, opportunity via digital world
- More tolerant, accepting, liberal views

Digital context

- Don't want to be labelled/judged simply by growing up in first digital age
- Not how see selves

Panellists very aware of generational differences

Group discussion feedback: role of community

People

- Friends
- Shared values, interests



People connected to institutions

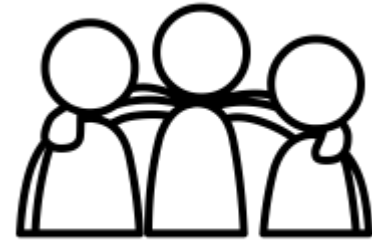
- School
- Church
- Tennis, gym, dance clubs
- Village (where there is an active FB group/village blog)



Online 'communities'

- Acknowledge online 'friends' often only loosely connected
- Video game community

Community is about people not place



My parents have fewer deeper friendships versus us who have many 'friends' we've never spoken to.

It's what you do, not where you are

Place is an old fashioned way of defining community

Corporations using 'community'

- Scepticism about companies virtue-signalling
- 'Fake word': forcing/manufacturing community feeling

Labelling communities

- Communities can be cliques: 'the rugby lads'
- Labelling creates barriers e.g. LBGTQ (etc.):
- Dangers of creating segregation/exclusivity through language/labelling

Care required when thinking about community activity with this age group: some strong negative responses to the word

Low awareness

- Most never encountered
- Initially hard to imagine what meant by leakage



Perceived causes

- Old pipes
- Pressure build up
- Wet wipes/blockages
- Human error; farmers hitting pipes
- Temperature fluctuations
- Pressure after heavy rain



Perception of how much water leaks?

- Guesses mainly within the range of 15-25%
- Minority spontaneously raise point that it leaks back into the environment



Do future customers think leaks are a problem?

- Imagine leakage is an issue for water companies
- Part of maintaining reliable water system
- Leaks not a contentious issue but important that:
 - Company is efficient: specialist water company shouldn't be leaking too much
 - Not affecting people's lives, closing roads
 - Not wasting water (and costing money)
 - Not contaminating water

Leakage messages

1

Leakage is now
less than half
what it was 20
years ago.



We have fixed
the **major leaks,**



however it is getting **harder** and
more **expensive to spot and fix**
leaks from smaller pipes.

SPONTANEOUS RESPONSE

- Confusion (when shown first)
- Honest appraisal of the problem (when shown later)
- Contradicts other information: if major leaks fixed, why are $\frac{3}{4}$ of leaks on Wessex Water's pipes?

COMMUNICATION: what is it saying?

- Prices are going up? Or down?
- Saying what Wessex Water can't do

TONE OF VOICE

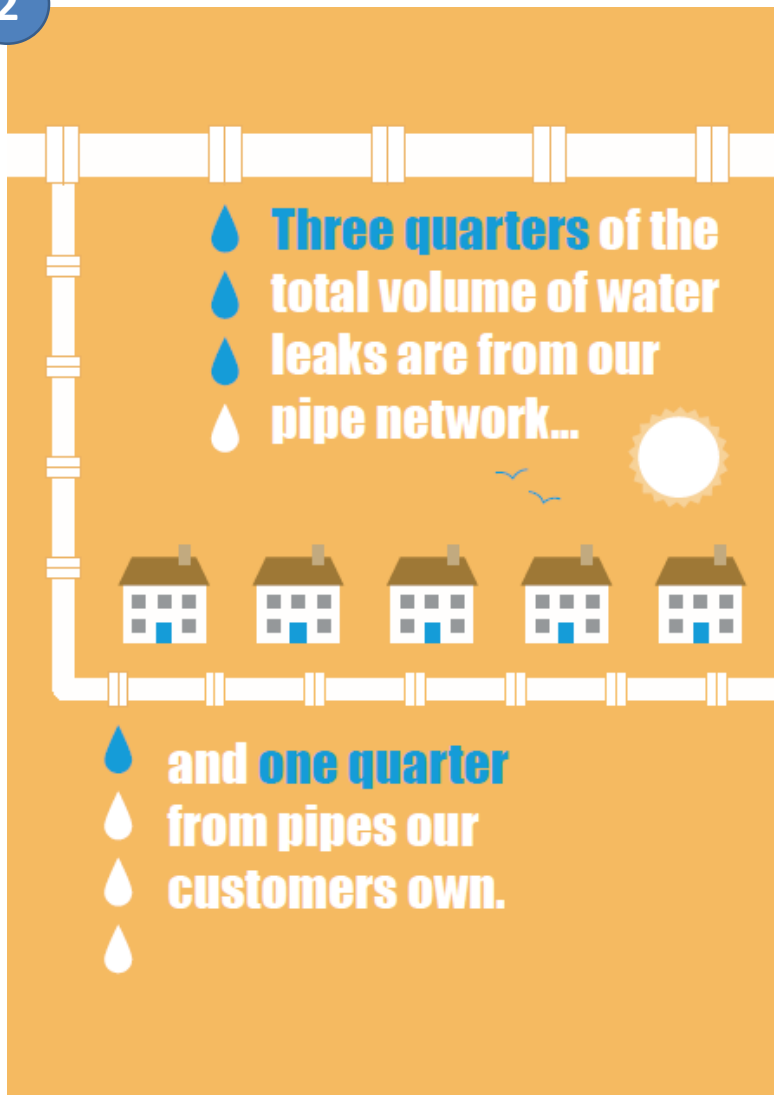
- Negative, defeatist
- Making excuses

REFLECTION ON WESSEX WATER

- *'The best of the worst'*
- 'Fixed' is final: don't understand that Wessex continues to fix major leaks

Leakage messages

2



SPONTANEOUS RESPONSE

- Why are they admitting this?
- The problem lies with Wessex Water – but what are they doing about it?

COMMUNICATION: what is it saying?

- Wessex Water's pipes are no good
- In the monopoly context this admission is very stark: *'You are stuck with us'*
- The customer might care if leaks costing them more
- Is it saying it wants to reverse the 75:25 split

TONE OF VOICE

- Self-blaming (but honest)

REFLECTION ON WESSEX WATER

- Seems like Wessex isn't doing enough
- It is giving customers a reason to criticise them
- *'They'll get roasted if these go into the public domain'*

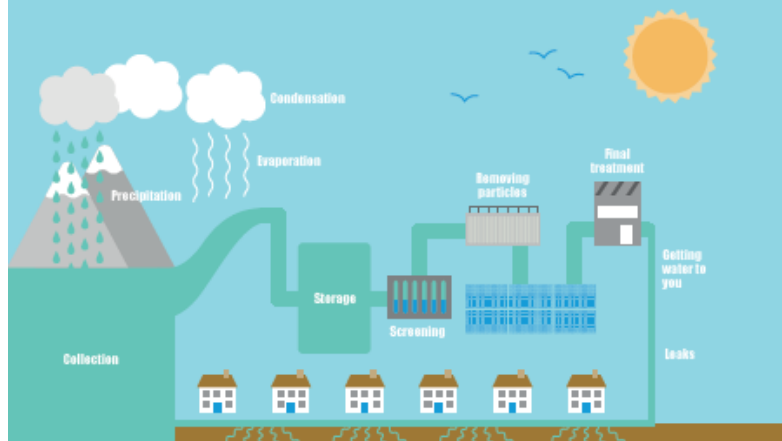
Leakage messages

3

**In total, 20%
of water is
leaked.**



**However this water is not
lost for ever and returns
into the environment and
the water cycle.**



SPONTANEOUS RESPONSE

- Amusement: odd thing for a company to say
- ‘Stupid!’
- Accepting they can’t improve leakage
- Can the leakage negatively impact the environment?
- But the water has been treated: what is the cost of that?
- Do leaky pipes mean the water gets contaminated?

COMMUNICATION: what is it saying?

- Negative: lots of leaks; positive: it goes back to the environment
- Leakage is OK: don’t worry about it
- ‘Basically they are saying dodgy pipes are alright’
- Unclear: what do they want customers to do...?

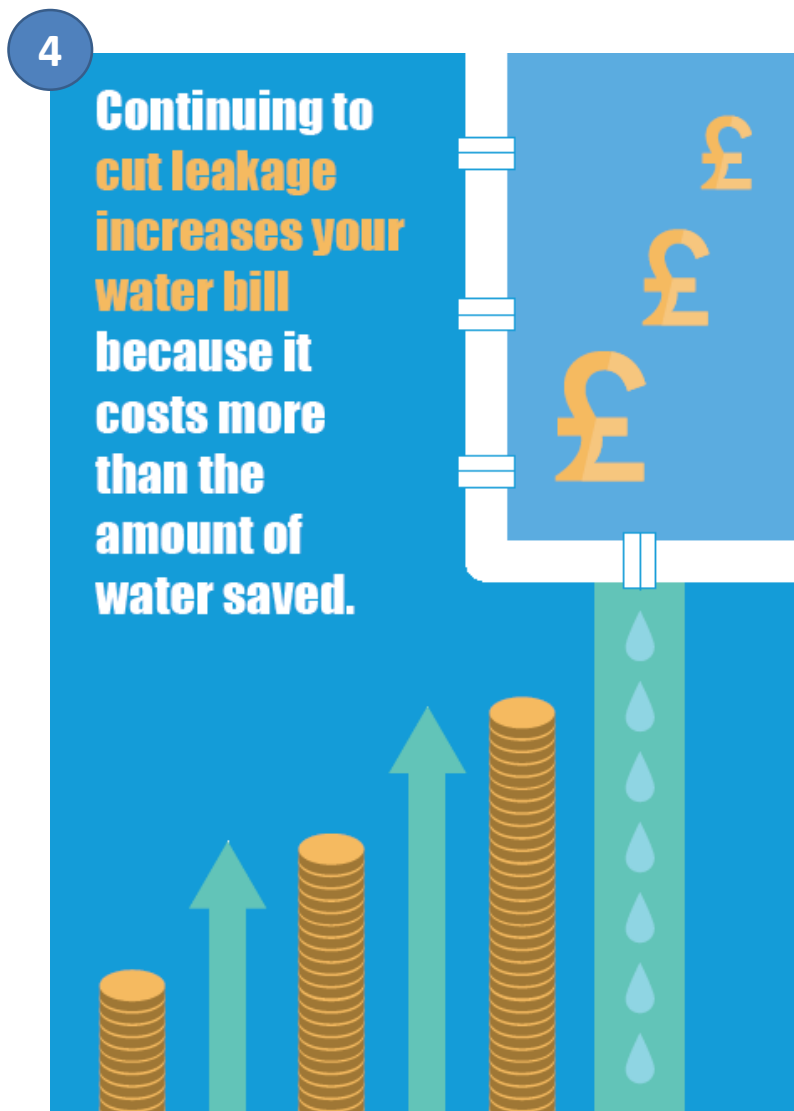
TONE OF VOICE

- Impersonal: doesn’t relate to or affect customer
- Accepting of problem
- Light-hearted, optimistic: but this is incongruous when talking about leakage

REFLECTION ON WESSEX WATER

- Suggests they don’t care about leakage
- Displacement: Wessex is not solving the issue
- Ultimately the most positive – but ignores the fact the water has been treated

Leakage messages



SPONTANEOUS RESPONSE

- Confusion (the group seeing this first couldn't work it out at all)
- Other groups also struggled even with the benefit of having seen other messages

COMMUNICATION: what is it saying?

- Confusion: unable to see a message
- *Is it saying let leakage happen?*
- Combined with other messages: saying 20% is acceptable because it goes back to the environment so let's save money by not fixing leaks

TONE OF VOICE

- ?
- Unclear

REFLECTION ON WESSEX WATER

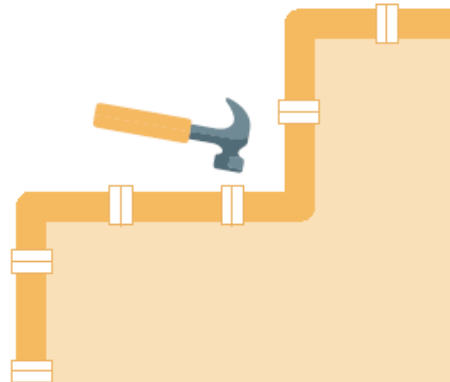
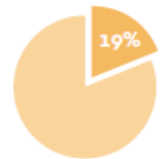
- What about the long term argument?

Options summary

Option 1:

Up to 2025 we promise to:

- Reduce the amount of water leaked to 19% even though this may mean your bill is higher than it would otherwise be
- Help customers to fix their own leaks by subsidising the repair of leaking underground pipes on their own properties.



- 1% reduction in leakage seen as negligible
- Doing the minimum – but honest
People won't care about 1%
Blunt but more factual
Brief!

You'd think they could do more over 5 years
Prepared to pay more for a big difference,
not 1%

Option 2:

Up to 2025 we promise to:

- Reduce the impact of leakage on your bill by **keeping the total amount of water leaked the same as now**
- Invest in innovation to find cheaper ways to reduce leakage in future
- Help households fix their leaks by:
 - Fixing dripping taps and leaking toilets in 10% of homes and giving advice on how to fix future problems – this free service will be promoted to customers on lower incomes
 - Fixing leaks on household's underground pipes for free
- Fix as many major leaks as possible (>90%) on our own pipes reported by customers within a day – if we can't we'll explain using road signs, texts and social media.
- Educate 150,000 school children in our region on water efficiency through our school's programme
- Keep the amount of water we take from the environment the same despite a growing population



- Offers the most
- First sentence confuses
- The only one offering more
- Positives: innovation, education
- Why if free promoted just for lower income homes?

Customer related
8/10

Option 3:

Up to 2025 we promise to:

- Reduce the impact of leakage on your bill by **keeping the total amount of water leaked the same as now**
- Fix the majority of major leaks on our own pipes reported by customers within a day.
- Help customers to fix their own leaks by subsidising the repair of leaking underground pipes on their own properties.
- Fix dripping taps and leaking toilets in their own homes – we will aim to provide this service to 5% of homes and will pay 50% of the cost.



- Offers next to nothing: doing the minimum
- First sentence confuses
- Low % of homes benefit
- How can 2 and 3 deliver the same overall?

Awful
U grade
0/10

Messages and options summary

Future customers have put doubt on the value of these messages

- Uninformed and young audience is largely confused by the need to communicate a negative message
 - Messages appear to convey Wessex Water's inability or lack of inclination to fix leaks
 - Economic leakage idea is not communicated
- Messages do not have a call to action or a customer benefit
 - What is motivating the messages? Where/why would customer see these messages?
 - Missing an opportunity to make customers more conscious of what they can do
 - Likeliest explanation is that these messages will justify price increases
- Messages risk having a negative impact on Wessex Water's reputation

Option 2 is clearly offering most to customers

- However, this conclusion is made looking at like-for-like comparisons
- Future customers are not able to deliberate the value of reducing leakage from 20-19%

Encourage us to help, like the wipes issue

It's all an excuse: I want you to fix the problem, not tell me what you can't do

Don't use any of these [messages]

If this was a competitive market, I'd go elsewhere

Panellists were divided into 4 teams and tasked to work together to create a presentation in response to the following brief.

Your task: change the way your generation thinks about what it flushes/ puts down the drain...

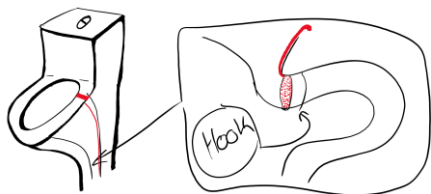
- *Your generation represent Wessex Water's future customers. There is an opportunity to reset the prevailing attitudes with the age group on the threshold of living independently. We would therefore like sixth formers and students to be your target audience for this task.*
- *Changing the way people behave takes time and involves many different initiatives – it is not a simple case of running an advertising campaign – this would be very expensive and you have a restricted budget.*
- *Instead, we want you to think creatively about how to engage the communities that are relevant to your generation*



Teams worked on their presentations between the two events before presenting to the Wessex Water judging panel led by

- **Andy Pymer**
- **Sue Lindsay**
- **Gillian Camm**

Toilet hook



QR codes



A gadget: punish bad behaviour strategy

- Toilet hook positioned in U bend of loo to capture non biodegradable wet wipes
 - Discourage bad behaviour i.e. toilet becomes blocked/ floods if flush non-flushables

Work with manufacturers: reward good behaviour strategy

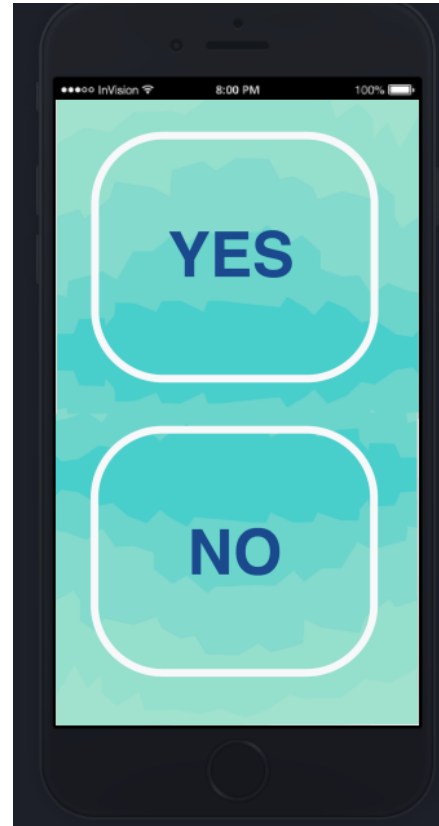
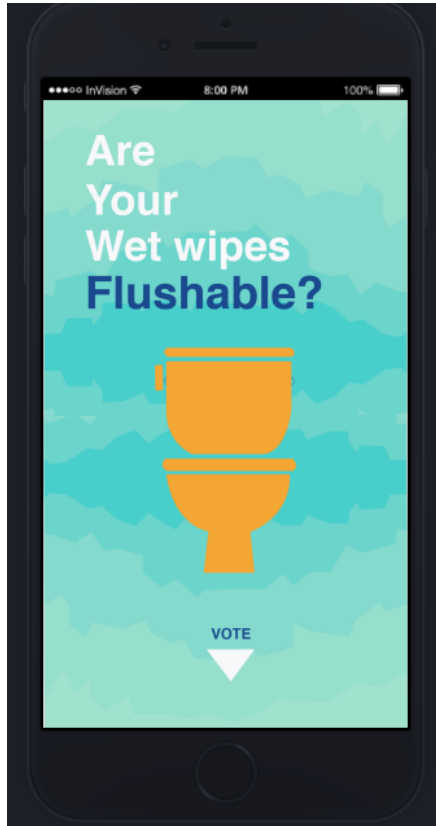
- QR codes on packaging to incentivise purchase of flushable wipes via app to redeem points and rewards
 - Secondary motivation of helping the environment
 - Relies on collaboration between manufacturers and Wessex Water

Communications: connect via most used social media platform

- Engage and educate via Snapchat
 - Most relevant social media platform for this age cohort
 - Interactive game, regional focus, fun facts

Use of interactive technology and social media pivotal to teams strategy

https://invis.io/H4EILFGZV#/264504816_Ww1



Shock strategy – recommended approach

- Young people bombarded with messages, need to cut through
- **Idea:** grab attention with shocking imagery e.g. graphic videos / images of fatbergs and sewage flooding
 - Recommend social media for reaching this age group AND all social media users (Facebook also widely used by 45+ age profile)
 - Target schools and universities to reach younger audiences

Collaboration strategy – national approach

- See the benefits of working with other water companies – share cost, share benefit
- **Idea:**
 - National campaigns with other water companies
 - Discourage bad behaviour via warning labels on packaging,

Preventative engineering strategy

- A more costly solution but could be trialled in small number of homes
- **Idea:** fitting gauze in new builds to stop wipes entering sewer system



Snapchat, Facebook, Instagram recommended channels

While these videos may seem disgusting on the outside, they generate huge amounts of views because of their satisfying nature.

Conclusion: shock to engage age cohort

Communication strategy – social media and schools engagement

- Social media important part of young peoples' lives: utilise this channel when targeting this age group
- Young people confess to having short attention spans, put off by videos even 4 minutes long
 - Recommend visual engagement: videos and pictures
 - And use of humour to educate in an engaging way

Main idea: stock animation video

- *Story line:* facing consequences of flushing what shouldn't
- Video no longer than 2 minutes 30 seconds to maintain attention

Supporting idea: visit local schools to share film

- 20 minute presentations about what not to flush – again, short in length to maintain attention
- Use shocking 'graphical' images

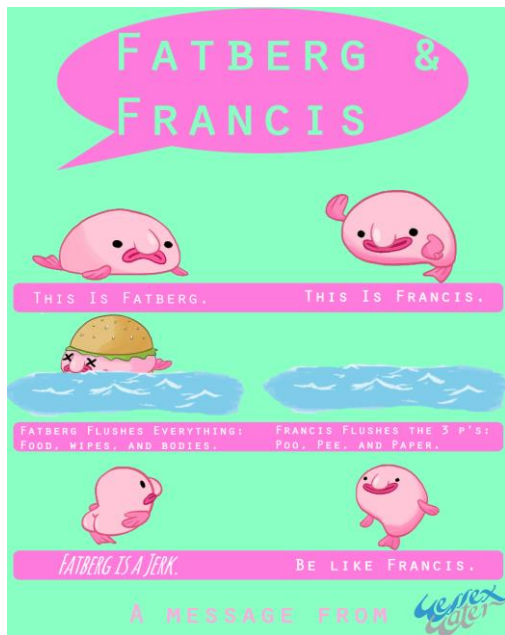


Integrated communication strategy – social media and schools engagement

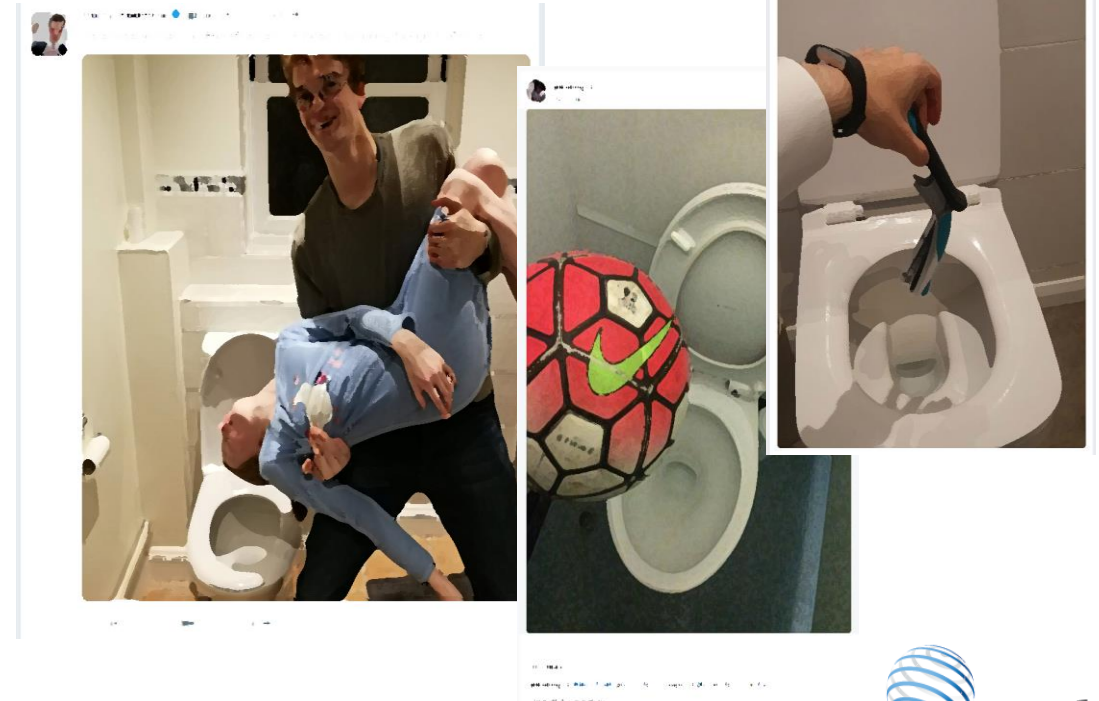
- Use multiple channels: posters, videos, social media
- Toy fatbergs, wrist bands
- Utilise social media to encourage participation – #dontflush challenge
- Tone: straight to the point e.g. short sentences, videos, images
- Cut through using humour
- This generation don't associate with communities other than schools – recommend targeting 6 formers by going into schools

*“Don't be an a**hole, only flush the 3 P's”*

The #dontflush challenge



The Bog Standard -A Brief Message On Loo Etiquette-



Conclusions from all presentations

Social media key for reaching this age cohort

- Esp. Snapchat: most used social media platform amongst age group, used daily and recommended channel by all teams
- Advise Wessex Water utilising more social media channels BUT acknowledge cost implications

I-generation bombarded with messages: communication needs to cut through to get attention

- Winning team convinced because they had all the right ingredients:
 - **Informal tone:** shock, humour, upfront – all designed to be memorable
 - **Campaign approach:** share-able videos, interactive elements (challenge), tangibles (wristband), for teenagers by teenagers i.e. not patronising or preachy
 - **Power of video shorts for public information campaigns:** e.g. the Thames Valley Tea and Consent video <https://www.youtube.com/watch?v=pZwvrxVavnQ> and Dumb ways to Die <https://www.youtube.com/watch?v=IJNR2EpS0jw>

We don't watch BBC News every night, we go on social media

Snapchat is the most popularly used social media platform for our age group, we use it everyday

We have short attention spans, don't beat around the bush, get straight to the point or we'll switch off

For engaging this generation Wessex Water have permission to take a risk! Future customers recommend humour, shock tactics and an informal (even rude) tone



A tough choice... but the
winning team was:

Sunshine







Virgin
Values: people not money (Branson)

OXFAM
Ethics, remit

MYPROTEIN
FUEL YOUR AMBITION
Enviro packaging

TESLA
Innovation

Apple

Google
Ubiquitous, leading

adidas
Quality brands

Nike



- Very low prior awareness
- Some recollection of school visit
- Office gives modern 'Googly vibe'
- Parents speak positively of service

Likened to:

- *A bee*: more significant that you'd suppose; helpful to the environment and taken for granted
- *Plankton*: fundamental to the food chain but unnoticed
- *Earthworm*: recycle and provide
- *Snowy Owl*: diligent
- *Squirrel*: lively and energetic

Future thinking (covered on day 2)

Panellists tasked to imagine a future Wessex Water, no longer a silent provider but a high profile and trusted company with a strong reputation...and given possible positioning ideas:

Examples



[describing the office of a future Wessex Water]
Less metal more beanbag

For future customers, they see a future Wessex Water as less corporate and more personal in image terms – most in line with community positioning

Majority advise building brand reputation around ‘Community Collaborator’

- Fits with monopoly status and need to be relevant to communities
 - Overcome lack of choice by being “*your friend*”, “*warm*”, “*supportive*”, “*compassionate*” – a community feel
 - Supporting ideas: sponsor local sports teams and activities, F2F interaction, schools programme

Or ‘Respected Leader’ positioning

- In keeping with current reputation and brand image

Overall looking for a less corporate and more personal future Wessex Water

- “*transparent*”, “*trustworthy*”, “*reliable*” and “*efficient*”

Only the best for the South West *Friendly support on tap* *Here for you*

- The 2017 Young People’s Panel were asked to play the game ahead of the second and final Board Meeting.
- In total, 21 sixth formers gave us feedback.

Hello panellist!

We’re looking forward to seeing you tomorrow morning at Wessex Water’s offices. As we mentioned in passing at the last meeting, Wessex has been developing an online game that they will use in their wider consultation work. Its role is to give customers (and future customers!) a chance to say how they want their money spent on future investment.

Here is a link to a demo of the game: it would be great if you could find a few minutes to have a play before tomorrow – and feel free to pass it on to friends too. Here’s the link:

<https://game.wessexwater.co.uk/>

We’ll ask you what you think about the game when we see you tomorrow.

Thank you!

The Blue Marble Team



How did you find the game?

Q1 What was going through your mind when you played the game?

Q2 How easy or difficult was it to make the choices for each character? *Put a cross on the line*

Q3 How engaging did you find the game? *Put a cross on the line*

your say your future
young people's panel

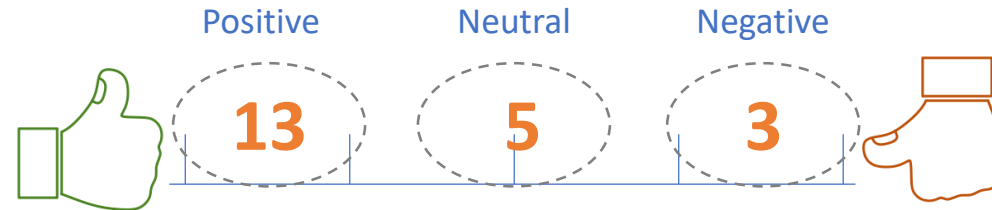
What was going through your mind when you played the game? 27

	Mentions (from 21 respondents)
Didn't understand the point/confused about the aim/what's the end goal?	10
Lots to read/too wordy/lots to take in	9
Not really a game, more a tool or animated survey	8
Like the graphics, simple layout	8
Its purpose: making you aware of Wessex Water's decisions/to find out best balance of cost and factors	3
Boring/not fun	2
Is it just budgeting a bill?	1
How to look after the environment	1
So many sliders	1
Not engaged in issues – it did little to change that	1
Good premise but could be simpler	1
Impressed with mobile version	1

Gaming generation have high expectations: introduced as a 'fun game', YPP impressed with graphics but disappointed that it is not more 'game-like'.

Key issue: purpose not easily accessible.

How easy or difficult was it to make the choices for each character? Put a cross on the line

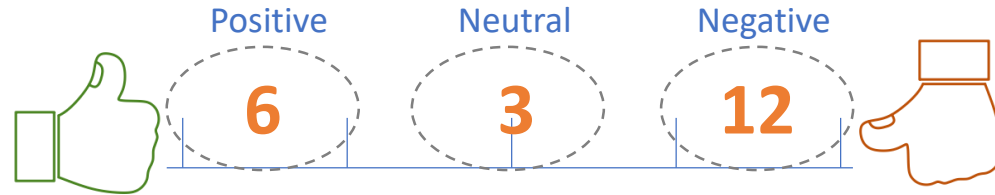


- *Easy to access and modify choices*
- *Reasonably easy*
- *Intuitive*
- *Just have to slide a bar – easy!*
- *I was choosing to keep costs down*
- *User interface smooth and simple*
- *Descriptive choices*
- *Engaged enough to want to balance resources ideally*

- *Didn't know what was going on/understand point*
- *Could be over complicated for younger people*
- *I was unsure what choosing/consequences of choices*
- *Goal not clear*
- *I knew what I valued however unclear whether I was encouraging or moving away from e.g. carbon footprint*

Functionality easy BUT many commented on comprehension issues and the purpose of the game. Implication that users are not able to make reasoned choices.

How engaging did you find the game? Put a cross on the line



What did you like about it?

- *Graphics, visual aesthetic good*
- *Characters, colours appeal*
- *Simplicity, clean & fresh*
- *Good animation*
- *Made me aware of decisions and consequences*

What would you improve?

- *Make it less wordy, esp. initial screens*
- *Make it more interesting/gripping*
- *Make it easier to understand*
- *Make the end goal clearer/needs an objective*
- *Make it more of a game: fun, goals, levels*
- *Fewer sliders*
- *Add music*

Game could be improved for this audience: create sense of game's purpose and player's goal.

17/18 year olds will be a hard audience to please...

- Do these findings support or contradict interviews during development?

Comprehension and confusion about its purpose (raised by 13/21 respondents)

- While these future customers have less experience to draw on, this group had been immersed in future challenges of Wessex Water and are confident gamers.

Is it right to position as a game?

- Expectation of clear goals, the ability to improve, and the excitement of winning or losing are not met

Is this actually a revolutionary survey?

- Colour, sliders, characters are beyond usual expectations of a survey
- Positioning as a survey underlines the idea that users are being asked for an opinion...
- (However nobody loves a survey!)

Primary concern is whether users are giving considered answers (true to their beliefs)

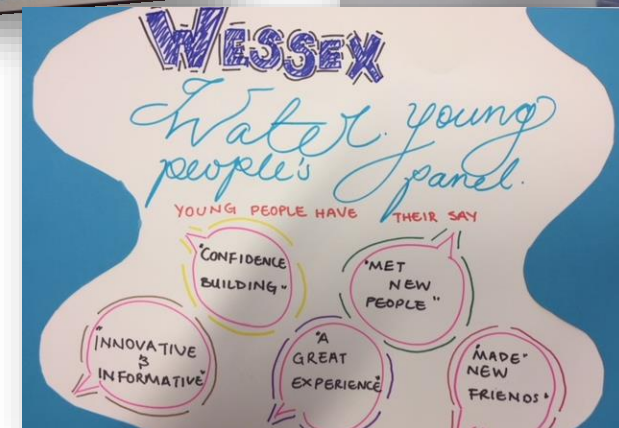
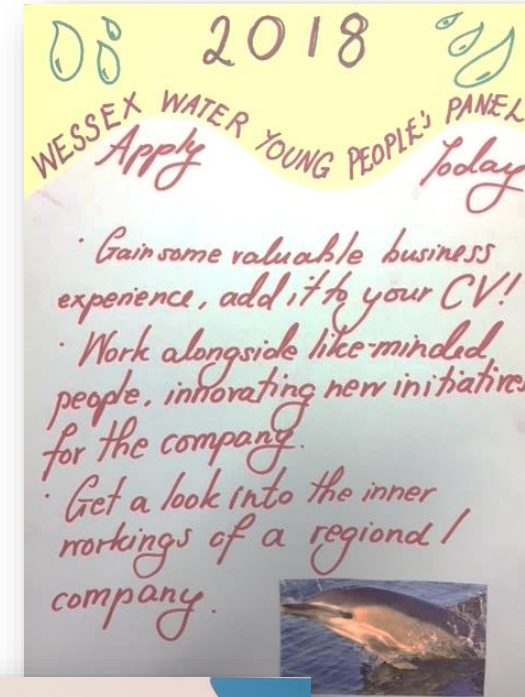
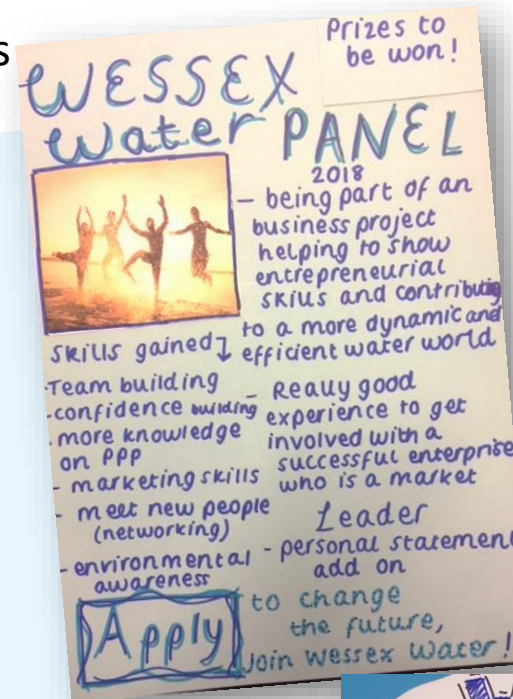
- Potential role for further cognitive testing with customers prior to using data as part of business plan evidence

Very positive, both the event itself and benefits of taking part

- ✓ **Gaining business experience:** insight into how a large business operates, working on a real business problem and being part of future decisions, widens business knowledge, opportunity to present
- ✓ **Meeting new people:** networking, meeting like-minded individuals, working with new people
- ✓ **Work experience:** CV, personal statement, UCAS

Supported by other motivating factors

- Increased confidence
- Fun, interactive and interesting activities
- Friendly, relaxed atmosphere
- Opportunity to share ideas directly to a business
- Learning: what can't flush, the 3 P's, environmental awareness
- Financial incentive
- *Wonderful food*



Professional atmosphere and an impression of modern business. I'd recommend to anyone interested in widening their horizons

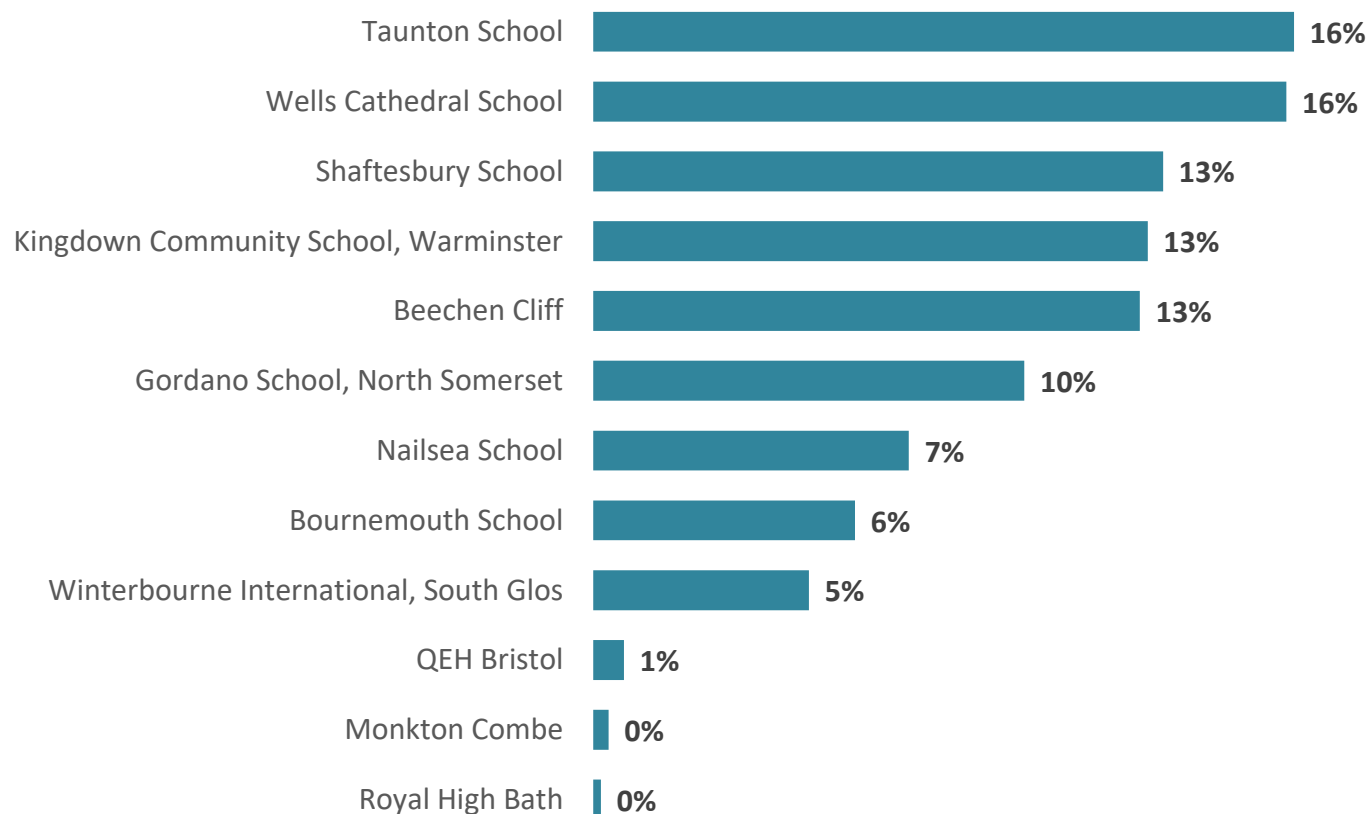
A scenic view of a paved path lined with trees, leading towards a field and a sunset over hills. The path is dark asphalt and runs straight into the distance. On either side of the path are rows of trees with green and some yellowing leaves. To the left is a field of golden-brown crops, and to the right is a green field with a wooden fence. In the background, there are rolling hills under a sky with a soft sunset glow.

Schools' survey

- Head of sixth form from all the schools represented by the YPP were sent a survey link and a request to publicise the survey with their sixth formers
- 12 schools participated – a total of 564 students. Evenly spread between males and females. The online interviews took place between 6th – 15th November 2017

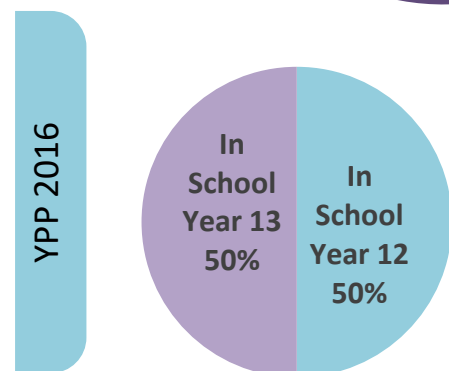
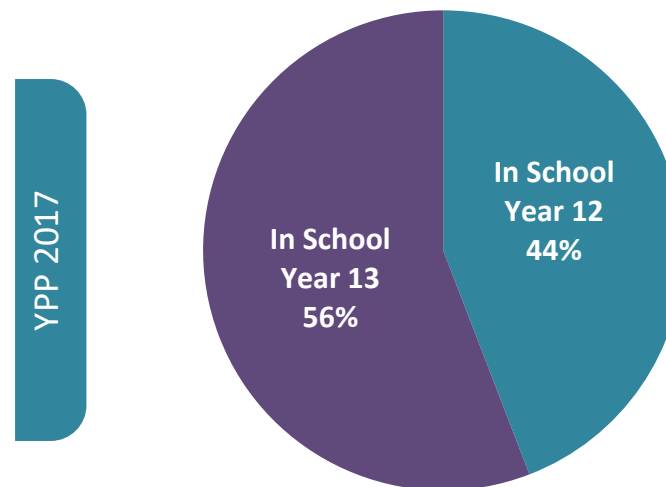
Q3. Which school do you go to?

(Base: All respondents, 564)



Q1 Which of these applies to you?

(Base: All respondents, 564)



In 2016 we received 578 responses

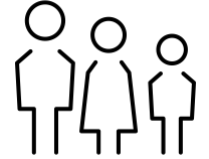
Survey reflected on stage 1 feedback: life as a teenager



Stress and anxiety

- High expectation to succeed
- Debt/money concerns
- Future prospects
- Mental health

Generational differences



- Spoiled generation?
- Negatives: worse off, in debt
- Positives: connected, tolerant
- Digital backdrop: but not how this generation self-identify

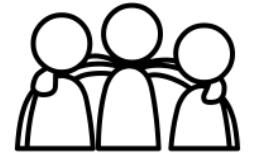


Digital lives

- Social media integral
- Connected to the world, trends etc.
- Adds to stress – doing more
- Human cost?

Community is about people not place

- Online
- Associated with organisations
- Word can indicate 'virtue-signalling'



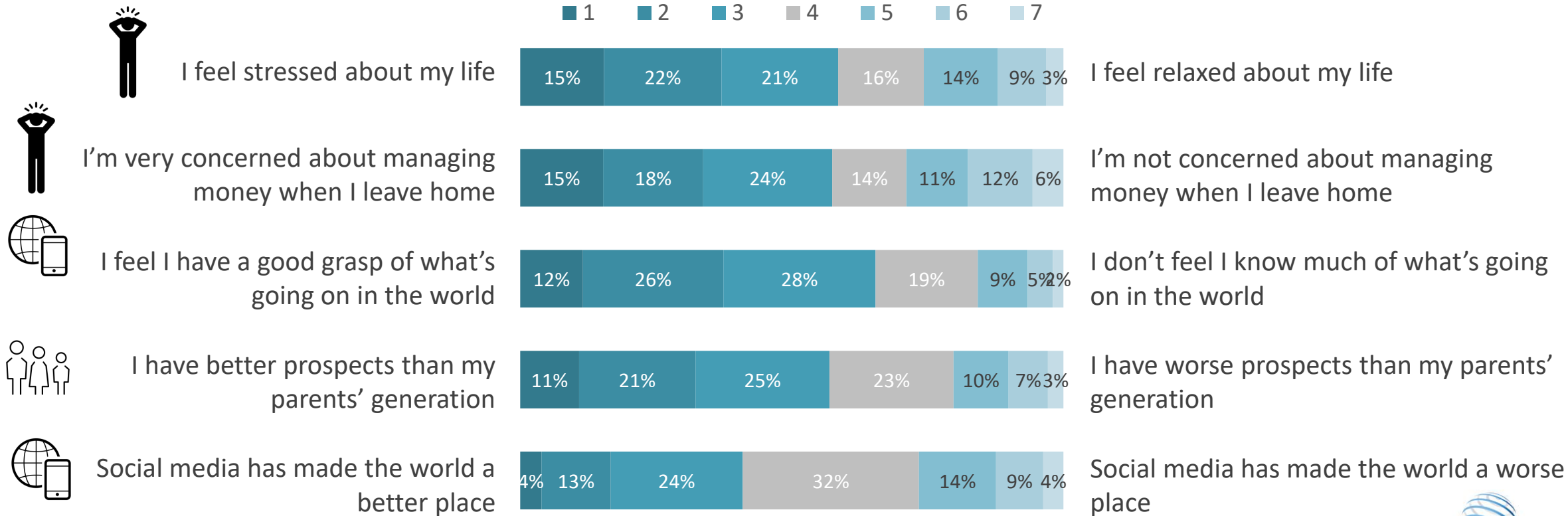
Themes we wanted to explore quantitatively

- As we saw in the qualitative research, young people show clear signs of anxiety – the majority feeling ‘stressed’ and also concerned about money matters. This isn’t necessarily converting to pessimism about the future though - we’re seeing nearly six in ten say their prospects are better than their parents’ were
- A third remain on the fence about whether social media has improved the world; though overall more think it has

Q4. For each of these pairs of statements, please click on the button that is closest to how you feel.

(Base: All respondents, 564)

■ 1 ■ 2 ■ 3 ■ 4 ■ 5 ■ 6 ■ 7



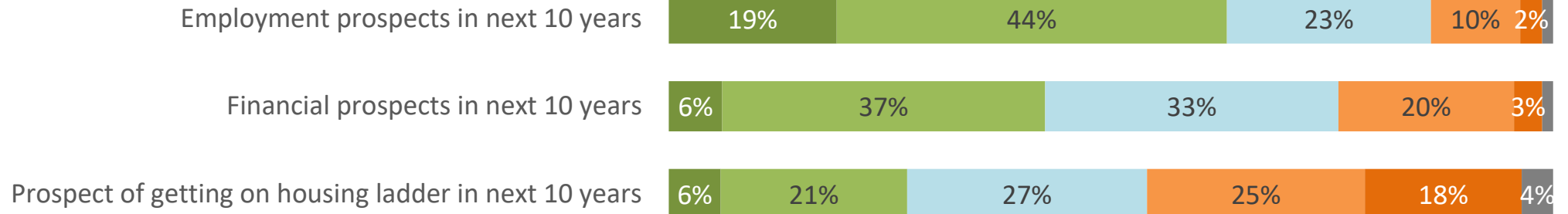
Young people taking part in the survey are still, on balance, more positive than negative about employment and financial prospects - although few are strongly optimistic. However, there's been a collapse in the belief that they will get on the housing ladder in the next decade.

Q5. How are you currently feeling about the following issues in relation to your life?

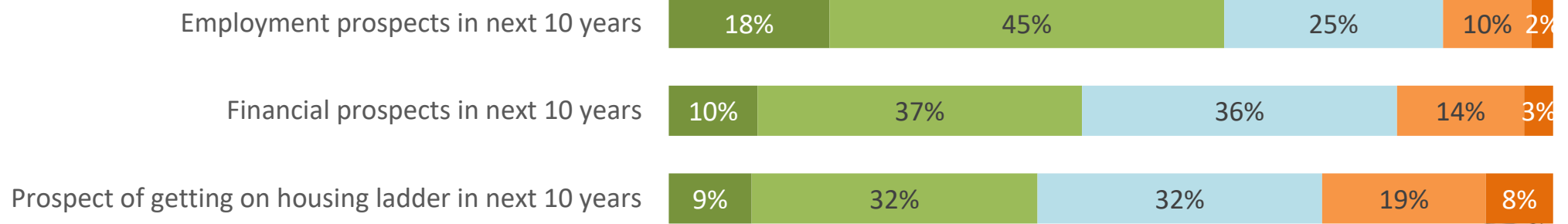
(Base: All respondents, 564, 578)

■ Very positive/ optimistic
 ■ Quite positive/ optimistic
 ■ Neutral
 ■ Quite negative/ pessimistic
 ■ Very negative/ pessimistic
 ■ Don't know/Not applicable

YPP 2017



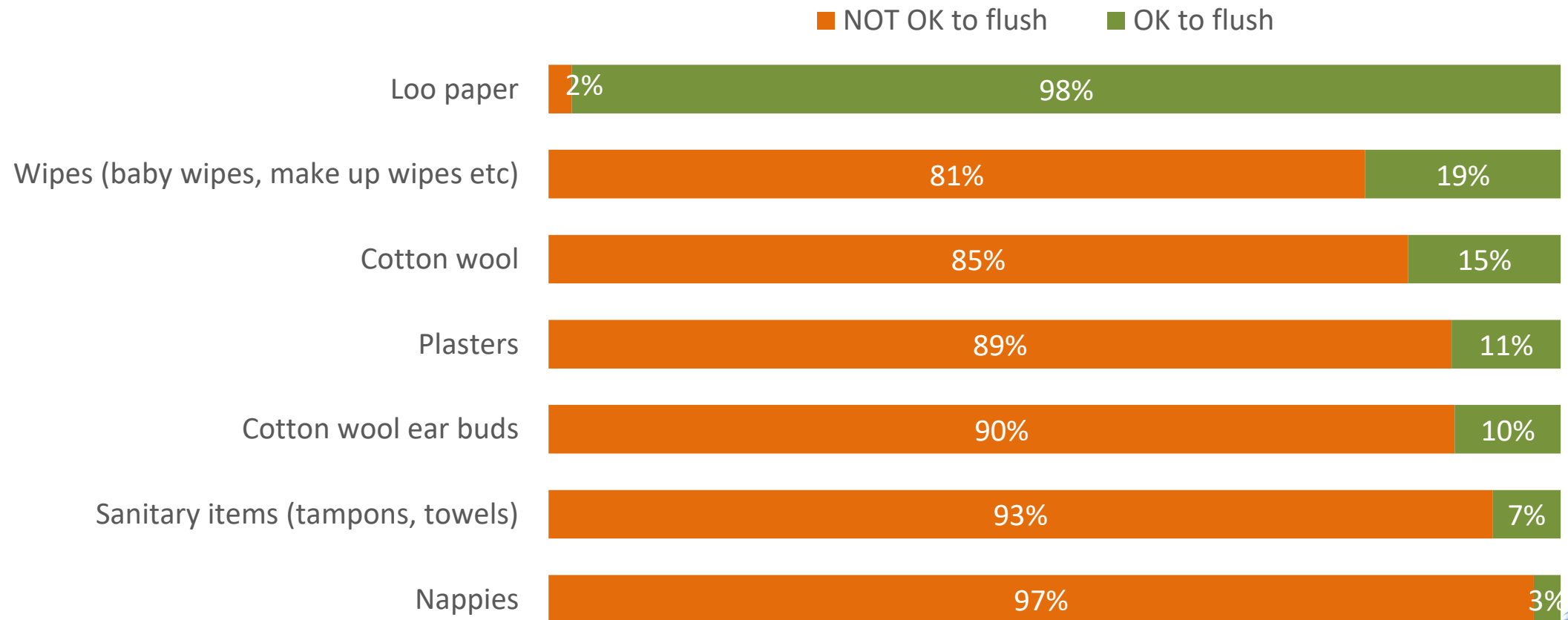
YPP 2016



While there's a consensus that it's OK to flush loo paper, one in five young people still think it is OK to flush wipes down the toilet - there's still scope to communicate this universally. The large majority know they shouldn't flush sanitary items and nappies.

Q9. Still on the subject of water – but now about what is OK to flush down the toilet, and what is not OK (because it causes blockages in the pipes).

(Base: All respondents, 564)

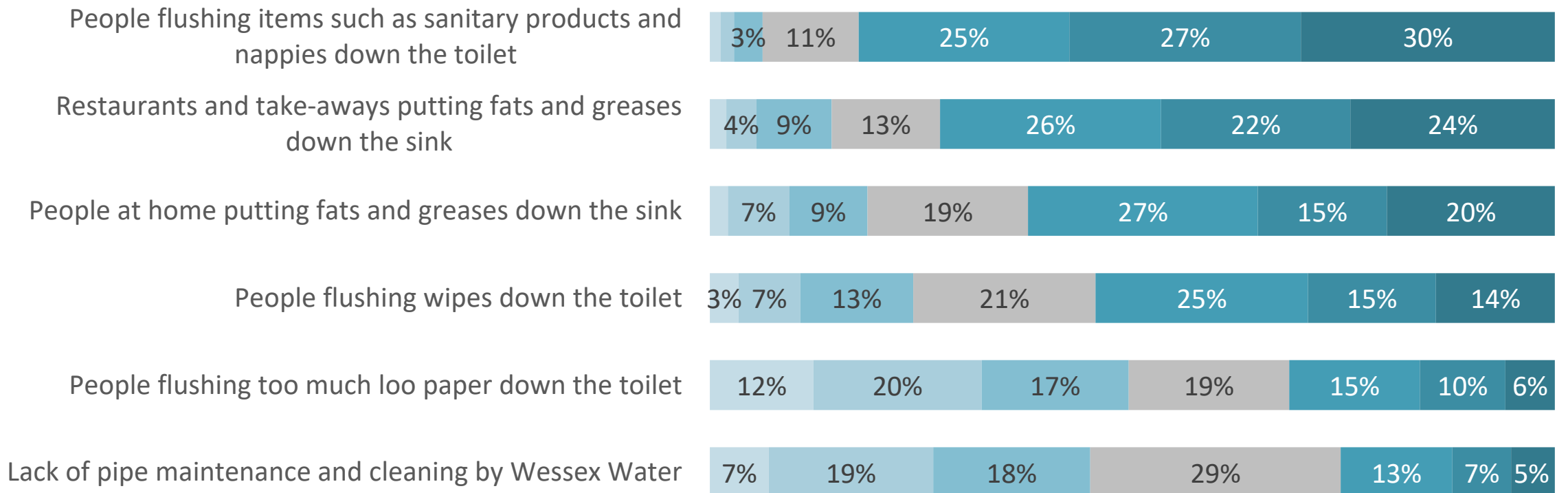


Young people think that flushing larger items such as sanitary products and nappies is the biggest cause of sewer blockage, followed by fats & grease going down the sink, and then flushing wipes. Lack of pipe maintenance is less of a concern.

Q10. Sometimes the sewer pipes that remove dirty water get blocked. To what extent do you think the following factors contribute to these sewer blockages? Please use a scale from 1 to 7, where 1 is 'not at all' and 7 is 'a great deal'?

(Base: All respondents, 564)

1 'Not at all' 2 3 4 5 6 7 'A great deal'



Young people are less likely to associate flushing wipes with sewer blockages than adults (who took part in the Salisbury Trial survey and were asked the identical question.)

Q10. Sometimes the sewer pipes that remove dirty water get blocked. To what extent do you think the following factors contribute to these sewer blockages? Please use a scale from 1 to 7, where 1 is 'not at all' and 7 is 'a great deal'?

	YPP 2017 (564 teens) (mean score)	Salisbury 2014 PRE (422 adults) (mean score)
People flushing items such as sanitary products and nappies down the toilet	5.6	6.3
Restaurants and take-aways putting fats and greases down the sink	5.2	6.1
People at home putting fats and greases down the sink	4.9	6.1
People flushing wipes down the toilet	4.6	6.1
Lack of pipe maintenance and cleaning by Wessex Water	3.6	4.9

Young people and adults (in the brand tracking study) show the same broad pattern for environmental concerns, but if anything young people are slightly **less** environmentally conscious

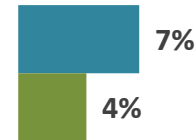
Q7 / QF1B. Thinking about what you buy, how you travel and how you live your day to day life, which of these best describes you?

(Base: All respondents, 564, 375)

YPP 2017

Tracker 2017

I don't tend to think about my impact on the environment



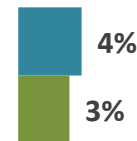
It's a bonus if what I'm doing is environmentally friendly, but it's not a big issue for me



I think about my impact on the environment and try to make a difference without spending too much time or money



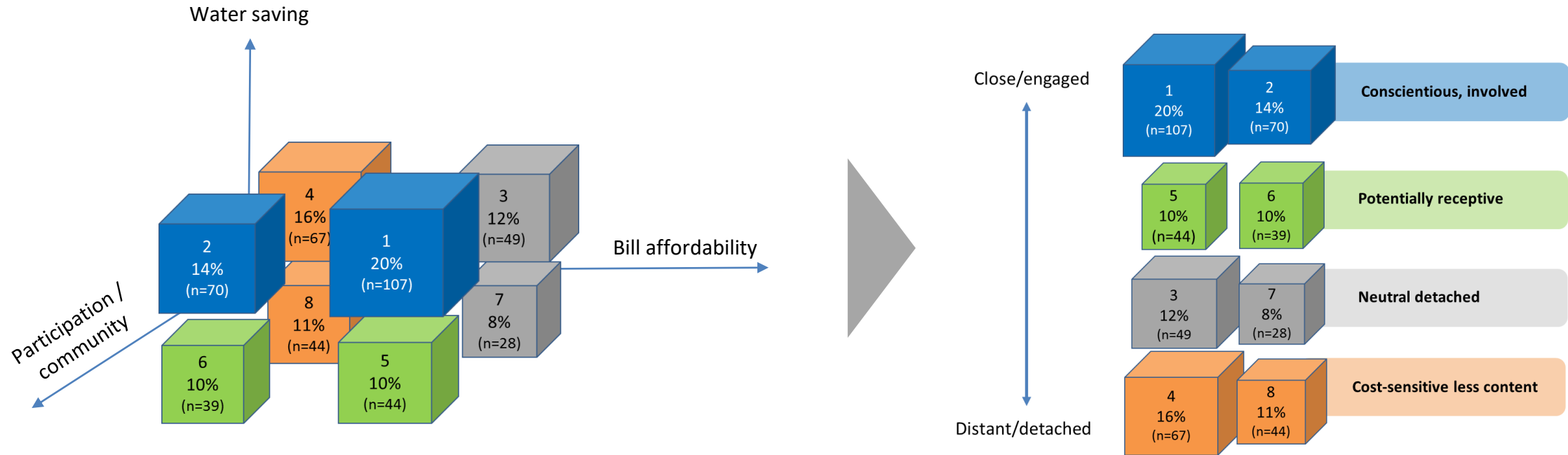
I'm very concerned about my impact on the environment and I spend considerable time or money to reduce it



A scenic view of a paved path lined with trees, leading towards a field and a sunset. The path is dark asphalt and runs straight into the distance. On either side of the path are green grassy areas and rows of trees with dense green foliage. In the background, there is a golden field, possibly a cornfield, and a sunset with a warm orange glow on the horizon. The sky is a mix of blue and white clouds. A semi-transparent grey banner is overlaid across the middle of the image, containing the text.

Applying segments to young people

Segmentation analysis – so far...



Customer segmentation model

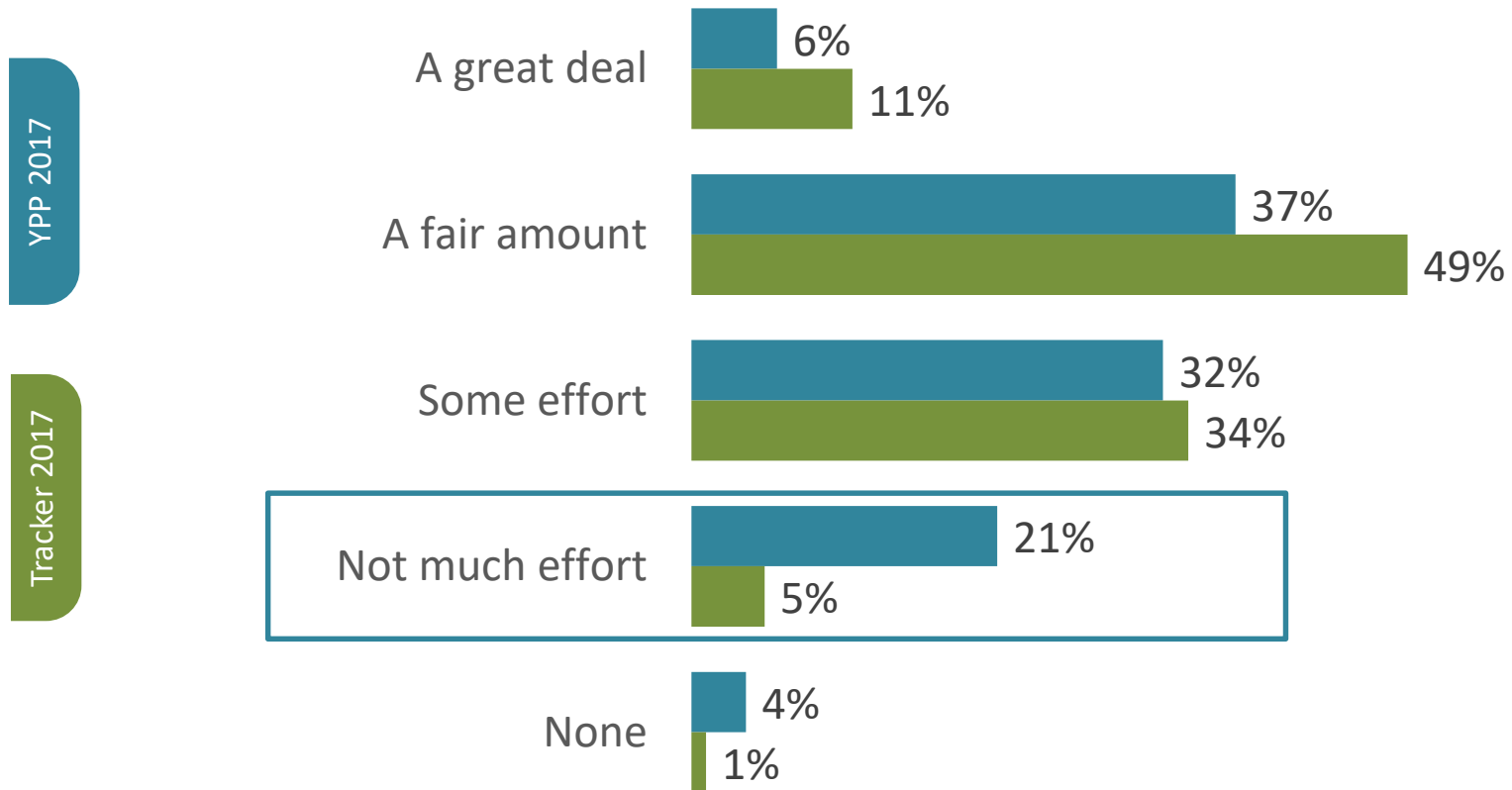
- Three dimensional: participation, water saving and affordability
- Eight segments based on High or Low ratings for each dimension
- Currently testing a simpler four segment model broadly reflecting level of engagement
- *Will future customers fit the model?*

Water saving efforts

- While over 4 in 10 young people completing the survey say they make ‘a great deal’ or ‘a fair amount of effort’ to save water, over half do not; it seems that young people are less conscientious on water conservation than adults.
- Future customers (who are not paying water bills) appear much less likely to actively save water than their adult (bill paying) counterparts

Q8 / QF1A. How much effort do you make at home to save water?

(Base: All respondents, 564, 451)

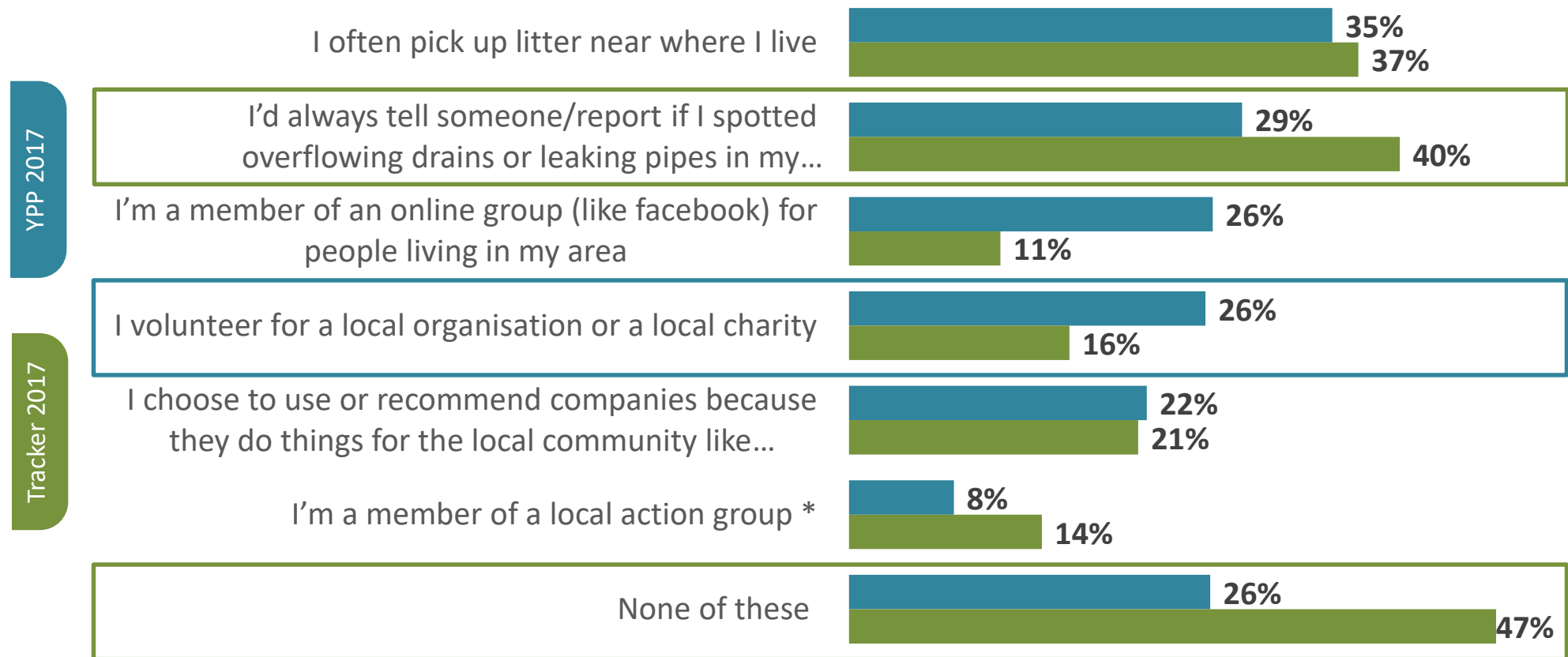


There's evidence that young people are more involved in the local community than adults and so may have more 'participation potential'. They are particularly more likely than adults to say that they volunteer locally or are a member of an online group.

Q11 / QF3. And please tick which, if any, of these apply to you?

(There are no right or wrong answers, please do not tick any just because you think you should)

(Base: All respondents, 564, 451)



* The examples used were slightly different to make it relevant for young people.

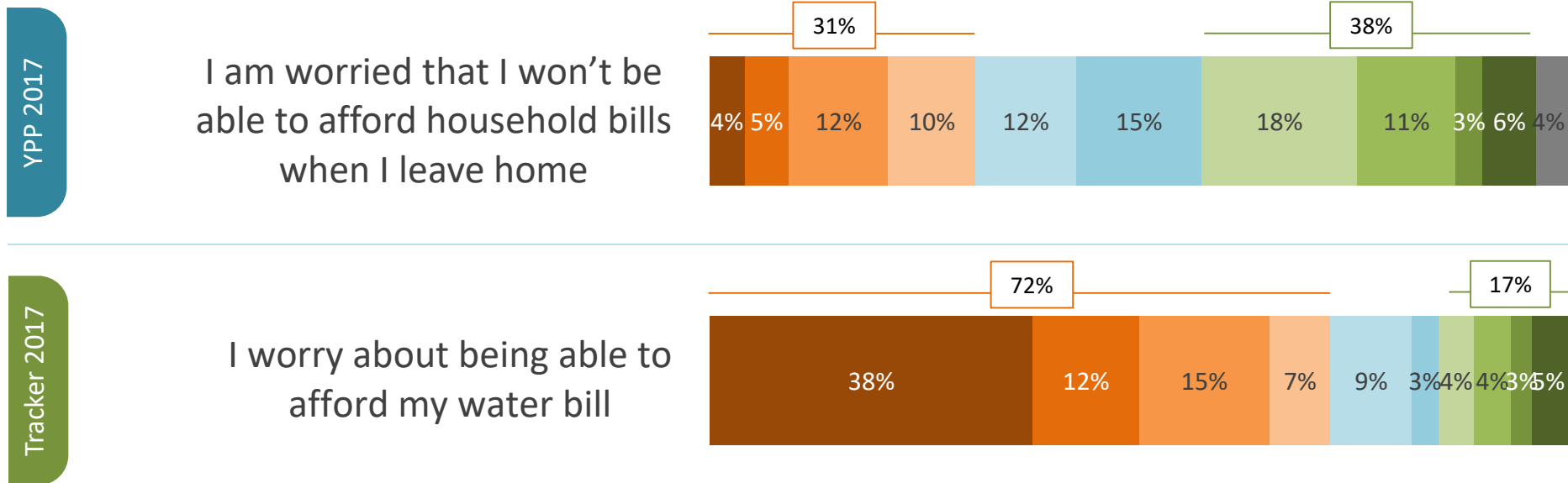
Feeling about household bills

- Most young people have some degree of concern about not being able to afford household bills. This contrasts markedly with adults interviewed on the tracking study, most of whom do not really worry about not being able to afford their water bill.
- In terms of the segmentation, these questions are not easily comparable

Q6 / Q19B. On a scale of 1 to 10, how strongly do you agree or disagree with this statement, where '1' is strongly disagree and '10' is strongly agree?

(Base: All respondents, 564, 448)

■ 1 Strongly disagree ■ 2 ■ 3 ■ 4 ■ 5 ■ 6 ■ 7 ■ 8 ■ 9 ■ 10 Strongly Agree ■ Don't Know



The segments: using 2-dimensions

- Water saving and community involvement are comparable with adult/customer sample
- Three quarters of students score high on community involvement and therefore belong to the *Conscious / involved* or *Low consciousness / involved* group. 18% score low on both water saving and community involvement.

Conscious / involved

High on water saving effort (*A great deal or A fair amount*)
High on community involvement (*Any involvement*)

Conscious / uninvolved

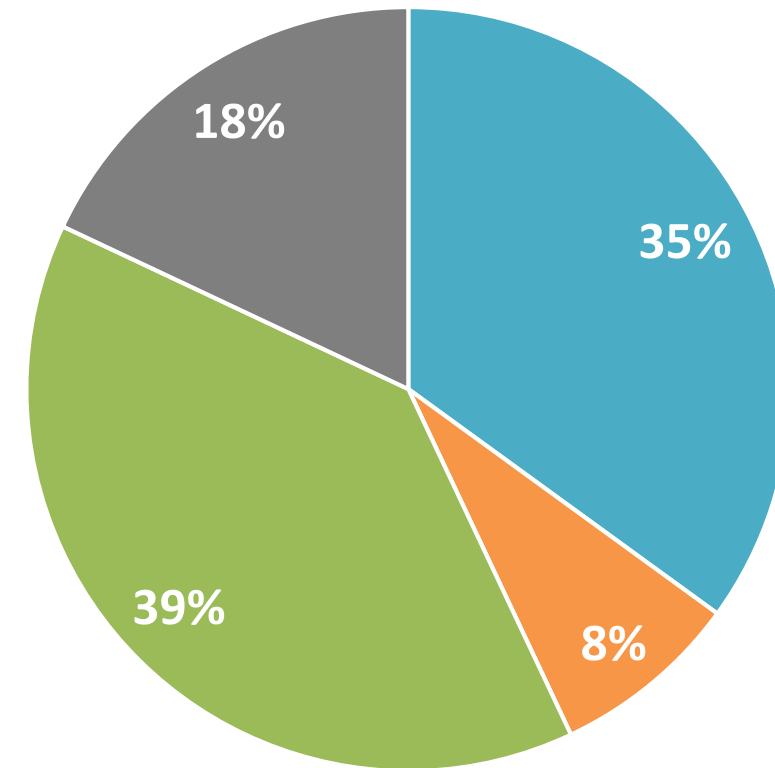
High on water saving effort (*A great deal or A fair amount*)
Low on community involvement (*No involvement*)

Low consciousness / involved

Low on water saving effort (*Some, Not much or None*)
High on community involvement (*Any involvement*)

Neutral detached

Low on water saving effort (*Some, Not much or None*)
Low on community involvement (*No involvement*)



YPP 2017

Segments show differences in terms of profile and attitudes.

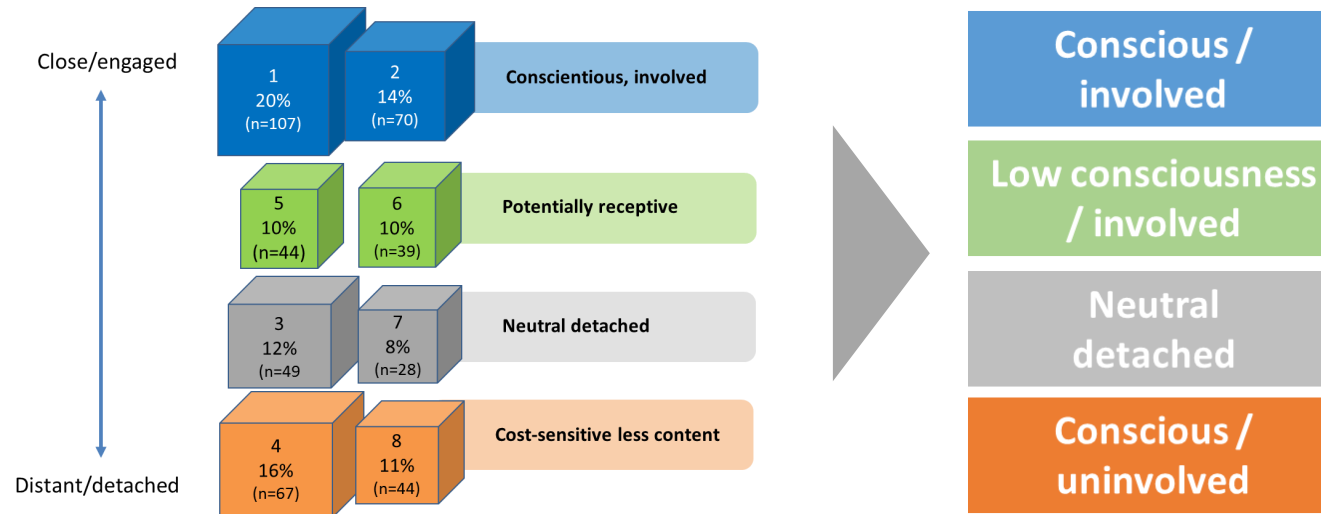
YPP 2017

Gender	Conscious / involved	Conscious / uninvolved	Low consciousness / involved	Neutral detached	Total
Female	58%	48%	47%	46%	51%
Male	41%	50%	51%	53%	48%
Other	1%	2%	1%	0%	1%
Prefer not to say	1%	0%	0%	1%	1%

Environmental attitudes

I don't tend to think about my impact on the environment	3%	4%	8%	15%	7%
It's a bonus if what I'm doing is environmentally friendly, but it's not a big issue for me	31%	43%	45%	52%	41%
I think about my impact on the environment and try to make a difference without spending too much time or money	59%	48%	46%	33%	48%
I'm very concerned about my impact on the environment and I spend considerable time or money to reduce it	8%	4%	1%	0%	4%

Schools' survey: implications

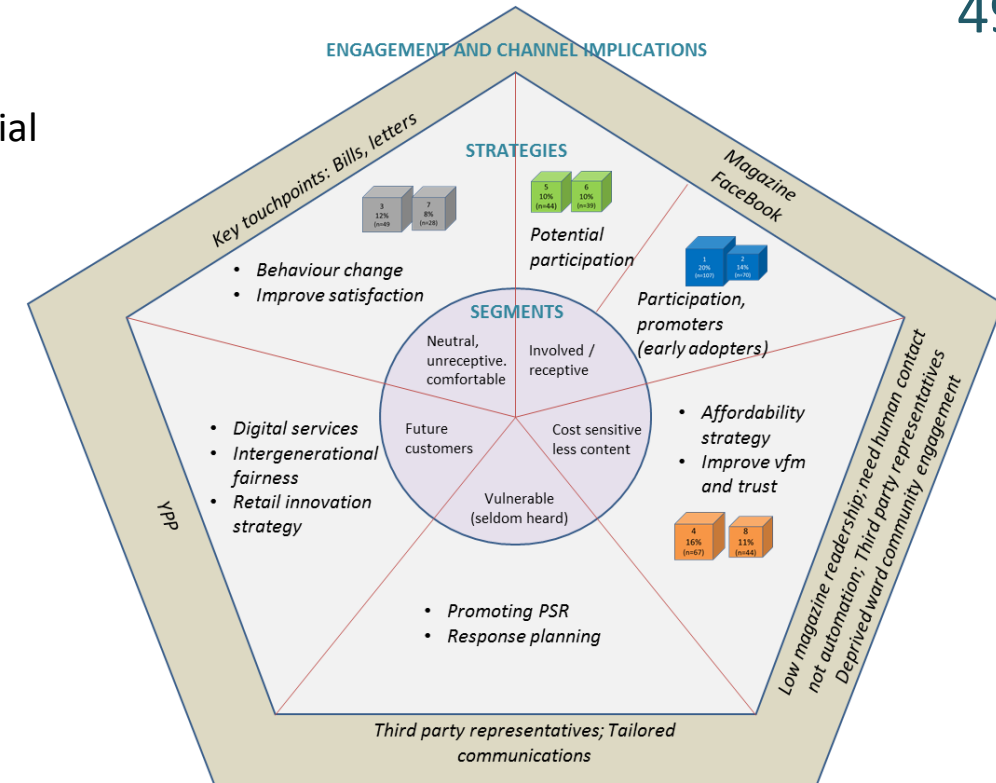


Can we apply the same segmentation approach?

- Different levels of participation for customers and future (teen) customers. Not entirely intuitive: perhaps lacking qualitative insight to interpret questions fully?
- Water saving: good proxy question. Future customers less likely to save water – which is logical and reflects qualitative understanding
- Affordability: we haven't found a good proxy yet...
- Two dimension segments have similarities to customer segments

Overall learning from the YPP 2017

- Future customers are digital natives, entering adult lives with considerable financial pessimism: wider trends and insight about young Millennials highly relevant
 - Savvy consumers: cost conscious, market scanning, deal hunting
 - Technology keeps them in touch with spending
 - Potentially will have a closer relationship with bills
- High expectations for Wessex Water to adopt digital services – but also keen to retain human touch
 - App based services becoming the expectation
- Desire to see Wessex Water take on a more familiar, less corporate image as a means to be more relevant to and trusted by its customers
 - But critical of leak messaging examples
 - This and core task illustrates importance of tone of voice
- Support for more ‘community’ positioning, perhaps driven by monopoly status
 - Monopoly status also underpins need for Wessex to protect vulnerable customers
- Mixed picture in terms of environmental values: lag behind adults re flushing awareness, less water-efficient and marginally less environmentally conscious
 - Unwise to assume younger generation are automatically ‘greener’ than their parents
- Participation opportunities: many are active in their communities - probably linked to social media and online communities



Learning for next year

- Generally we feel that the format and process developed over 2 years has worked very well
- We truncated the time between events which seemed to work better
- We included group discussions on the first event which helped to gel the teams and enabled the research team to get a better measure of the participating individuals
- The survey, again, received over 500 responses delivering a robust sample of future customers very cost effectively
- The environment (the extended Board Room) is an excellent space
- As the agency, we get excellent support from the team at Wessex – and the senior-level involvement is crucial for giving the YPP status (which is in part what we say to schools to get buy-in). Including a non exec board member on judging panel worked well and we would recommend this for next year
- At a practical level, next year we will ask panellists to ensure each team brings a laptop for working on presentations during event 2

your say  **your future**
young people's panel



19th September 2016

Outline of the day

Board Meeting : Monday 19th September

10-10.30am	ASHFORD ROOM	<ul style="list-style-type: none">• Welcome from Andy Pymer• Team exercise
10.30-11.20am	Control Room/Canteen	<ul style="list-style-type: none">• 2 teams tour Control Room first• Other 2 teams meet key Wessex staff first
11.20-12.00	ASHFORD ROOM	<ul style="list-style-type: none">• Team exercise: business plan priorities
12.00-12.15		<ul style="list-style-type: none">• Break for lunch/bring to Ashford Room
12.15-12.30	ASHFORD ROOM	<ul style="list-style-type: none">• Brief on core task – Sue Lindsay
12.30-1.45	ASHFORD AND 3 x BREAKOUT ROOMS	<ul style="list-style-type: none">• Teams convene in separate rooms to develop initial thoughts and plan tasks for interim period
1.45-2pm	ASHFORD ROOM	<ul style="list-style-type: none">• Reconvene in Ashford: briefing/expectations re interim activities



Welcome

Andy Pymmer – Managing Director

Ice breaker: 10 minutes

Apart from your age and that you all live in Wessex
Water's region...

**In your teams, discover 6 things
that you all share in common.**

Business planning exercise

1. Three things Wessex Water should be prioritising?

- Think about the conversations you've had both with friends / family before today and with Wessex Water staff
- Think about what's important to you and people of your age

2. What aspects of Wessex Water's future planning will have the greatest impact on your generation?

- What decisions being made today will directly impact you in the future?

20 minutes discussing

Then each team to give 3 minute feed back to the room.



Briefing on core task

**Sue Lindsay – Director of customer
policy & engagement**

CORE TASK

- To work on a real issue
- Work in teams: today and at the next meeting
- Also use the time between the meetings to gather ideas/ evidence
- Deliver a presentation to Andy Pymmer MD on 5th December



- **Your** ideas and creativity
- Presented **your** way
- A winner...and the chance to see your ideas implemented



WESSEX WATER'S VISION

- Wessex Water wants to be **the best for customer service**
- Not just the best water company, but as good or better than the best in the UK...



The situation now:

- Customers take our services for granted
- We are industry leading in terms of service, however...
- Few customers have direct contact (because they don't have a problem)
- Those who do rate us highly for customer service.



Our challenge:

- *What can we learn from the best service providers?*
- *How can we meet the expectations of our future customers (you)?*

*They wouldn't be my
top 10!*

Institute of Customer Service	
UK Customer Satisfaction Index 2015 – Top 10	
1	Amazon
2	Utility Warehouse
3	First Direct
4	Specsavers
5	Waitrose
6	John Lewis
7	New Look
8	Saga Insurance
9	Nationwide
10	M&S Food

WATER METERS

- Water meters sit underground at the boundary of a building and:
 - measure the exact amount of water used for each household
 - allow water companies to charge for what people use
 - encourage people to become more water efficient



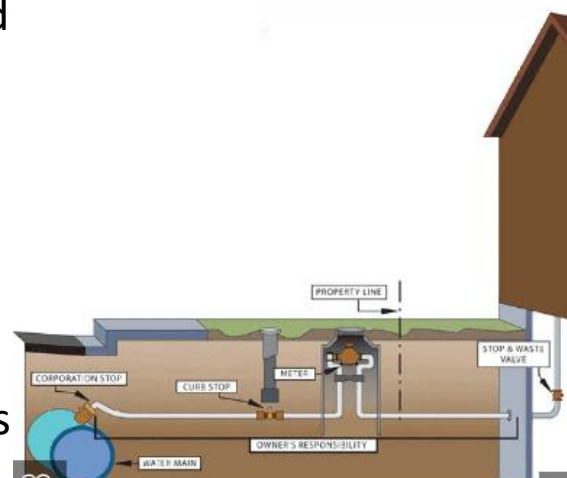
The situation now:

- Around 60% of Wessex Water customers currently have a water meter, the rest are charged according to house value price bands (the more valuable the house, the higher the water bill)
- Water meters are popular with some customers...but very unpopular for others



Our challenge:

- *Wessex Water would like all customers to have meters, but know customers do not like the idea of meters being imposed on them*
- *How can we encourage customers to see the benefits of meters?*



WATER METERS

*Water meters
aren't fair*



- People in more valuable houses are not necessarily better off
- Large families use a lot of water: they might get a higher bill if they switch to a meter

*People should be water
efficient...better to get
everyone metered*



- Trials have shown that households use less water if they have a meter
- Water companies need to encourage us all to use less water to cope with extreme weather incidents and population growth

YOUR TASK

1. Raising the proportion of households with a meter is increasingly necessary because we all need to be more water efficient. Wessex Water therefore wants you **to develop new ways** to encourage its customers to become metered
2. Assuming your ideas are successful, it gives Wessex Water an opportunity to demonstrate its world class customer service to those arranging their meter installation. What **customer service initiatives** will you introduce to ensure Wessex Water is a top 10 company in future?



Approaching the task – notes for teams

IDEAS FOR HOW TO APPROACH YOUR TASK

1. Raising the proportion of households with a meter is increasingly necessary because we all need to be more water efficient. Wessex Water therefore wants you **to develop new ways** to encourage its customers to become metered



- Work out **who you want to target** for this campaign, **and why...** this is your marketing plan
 - Will you target groups who most need to change their behaviour (households who use lots of water) or people who stand to benefit most (singles/couples in large houses who will get lower bills if they have a meter); or engage communities as a whole?
- What are **the messages** you want to get across?
 - Think about what you are trying to achieve what do you want people to do?
 - What messages will motivate people to take up a meter?
 - How will you encourage people to act (not just to become aware of meters) e.g. what about incentives, rewards, other advantages
- Who should **deliver the message**?
 - Should the message come directly from Wessex Water or are there other influential people/organisations that would give the message greater credibility
- How will you **channel** the message: social media, community networks, events... invent new, futuristic ways to get your message heard!

IDEAS FOR HOW TO APPROACH YOUR TASK

Some other notes to help you with task 1.

- Wessex Water can't run big TV campaigns... it would get criticised for spending customers' money on expensive advertising. We want you to think about other ways to reach customers:
 - Hence using existing community groups to spread the word: schools, societies, online forums, social media, villages, suburbs etc. might be worth considering
 - And new approaches... competitions, reward schemes, save and spend schemes for community benefit, new in-home technology

And just so you know...

- Meters are installed for free – so you do not have to persuade anyone to spend money
- Water meters currently sit below ground and don't help householders to monitor their usage. In the energy sector, companies are introducing 'smart meters' that provide lots of information about usage patterns and spend.
- Currently, if people choose to opt for a meter, they have the right to have the meter removed within 2 years (for instance, if they feel their bills have increased)

IDEAS FOR HOW TO APPROACH YOUR TASK

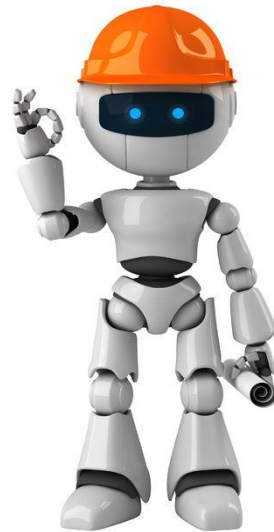
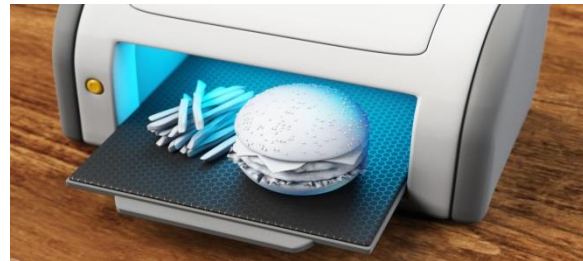
2. Assuming your initiatives are successful, it gives Wessex Water an opportunity to demonstrate its world class customer service to those arranging their meter installation. What **customer service initiatives** will you introduce to ensure Wessex Water is a top 10 company in future?



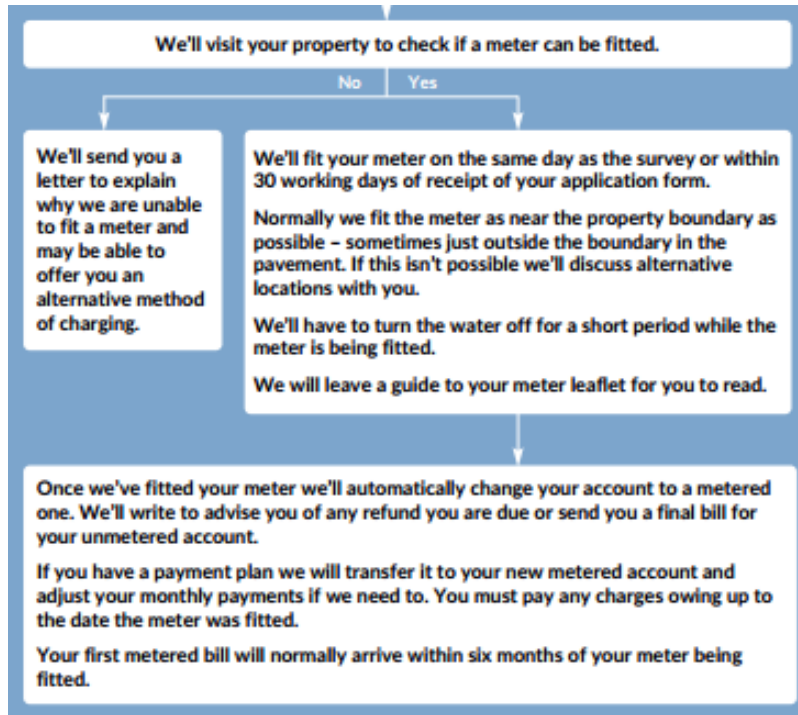
- Think about when you have had a really excellent customer experience – what made it so good?
- When does a customer experience prompt you to recommend a company to someone else?
- Generate a handful of examples and work out what it was that made the experience so good.
- **What is your vision of excellent customer service in the future...?**

INSPIRATION BOARD...

Don't be afraid to think outside of the box! Here are some images to inspire you when thinking about a new and futuristic customer service



IDEAS FOR HOW TO APPROACH YOUR TASK



This is today's service plan for customers who have applied for a meter. In rare cases, a building can not be fitted with a meter because of the way the pipes run underground and it would be very costly to replace them. This can be disappointing for people.

- Your challenge is to think about how your future vision of excellent service could be applied to water metering
- There are various times in the installation of a meter when Wessex Water has the opportunity to provide amazing service...but how should they actually do this (the plan might help your thinking)
- Keep thinking about how things might change in the future - what could be new on the horizon that Wessex Water has not thought about?



What could Wessex Water do/implement to demonstrate it is worthy of a top 10 place on the customer satisfaction index...?

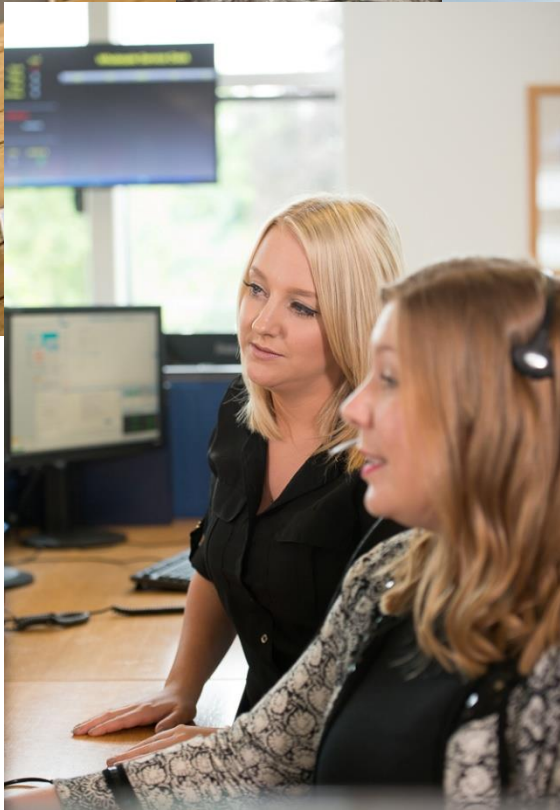
YOUR OUTPUTS

Finally, in relation to the presentation in December

- The presentation should last 10 minutes and cover both
 - The strategy to promote meter take up and;
 - A new/futuristic service initiative relating to new meter customers
- Spend time today planning the task and assigning roles: **you have 1 hour 15 minutes today and will have a further 1 hour 15 minutes on December 5th.**
- Work out how you will keep in touch during the next few weeks so that you are prepared for the pitch
- You choose how you want to present... slides, film, performance...!
- Use the time between now and December to develop your ideas e.g.
 - Find evidence of what encourages or deters people from having a meter by talking to people you know
 - Look at what other companies do to encourage metering...but no one is winning awards for these campaigns! We believe your ideas will be better.
 - Talk to your friends and other people of your age for inspiration...what are their service experiences, what do they think of your new ideas?



Pitch your ideas with a clear argument for why your team's ideas will succeed



Until next time...

- **Keep in touch with your team about the task**
- **Look out for a weekly question/small task from us on Facebook**
- **We'd like to invite sixth formers at your schools to participate in an online survey – with your help**

Wessex Water Youth Panel – breakout discussion (45 minutes)

Moderator to explain that the survey (sent out via their schools) reached nearly 600 year 12 and 13 students. As part of the discussion, we will be sharing the results and discussing some key findings.

Communication/engagement with brands/companies

To unpick how young people want to communicate with brands/companies **(10 minutes)**

- Which companies, in your experience, are best at serving their customers? [Moderator to generate a few examples with reasons why...but bear in mind that their presentations may have covered this already and it may feel like a recap]
- How do you choose to communicate with brands / companies that you are dealing with? Why – explain pros/ cons for this way...
- Which are easiest to communicate with? What are they doing right?
- How does the way you choose to deal with companies compare with what your parents do?
- **SHOW DATA:** preferred channel of communication with brand / company for your age group is telephone and email.
 - Do you identify with the findings – why / why not?
 - Why do you think telephone and email is the preferred means of communication?
 - Why do you think live chat, app and social media was not more popular with your age group?
 - What could Wessex Water learn from this? What do they need to understand about the needs of their youngest customers?

Fairer Society (and Brexit)

(5-10 minutes)

To understand responses to other survey data

- **DATA:** ‘Becoming a fairer society in terms of wealth and opportunities for each generation’ was most important for the majority of your age group
 - Do you agree with the majority – why / why not?
 - Why do you think this came out as most important?
 - What does a fairer society mean to you and your generation? What springs to mind?
 - Is society fairer for some generations more than others? In what ways?
- **Moderator read out:** Over 60% of those who completed the survey said they were feeling ‘pessimistic’ about the EU referendum and Brexit; with 20% neutral and 20% optimistic
 - How surprising is this result?
 - Why do you think your generation feel more pessimistic than the electorate as a whole (where 52% voted to leave)?
 - What are the implications do you think there will be for your generation?

Needs of generation

(5 minutes)

To further explore needs and values of their generation

Wessex Water want to find out what is important to your generation – we may have already discussed this throughout the course of the events, but as a summary...

- What are the values and beliefs that are different/held more strongly for your generation?
 - *Probe:* this might relate to technology, environment, economy, future affordability, education, job prospects etc
- For a company like Wessex Water who need to make plans for the future, what do they need to consider when thinking about what your generation value?
- How should Wessex Water be thinking about engaging with future customers i.e. people in school?

Resilience

(10 minutes)

To discuss the wider context of resilience

- What comes to your mind when you think of the word “resilience”? *Allow for spontaneous response*
 - How important do you think it is for a water company, like Wessex Water, to be resilient?
- **Moderator to read out:** *‘Resilience can be defined as the ability to anticipate, cope with and recover from uncertain and extreme events such as flooding - making sure water companies can still supply water and take away waste water in these scenarios.’*
 - How important is this? Why?
 - Can you think of other scenarios that Wessex Water should be planning for if it is to be resilient?*[if struggling, probe: climate change effects like drought, flooding, Cybercrime]*
 - What do you imagine would happen if Wessex Water were not resilient? What impact would that have on its ability to provide water and on wider society as a whole?
- Building better resilience will involve investment in the water infrastructure. These tend to be big investments taking 2 or 3 decades to plan and build.
 - Is it fair that today’s bill payers help fund these future investments? if so, why?
 - Is it fair for today’s bill payers to fund only the maintenance of the current system – afterall they might not be around to benefit from future investment.

Important aspects for Wessex Water

(5-10 minutes)

To understand, based on survey data, reasons for important aspects

- **DATA:** present table with rank order
 - *Discuss order ...* does this reflect what you think is most / least important?
 - Top 3: why do you think these have been ranked most important?
 - *‘Adopting new technology’ and ‘playing an active role in community’* was still rated as important, but not as important as the other activities– why do you think this is?
 - *Moderator to specifically probe ‘Adopting new technology’*

Feedback on Wessex Water Youth panel

(5 minutes)

To capture learnings for future events

- What motivated you to apply to take part in the Youth Panel initially? What encouragement, if any, did schools give? Have you been asked about the scheme at any point by your teachers or peers?
- What have you told your friends and family about the Wessex Water Youth Panel? What would you say have been the benefits of participation?
- What feedback do you have about the entire process and experience of the Youth Panel?
 - What have you liked, what's worked well? What have you valued most / what gained?
 - What have you not liked so much, what hasn't worked so well or not met expectations?
- Wessex Water want to do more events like this in the future... what could they do to make it better / improve?

SURVEY QUESTIONS

Q1 Which of the following applies to you?

- a) School year 12 or 13
- b) Male / Female / Prefer not to say

Q2 How are you currently feeling about the following issues in relation to you and your school life?

	Very positive/ optimistic	Quite positive/ optimistic	Neutral	Quite negative/ pessimistic	Very negative/ pessimistic	Don't know/Not applicable
Achieving my educational goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My social life and friendships	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My health and wellbeing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q3 How are you currently feeling about the following issues in relation to life after education?

	Very positive/ optimistic	Quite positive/ optimistic	Neutral	Quite negative/ pessimistic	Very negative/ pessimistic	Don't know/Not applicable
Employment prospects in next 10 years	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Financial prospects in next 10 years	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Prospect of getting on housing ladder in next 10 years	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q4 The following are all issues that could have positive or negative impacts on our lives depending on the actions of governments, companies and citizens. Please prioritise which is the most, second and third most important of the three issues for you.

	Most important to me	Second most important to me	Third most important to me
Adapting to climate change and extreme weather events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ensuring the health/preservation of the natural environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Becoming a fairer society in terms of wealth and opportunities for each generation

Q5 and on balance, how optimistic or pessimistic do you feel about the recent Referendum and the vote to leave the EU?

Very optimistic

Fairly optimistic

Neutral

Fairly pessimistic

Very pessimistic

Don't know

Q6 This survey is for your local water company, Wessex Water. Water companies have to make long term plans to make sure there is enough water piped to the right places for a growing population. Water companies are also responsible for the safe removal of dirty or 'waste' water. The plans water companies make today will affect you when you become a customer...which could well be within the next 10 years. With this in mind, how important are each of the following aspects of a water company to you?

Very important to me

Fairly important to me

Neutral

Not very important to me

Not at all important to me

It plans ahead for climate changes and population growth

It keeps water bills as low as possible

It adopts the latest technology to run its operation

It takes responsibility for safeguarding natural habitats around rivers and coastlines

Q7 Are you a customer (i.e. you have an account, you make any payments yourself etc) of any of the following? Tick all that apply

Bank

Building Society

On demand streaming services such as Netflix, Spotify

Mobile phone contract

Q8 Imagine that you needed to contact a company you are a customer of with an issue about its service. Which of the following would you prefer to use to contact that company? Tick more than one if appropriate

Email
Telephone
Text message (SMS)
Live chat on company's website
App on Smartphone
Letter
Social media, eg Facebook, Twitter (please specify which one)
Other (specify)

PRIZE DRAW details

Name

School

Young People's Panel – group discussion

12.00– 1.00pm

Prior to attending the day, panellists were asked to complete a pre-task with the following 3 questions.

- 1) **What is life like as a student in 2017?**
- 2) **Find out more about Wessex Water**

- Introductions: name, stage, hobbies or interests (5 mins)

Mood of the moment / generational differences (10 mins)

- Referring to your pre-task, what's life like as a student in 2017: what are people of your age thinking about, talking about, excited about, worried about? (Brainstorm/shout out quickly)
- What role does technology and social media play in your life?
 - What social media platforms are / aren't you using? What do you use each for? Why?
- What defines and differentiates your generation vs your parents' generation? Thinking about attitudes, behaviours, lifestyles etc?

Communities (10 mins)

- What does the word community mean to you?
- What communities do you identify with/belong to? Probe online and offline?
- Do you take part in any community activity? Give examples?
- Do you/your family do things that benefit the community you live in? Give examples
 - What about things like recycling....do you see that as part of community activity?
 - What about being energy or water efficient? Do you think this is this part of community activity?

Companies (10 mins)

- What companies would you say you admire?
 - What do you admire about them?
- Can you think of any companies that benefit any of the communities you are part of?
 - Can you give any examples of what they do to help, support, engage your communities?
- What are your impressions of Wessex Water? ...what sort of company are they? What's given you that impression?
- **Referring to pre-task:** If Wessex Water was an animal, what animal would they be? Please explain...

Leakage (25 mins)

Next we want you to think about one of the challenges Wessex Water faces: managing leaks

- What do you think are the main causes of leaks?
- Have you ever seen a leak?
 - Can you describe it?
- How much of a problem do you think leaks are for Wessex Water?
- How big a focus should fixing leaks be for Wessex Water?
 - How do you think Wessex Water perform in relation to leaks?
 - What percentage of water would you think Wessex Water lose to leaks? Let them all have a guess
 - What would be an acceptable level of leakage?

- (Moderator do not reveal the actual amount until the messaging section)
- Why is leakage an issue for you the customer?
 - What impact can a leak have on customers?
 - (moderator to listen for spontaneous mentions of bill increases)
- What happens to the water after it leaks?
 - Where do you imagine most leaks occur?
 - Where does the water go?
- Wessex Water have four messages relating to leaks that they want customers to be aware of.
- **Show messages x 4** in no particular order
 - What do you think the key message is here?
 - Is any of this information new to you?
 - What about this message do you find surprising/interesting?
 - Why do you think Wessex Water are telling you this?
 - Does any of the information here change the way you think about leaks?
- **Sum up having seen 4 posters**
- Which of these messages do you think is most important? Why?
- Which of these messages do you think is least important? Why?
- Which of these messages do you think is most surprising?

Wessex Water have created three different ways for how they can approach leaks in the future. They are interested in seeing which of these approaches you think they should choose

- **OPTION 1/2/3** (in no particular order)
- Critique each option: what are the pros and cons of this approach
- Give it a score out of 10 and say why
 - How effective will this approach be at managing leakage?
 - What is Wessex Water trying to achieve by taking this approach?
 - What impact do you think this approach will have on the amount of leaks in the Wessex Water area?
- As future customers, which of the 3 do you support?

Now time to feedback to the room:

- Preferred message
- Preferred option



FUTURE THINKING

IMAGINING A NEW WATER COMPANY

Water companies have traditionally been '*silent providers*' but now need to raise their profiles with customers

Why?

Future threats e.g. climate change and population growth: water companies need to have customer co-operation e.g. to install meters, use less water, avoid 'bad' flushing

Regulator will soon judge companies on what people think about them

Other market uncertainties: renationalization; competition

Markets change all the time – often triggered by new companies that *challenge the status quo*

Examples

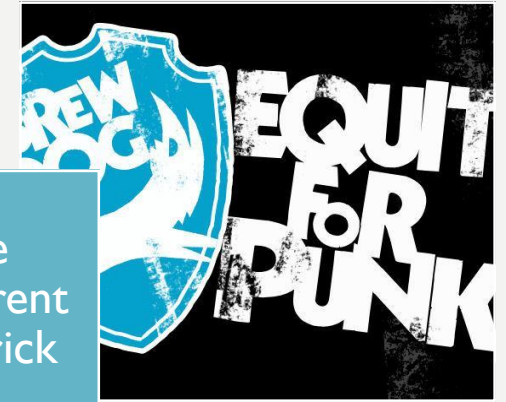
The People's Champion



The Enlightened Zagger



The Irreverent Maverick



The Missionary



The Next Generation Challenger



The Game Changer



Your task:

Imagine a new 'challenger' water company

- What type of challenger should it be (Game Changer etc.)?
- What aspects of the existing water market will your new water company want to challenge?
- How will it be different? How will it knock the status quo? What will it be famous for?
- To illustrate your thinking:
 - What will it be called?
 - What 3 adjectives will it want to 'own'?
 - If the main board room were remodelled to reflect the attitude and values of the new water company, how would it look?

CORE TASK INTRODUCTION

- To work on a real business issue
 - Work in teams: today and at the next meeting
 - Also use the time between the meetings to gather ideas/ evidence
 - Deliver a presentation to members of Wessex Water Board on Friday 17th November
-
- **Your** ideas and creativity
 - Presented **your** way
 - A winner...and the chance to see your ideas implemented



THE PROBLEM: putting your task into the wider business context

BUSINESS CHALLENGE:

People are disconnected from the water and sewerage system only really thinking about water at the point it comes out of the tap. And yet the way we all think about and use water has a significant impact on the efficiency and long term sustainability of the service.

BUSINESS OBJECTIVE:

To encourage people in the region to engage with or participate in improving the efficiency of the water and sewerage network

It's always there, it's always on tap, I've never have a problem



So what if people are disconnected from the water and sewerage system...?

The water system is intrinsically connected to the environment.



All of these challenges are affected by the actions of individuals

REDUCING POLLUTION



e.g. by keeping rivers and streams free from pollution

REDUCING SEWER FLOODING



e.g. by capturing rain water from our roofs to avoid sewers becoming overwhelmed

MANAGING DEMAND



e.g. by being water efficient less water is taken from the environment

REDUCING SEWER BLOCKAGES



e.g. by never flushing the things that block drains and cause sewer floods & pollution

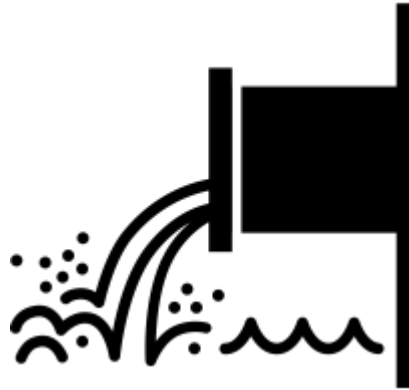
The focus of your task...

REDUCING POLLUTION



e.g. by keeping rivers and streams free from pollution

REDUCING SEWER FLOODING



e.g. by capturing rain water from our roofs to avoid sewers becoming overwhelmed

MANAGING DEMAND



e.g. by being water efficient less water is taken from the environment

REDUCING SEWER BLOCKAGES



e.g. by never flushing the things that block drains and cause sewer floods & pollution

Key stats about sewer flooding

13,000 The number of domestic sewer pipes get blocked each year

170 The number of homes in the Wessex Water region that experienced dirty sewer water inside – most of which were caused by blockages

£5m How much it costs Wessex Water (and therefore its customers) each year



The most common problem....

Can it be flushed?

Flushable toilet wipes

Tampons/ sanitary towels

Toilet paper

Cotton ear buds

Cooking oil / fat

Wet wipes

Nappies

Poo and pee

**BE SMART
LOVE YOUR LOO**



The most common problem....

Can it be flushed?

Flushable toilet wipes

Tampons/ sanitary towels

Toilet paper

Cotton ear buds

Cooking oil / fat

Wet wipes

Nappies

Poo and pee

**BE SMART
LOVE YOUR LOO**



*hot fat down the kitchen sink solidifies



The 3 P's

Paper

Poo

Pee

Flushable toilet wipes

Tampons/ sanitary towels

Cotton ear buds

*Cooking oil / fat**

Wet wipes

Nappies



Flushable wipes a particular problem



**Four hours, four blockages video found
of Facebook**

REDUCING SEWER BLOCKAGES:

Information campaigns only achieve so much. Wessex Water wishes to create communities that know and care enough about the water system and how it impacts the environment that people simply know not to flush the wrong things.

It wants to create a permanent shift in attitudes and behaviour.



Wessex Water wants you to help change the way people think about how their actions affect the water and sewage system

Your task: change the way your generation thinks about what it flushes/puts down the drain...

- Your generation represent Wessex Water's future customers. There is an opportunity to reset the prevailing attitudes with the age group on the threshold of living independently. We would therefore like sixth formers and students to be your target audience for this task.
- Changing the way people behave takes time and involves many different initiatives – it is not a simple case of running an advertising campaign – this would be very expensive and you have a restricted budget.
- Instead, we want you to think creatively about how to engage the communities that are relevant to your generation

How to approach your task



BREAKDOWN OF MAIN TASK

In your teams, you will need to develop a **business plan** to engage a new generation of customers with the ultimate aim of **reducing the problem of sewer blockages and flood incidents**.

Your initiative could involve one or more elements e.g.

Events *Technology/ social media* *Collaborations* *Volunteering*
Membership/community benefits *Rewards, penalties* *Sponsorship*
Education/communication *Design and engineering solutions*

But it's up to you and your team. You decide what be most effective amongst your generation in achieving Wessex Water's business objective.

Budget considerations: You do not have a big budget for this because that would involve increasing customers' bills to pay for it! However, some budget for e.g. community grants would be available where the cost can be justified by the savings that would be made from an improved sewage system.

WHERE TO START

To help you decide what your team's initiative will be, start by considering the following:

- What are the characteristics (trends, attitudes and behaviours) of the target audience – and how can you tap into them?
- What types of 'communities' exist for this age group – will you create new communities or use communities that already exist?
- What do you want your target audience to do (or not do) differently in the future?
- What benefits could your target audience receive for being more engaged with what happens to waste water...and avoiding blockages? What's in it for them?
- What you think the main barriers will be for making this happen?
- You are the target audience...what would you find involving, interesting...even exciting?

Then develop your business plan and presentation which should cover:

1. Summarise your initiative – what are you aiming to achieve?
2. Define the community you plan to build/convene/engage for your initiative
3. Specifically, what do you want this community to do to help achieve Wessex Water's vision?
4. Highlight the innovation within the plan
5. Provide examples of activities that you would design to galvanise your community into thinking and behaving differently?
6. Provide an example communication to promote your initiative – and the channels you would use to communicate with the community
7. Describe how this initiative could be scaled up/replicated across other communities
8. Detail what budget or resources the initiative would require – and how these could be justified.

Your presentation should last 10-15 minutes, pitching your ideas with a clear argument for why your team's ideas will succeed for Wessex Water

NEXT STEPS

- Spend time today planning the task and assigning roles: **you have 1 hour 30 minutes today and will have a further 1 hour 15 minutes on November 17th**
 - Work out how you and your team will keep in touch during the next few weeks so that you are prepared for the pitch
 - You choose how you want to present... slides, film, performance...!
 - Nominate a communication lead who will keep in touch with your Blue Marble point of contact during now and the next event

YPP SURVEY 2017 – Draft 2 27/10/17

Q1. Which of these applies to you?

1. In School Year 12
2. In School Year 13
3. Neither

Q2. What is your gender?

1. Female
2. Male
3. Other
4. Prefer not to say

Q3. Which school do you go to?

1. Beechen Cliff
2. Bournemouth School
3. Gordano School, North Somerset
4. John of Gaunt School, Trowbridge
5. Kingdown Community School, Warminster
6. Monkton Combe
7. Nailsea School
8. QEH Bristol
9. Royal High Bath
10. Shaftesbury School
11. Taunton School
12. Wells Cathedral School
13. Winterbourne International, South Glos
14. Other

Q4. For each of these pairs of statements, please click on the button that best describes is closest to how you feel

1. I feel stressed about my life	2	3	4	5	6	7. I feel relaxed about my life
1. I'm very concerned about managing money when I leave home	2	3	4	5	6	7. I'm not concerned about managing money when I leave home
1. I feel I have a good grasp of what's going on in the world	2	3	4	5	6	7. I don't feel I know much of what's going on in the world

1. Social media has made the world a better place	2	3	4	5	6	7. Social media has made the world a worse place
1. I have better prospects than my parents' generation	2	3	4	5	6	7. I have worse prospects than my parents' generation

Q5. How are you currently feeling about the following issues in relation to your life?

	Very positive/ optimistic	Quite positive/ optimistic	Neutral	Quite negative/ pessimistic	Very negative/ pessimistic	Don't know/Not applicable
Employment prospects in next 10 years	1	2	3	4	5	6
Financial prospects in next 10 years	1	2	3	4	5	6
Prospect of getting on housing ladder in next 10 years	1	2	3	4	5	6

Q6. On a scale of 1 to 10, how strongly do you agree or disagree with this statement, where '1' is strongly disagree and '10' is strongly agree?

	1 Strongly disagree	2	3	4	5	6	7	8	9	10 Strongly Agree	Don't Know
I am worried that I won't be able to afford household bills when I leave home											

Q7. Thinking about what you buy, how you travel and how you live your day to day life, which of these best describes you?

1. I don't tend to think about my impact on the environment
2. It's a bonus if what I'm doing is environmentally friendly, but it's not a big issue for me
3. I think about my impact on the environment and try to make a difference without spending too much time or money

4. I'm very concerned about my impact on the environment and I spend considerable time or money to reduce it

Q8. Thinking specifically about water: how much effort do you make at home to save water?

1. A great deal
2. A fair amount
3. Some effort
4. Not much effort
5. None

Q9. Still on the subject of water – but now about what is OK to flush down the toilet, and what is not OK (because it causes blockages in the pipes).

- OK to flush
- NOT OK to flush

1. Loo paper
2. Wipes (baby wipes, make up wipes etc)
3. Sanitary items (tampons, towels)
4. Cotton wool
5. Cotton wool ear buds
6. Nappies
7. Plasters

Q10. Sometimes the sewer pipes that remove dirty water get blocked. To what extent do you think the following factors contribute to these sewer blockages? Please use a scale from 1 to 7, where 1 is 'not at all' and 7 is 'a great deal'?

	1 'Not at all'	2	3	4	5	6	7 'A great deal'
Restaurants and take-aways putting fats and greases down the sink	1	2	3	4	5	6	7
People at home putting fats and greases down the sink	1	2	3	4	5	6	7

People flushing wipes down the toilet	1	2	3	4	5	6	7
People flushing items such as sanitary products and nappies down the toilet	1	2	3	4	5	6	7
Lack of pipe maintenance and cleaning by Wessex Water	1	2	3	4	5	6	7
People flushing too much loo paper down the toilet	1	2	3	4	5	6	7

Q11. And please tick which, if any, of these apply to you? *(There are no right or wrong answers, please do not tick any just because you think you should)*

1. I volunteer for a local organisation or a local charity
2. I'm a member of an online group (like facebook) for people living in my area
3. I'm a member of a local action group e.g. a conservation group, a political group etc.
4. I often pick up litter near where I live
5. I'd always tell someone if I spotted overflowing drains or leaking pipes in my neighbourhood
6. I choose to use or recommend companies because they do things for the local community like sponsoring a local team, or donating to a local charity'
7. None of these

blue  marble

*Wessex
Water*
a YTL company

Wessex Water Youth Board

Proposals for a new community panel

12th February 2016



- An innovative approach to driving insight around generational issues with 16-18 year olds
- A forum for the next generation of customers to deliberate on long term company plans (that will affect them as future bill payers)
- A window into customer service expectations from those born into a digital world. This will have particular relevance for the customer service transformation programme.



Positioned as a great opportunity for participants

An application process designed to ensure high quality engagement

- Sixth formers from local schools and colleges invited to apply for a place on the Wessex Water Youth Board with the chance to meet and influence the real Board of a major local business
- Twenty applicants chosen for being independent-minded, team-orientated, enjoy debate, problem-solving and representing the views of others
- They will commit to involvement over a 6 month period, comprising 2 Board meetings with interim activities via an online platform
- If successful, the scheme is set up for the following year.



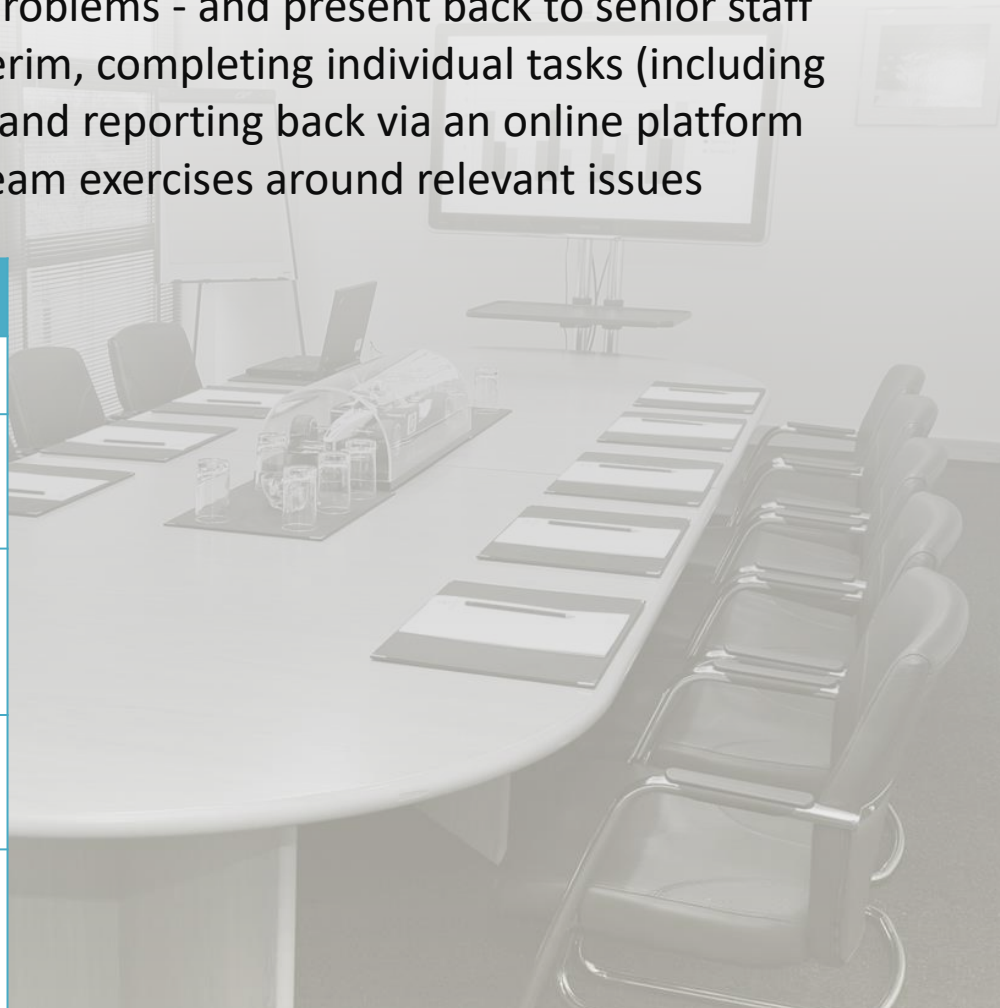
What's in it for the sixth formers?

- Real work experience: relevant for anyone thinking about a career in business management, engineering, customer services etc.
- A certificate of participation: good for UCAS or Apprenticeship or job applications
- A financial incentive: successful applicants will be rewarded for their involvement – and motivated to stay in the scheme

What will the Wessex Water Youth Board do...?

- At the first Board meeting, 20 new members of the Youth Board will come to the Wessex Water HO to be briefed on aspects of running a water company – including a tour. They will be set (relevant) tasks in small teams to solve problems - and present back to senior staff
- They will remain a ‘virtual board’ in the interim, completing individual tasks (including obtaining the views of other young people) and reporting back via an online platform
- A final Board meeting will involve further team exercises around relevant issues

Milestone	Date
Application process	March-May 2016
Award places and send briefing pack	June
Introductory Board Meeting	Late June/early July (after exams, before Summer holidays)
Virtual Board: online platform	July – September
Second Board Meeting	October (half term week, before UCAS applications)



At the Board meetings:

- Tasks will be designed to meet the insight needs of Wessex Water e.g. to evaluate the SDS; to deliberate aspects of the business plan; to help transform the customer service offer
- The approach: problem-solving in teams; designed to be challenging but fun
- There will be friendly competition... but no one will be fired!

Example task 1

Build a resilience plan fit for 25 years...

- canvass views of identified staff
- review population forecasts and climate data
- explore costed options and budget ceiling
- then pitch optimum approach to board

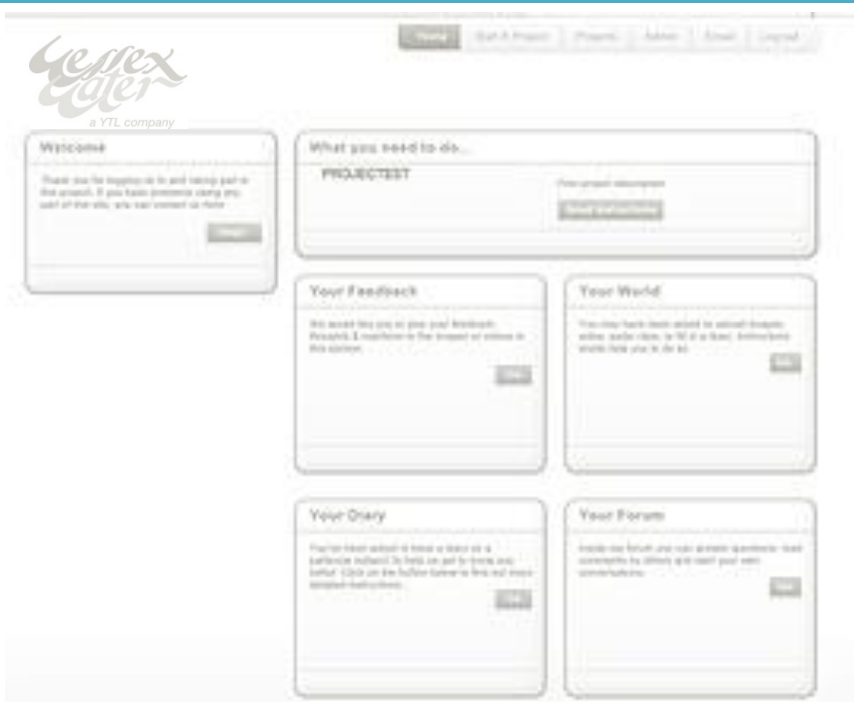
Example task 2

Develop an idea and campaign slogan to show Wessex Water is a future-thinking brand

- Brainstorm future-thinking brands/companies
- Apply thinking to Wessex Water
- Pitch idea and slogan to board



The virtual forum



As a virtual Board:

- We will set up a bespoke online forum using *The Thinking Shed's* platform which can be used flexibly for setting specific tasks, introducing new stimulus material and having online discussion groups with the Youth Board members.
- The platform will be branded (ideally with a new Wessex Water Youth Board logo)

Example task 1: discussion forum

Develop new Wessex Water campaign or initiative

- members asked to review stimulus posted on forum - and 'discuss' options over 3-4 day period
- Blue Marble collate response and feedback to Youth Board, prompting further questions
- Finally Youth Board to 'vote' on best course of action

Example task 2: individual tasks

Describe your digital life... devices own, use of Apps, social media and gaming

- What role does each play...which could you not survive without?
- How interacting with companies: e-loyalty cards, online accounts, social media etc.
- Diary task: likes, Apps used, websites visited this week

Activity	Blue Marble action	Wessex Water action
Application process <i>(March)</i>	Design letter, application form, evaluation criteria	Approve approach and materials Design visual identity/name for scheme Agree Youth Board Meeting dates
Market the scheme <i>(March – April)</i>	Generate database of local schools/colleges Follow up calls to check take-up Draft content for press release	Despatch information to schools (email & letter) PR via local media, Twitter, Facebook and on website etc.
Choose candidates <i>(May)</i>	Review applicants; short telephone interview with each shortlisted candidate	Approve shortlist Despatch award letters
Content planning and implementation <i>(April - May)</i>	Design short briefing pack Prepare for first Board Meeting: tasks and stimulus materials Set up online platform and programme of interim tasks	Approve materials (providing anything appropriate e.g. education/campaign resources) Room and refreshment booking & diary management of senior executives to attend
Board Meetings <i>(June & Oct)</i>	Meet and greet Facilitation	Participation at given points Tours of building/control room
Online Forum <i>(June to Oct)</i>	Facilitation	Agree tasks, view responses
Analysis <i>(Oct)</i>	Prepare report/presentation of findings Learning and recommendations for scheme	Internal review of scheme and whether to continue

Truth.



“We'd like to confirm, from the crew of Apollo 17, that the world is round.”

**Eugene Cernan,
Commander**

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Young People's Panel 2017 Planning Document

Overview of approach

This will be the second year of conducting the Young People's Panel. After reviewing the successful 2016 Panel we propose keeping the broad framework of the approach the same. Below we identify the key elements to be retained as some recommended improvements/refinements.

Replicate:

- Overall structure, with Panellists attending two Board meetings and involvement in a task between meetings.
- Selecting 25 Panellists allowing for potential drop outs and to ensure 20 participate
- Mix of exercises during the Board meetings:
 - ✓ Speed dating and exercises
 - ✓ Involvement of senior team
 - ✓ Core task base on a real business problem, working in teams
- Involvement of Wessex Water staff
- Online survey: although not initially proposed this provided valuable additional information and we will repeat in 2017

Improvements:

- We will continue to promote the Panel via engaging with schools/colleges and heads of sixth forms. We recommend wider engagement activities with links (including the video) on Wessex Water's website.
- Blue Marble will develop and manage the application process using an editable PDF or Google Docs form (rather than Qualtrics) to make the process easier for applicants
- We will extend the timing of the Panel meetings (10am – 3.30pm) allowing greater time for activities particularly for the groups to discuss the 'real problem' at the first event.
- A Blue Marble moderator will be allocated to each of the sub-groups to encourage interaction between Panellists between the Board meetings and provide a consistent level of support. (Via Facebook or WhatsApp)
- Blue Marble will take on the programming of the online survey (using BM Qualtrics) removing this additional workload from Wessex Water.

Timetable (1 of 2)

Date	Activity	Blue Marble action	Wessex Water action
<i>w/c 20th March</i>	Application form	Update letter, application form, evaluation criteria	Approve new updates on application form
<i>w/c 27th March</i>	Finalise application form		Approve application form
<i>April and May</i>	Engage schools in YPP scheme and open applications	Using database of local schools/colleges contact heads of 6 th forms (include e.g. link of film from YPP 2016)	Broader PR; website, local papers etc.
<i>w/c 5th June</i>	Choose panellists	Review applicants Call any for clarifications (and those that live furthest away)	
<i>w/c 12th June</i>	Select panellists	Select panellists Despatch award letters	Approve shortlist
<i>w/c 5th June</i>	Content planning	Meeting to discuss content, particularly to identify the real business planning issue to form the core task/activity	
<i>By w/c 21st August</i>	Develop content	Develop all material including briefing pack, core task and exercises for Board Meeting 1	Approve all materials
<i>By w/c 28th August</i>	Preparation for Board Meeting 1	Send out briefing pack for all panellists	
<i>13th September*</i>	Board Meeting 1	Meet and greet Facilitation	Participation at given points Tours of building/control room

Timetable (2 of 2)

Date	Activity	Blue Marble action	Wessex Water action
w/c 18 th Sept	Review of Board Meeting 1	Review	
Sept-Oct	Sub-group activity	Moderation of sub-group activity via Facebook/WhatsApp	
w/c 23 rd Oct	Development of content	Develop all material for Board Meeting	Approve all materials
7 th Nov*	Board Meeting 2	Meet and greet Facilitation	Participation at given points Tours of building/control room
w/c 20 th Nov	Review and report	Pull together key findings into PowerPoint document	Face-to-face meeting to discuss findings

* Recommended bringing this forward to the first Wednesday after half term