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| Title: Yorkshire Water A&A Video Group Guide (Non-household)  Author: Sarah Fixter  Internal Client: Naveed Majid/Donna Hildreth  Version: 1  Last updated: 30/08/2023 |
| **Method:**  2 x online video groups (Non-households)  90 minutes each  6-8 participants in each  **Audience:**  Yorkshire business owners/employees, responsible in some way for Yorkshire water bill |

***Notes on the guide***

*We keep session guides flexible to allow the conversation to progress naturally and allow moderators to respond/direct as needed.*

*We have included an objective at the start of each section to show what we intend to get out of this part of the session, with notes/prompts written as a guide rather than a script for the moderator.*

*Black text = main prompts*

*Red text = moderator notes/follow up prompts*

**Session overview**

**Pre-group Task:**

*Share background to the plan and ask respondents to read through it and consider the information it contains - for each slide make a note of their initial reactions. How did it make them feel about YW, and the process for developing the plan? Was there anything that surprised them about it/that was new info?*

**90-minute session**

**Section 1:** Intro, housekeeping (3 mins)

**Section 2:** Warm up (7 mins)

**Section 3:** Yorkshire Water – Background to the Business Plan (15 mins)

**Section 4:** The Business Plan itself (20 mins)

**Section 5:** Performance Commitments (25 mins)

**Section 6:** Initial plan review (5 mins)

**Section 7:** Bill Impacts (10 mins)

**Section 8:** Final plan review (5 mins)

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| **TIME** | **QUESTIONS** [+ prompts] | **AIMS** |
| 0 – 3 | Bound by MRS guidelines; session is confidential and anonymous.  Being recorded for analysis purposes and possibly to be used in internal presentations.  Paid incentive for taking part.  No right or wrong answers so be as honest and detailed as you can.  Clients viewing in background – may / may not be asked to participate / available for questions.  Subject today is Yorkshire Water’s proposed Business Plan that you’ve all had the chance to review. | Introductions, scope and ground rules. |
| 3 – 10 | So, just to get to know you a little, can you tell me about the business you work for and your role?  What is your current awareness of/involvement in paying water bills? And what are your general feelings towards Yorkshire Water as a provider?  And did everyone get chance to read through the Business Plan background information that we shared with you? [NOT encouraging debate at this point, just checking they’ve done the pre-read]  Explain that for today’s group we would like them to try to think about Yorkshire Water’s business plan as a representative of their business as far as possible.  Before we get into the detail of the plan, can you tell me on a scale of 1 to 10 your perception of Yorkshire Water. Where 0 = poor and 10 = excellent. What would improve this score?  Why do you say that? What caused this perception?  Use chat to capture scores  Would you describe your bill as Value For Money? What score would you give it out of 10 where 1 is extremely satisfied with VFM and 10 is extremely satisfied with VFM. Why did you give that score?  Use chat to capture scores | Warm up |
| **Yorkshire Water – Background to the Business Plan** | | |
| Before the group we sent you some information to read about the process Yorkshire Water went through when developing their business plan, and some of the things they needed to take into account. | | |
| 11-14 | - How did you feel when you read this information?  - Did any of it come as a surprise?  - Was any of it new to you? If so, what?  - Did you understand everything? (if no, what didn’t they understand?) | Gauge overall mood / impact of contextual info |
| 15-17 | How aware are you of Ofwat and their role in the price review process?  Did you know that Yorkshire Water goes through this type of process when developing their plans?  Does knowing that YW don't set their own targets, etc make a difference to how you feel about them?  How do you feel about the engagement process that YW has been through with customers? Are they surprised/does it make them feel positively towards YW? | Awareness of price review process |
| 18-21 | How did you feel about the information about storm overflows specifically?  [plan context slide 2 can be shown here if needed]  What was your previous awareness in relation to storm overflows and their role?  Anything new/surprising in relation to this? | Storm overflow awareness/impact of info |
| 22-25 | Did any of the information you read change your views on Yorkshire Water or the process they have to go through when creating their plans at all?  Has it changed your opinion on value for money?  What words would you use to describe the background to the Business Plan process? | Summarise |
| **The Business Plan itself** | | |
| We are going to show you a video outlining YW's vision for their plan and the outcomes they want to deliver to achieve this. In this video you will also see the big improvement areas that YW plan to deliver. Please note this is not the entire business plan, we will look at other aspects of the plan with more detail in a little bit.  **ASK RESPONDENTS TO JOT DOWN A FEW THOUGHTS AS THEY WATCH**  **ALSO HAVE A 1 SLIDE SUMMARY AVAILABLE IF NEEDED FOR DISCUSSION AFTERWARDS]** | | |
| 26-38 | Based on what you have just seen, how do you feel about Yorkshire Water's vision, outcomes and improvement areas?  [If doesn’t emerge naturally probe for views on the vision and the 6 outcomes specifically]  So, let’s try to summarise any positive or negative points about what you’ve seen? Firstly, in what ways do you feel positive about the plan?  [Probe where relevant on – is it clear? is it what you would expect? anything that positively surprised you? does it feel realistic?]  Are there any things you feel are positive, or that you feel positive about?  And are there any things you feel are negative, or that you feel negative about?  [Probe where relevant on – is it clear? is it what you would expect? anything that surprised you? does it feel realistic?]  If needed, probe specifically on how they think it effects their business – which parts of it would be a priority for their organisation, if any? Which might be less relevant? | Comprehension and stand out points from the video |
| 39-42 | Is there anything missing that you would expect it to include? What sorts of things are missing?  Do the initiatives/targets outlined cover the main areas you would expect? What else would you like/expect to see? | Customer priorities / anything they think is being avoided |
| 43-45 | Do you trust Yorkshire Water to deliver what is outlined in the video?  Why/why not?  What could be done to increase your trust in Yorkshire Water’s delivery of the plan? | Integrity / believability of plan |
| **Performance Commitments** | | |
| **SHOW EACH SET OF PERFORMANCE COMMITMENTS ON SCREEN IN TURN AND ASK GROUP TO READ AND CONSIDER/MAKE A NOTE OF ANY THAT THEY DON'T AGREE WITH OR DON’T FEEL GO FAR ENOUGH**  **The order of the performance commitments will be rotated across the groups.** | | |
| 46-70  71-75 | **For each set of PCs, ask the following:**  How do you feel about the performance commitments for this area overall?  Positive/neutral/negative – probe on reasons for this  Are there any specific performance commitments that you don't agree with or don't feel goes far enough in terms of the targets outlined?  Are there any that you think are particularly relevant/ important to your business?  Why do you say that?  **Initial plan review**  Now you’ve seen the entire plan in terms of delivery, vision and the big areas where Yorkshire Water hope to improve, how do you feel about the plan?  What are the positives?  What are the negatives?  Any missing?  Anything not as you expected? | Identify any real positives or negatives in the PCs  To understand plan perceptions before seeing cost impact |
| **Bill Impact** | | |
| **Show bill impact information on screen:**  Achieving all our targets and undertaking our biggest environmental programme yet from 2025-2030 will cost £8.6 billion overall. As a result, the average annual bill will increase from 2025-2030, a proportion of which will be due to inflation.  As a result of this, the average annual bill will increase by about 25%. In addition to this, there will be an increase due to inflation, which is out of Yorkshire Water’s control.  We have asked our customers the best and most manageable way to pay for the plan across the 5-year planning period and they have opted for a flat bill increase across the 5-year period (as opposed to a rising increase across the period).  The average bill during this time period can be broken down as follows (excluding the impact of inflation):  • Costs to maintain and improve services - 90% of the bill  • Enhancement cost – this includes new statutory requirements - 8% of the bill  • Customer-supported enhancements - 1% of the bill  **Note: Moderator will also have access to the more detailed breakdown if needed, either to show on screen or respond to queries/provide more detail** | | |
| 75 – 80 | How do people feel about this?  Do you understand why bills will need to increase in this way?  How do you feel this will impact you / your business personally?  Is it affordable?  What is their emotional reaction to it, if any? Angry, worried? | Gauge personal reactions |
| **As already explained, long-term investment by Yorkshire Water will require an increase in customer bills. Bills could increase in different ways over time. For example, there could be increases now for current bill payers, or bigger increases in the longer term, meaning that the immediate impact will be lower but future bill payers will see a bigger increase.**  **These bigger increases could extend beyond the 5 year planning period that we’ve been discussing today.** | | |
| 80 – 85 | What are your views on this?  What approach do you think Yorkshire Water should take? Why do you say that? | Comprehension and feelings on spread of cost |
| **Summary** | | |
| 85 – 90 | How do you feel about the plan overall?  Is it acceptable to you/your business? Why/why not?  **Note for moderator: Use of the word ‘acceptable’ here is key**  What would make the plan more acceptable?  Any closing notes for Yorkshire Water? | Do views on plan change once cost impact is understood? |
|  | **THANK AND CLOSE** |  |