



## Our Business Plan for 2020 – 2025

### Appendix 8: Developing Our Community Approach

September 2018



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# 1 Our AMP6 community-specific commitments

This section sets out the commitments we made at PR14 in relation to our community activities and how successful we have been to date at meeting them. It also shows where we have sometimes fallen short and the actions we are taking to bridge the gap. Please note, these did not form part of our Performance Commitment regime and were internal measures only.

There are four primary activities as set out below.

The table shows our achievements in the AMP and the key is as follows;

- Red = commitment not met
- Amber = commitment partially met
- Green = commitment met in full

## 1.1 Community Reporting

### 1.1.1 What did we commit to?

We committed to report on key performance metrics by community each month.

### 1.1.2 What were we hoping to achieve?

Our assumption was that the more aware customers are of local performance and issues, the more inclined they may feel to make behavioural changes themselves, and we wanted to ensure the data was readily available.

### 1.1.3 What have we achieved to date and what have we learnt?

We provide a monthly report on performance by community and this is published in our website. We also publish this information on an annual basis. The website has had limited 'hits' as reliance is on customers to 'pull' data.

AMP6				
Year 1	Year 2	Year 3	Year 4 (forecast)	Year 5 (forecast)

Presenting more 'local' data is well received and provides transparency on key performance issues in certain areas. However, this approach tends to work better when we share data with customers at events, rather than relying on them to access our website to source the data they want. Customer feedback tells us that customers want to be more informed about our services and performance, so we must work with them to ensure we provide it to them on their terms.

## 1.2 Community Events

### 1.2.1 What did we commit to?

We committed to hold one event in each of our communities per year.

### 1.2.2 What were we hoping to achieve?

Our assumption was that the more aware customers are of local performance and issues, the more inclined they may feel to make behavioural changes themselves. Holding events within our communities would also allow face to face interaction between customers and the company, giving customers a better understanding of how we operate and us a better understanding of the issues customers want to address.

### 1.2.3 What have we achieved to date and what have we learnt?

We have exceeded expectations in this area. Regular events have been held across our communities in AMP6, exceeding our commitment. We have held events for a wide range of stakeholders and interest groups, tailoring these to meet different needs or address key local issues.

AMP6				
Year 1	Year 2	Year 3	Year 4 (forecast)	Year 5 (forecast)

Following a detailed review of events in years 1 and 2, it was noted that some events were not always well attended. This was in part due to the fact that they were not targeted and therefore topics covered didn't always resonate with customers. We have since ensured we tailor every event. We have also moved to holding more events in partnership with existing groups and community organisations, sharing joint messaging where appropriate.

## 1.3 Community Engagement: E-bulletin

### 1.3.1 What did we commit to?

We committed to provide our key stakeholders with an e-bulletin on a quarterly basis. The content would be tailored to their community.

### 1.3.2 What were we hoping to achieve?

Our assumption was that the more aware stakeholders are of local performance and issues, the more inclined they may feel to make behavioural changes themselves and support our key messaging within their communities. An e-bulletin would allow us to share news with stakeholders that is tailored and relevant to their particular community.

### 1.3.3 What have we achieved to date and what have we learnt?

Stakeholder newsletters have been provided to communities throughout AMP6, although not on always on a quarterly basis in years 1 and 2 and the first half of year 3. We had not identified a specific resource to carry out this activity and therefore it was not always completed on time.

AMP6				
Year 1	Year 2	Year 3	Year 4 (forecast)	Year 5 (forecast)

Early feedback told us that the newsletters were too 'general' (and too frequent) to be of use. Newsletters are now focused on specific issues relevant to that community and we are seeing them prompt proactive and productive engagement with our stakeholders.

## 1.4 Community Engagement: Annual Plans

### 1.4.1 What did we commit to?

We committed to publishing our upcoming engagement plans on an annual basis.

### 1.4.2 What were we hoping to achieve?

By publishing our engagement plans in advance, we would allow customers and stakeholders to understand when and how they may engage with us across the year.

### 1.4.3 What have we achieved to date and what have we learnt?

We did not meet this commitment in the first three years of the AMP and were not as proactive as we had hoped in planning key events. In general, events were planned on a more ad-hoc basis as key issues arose, meaning we were unable to provide forward plans for the full year. However, our plans for year 4 have been reviewed and approved by our Customer Challenge Group (CCG) and we will continue this approach next year too. This ensures we are confident that we will achieve this promise in years 4 and 5 of AMP6.

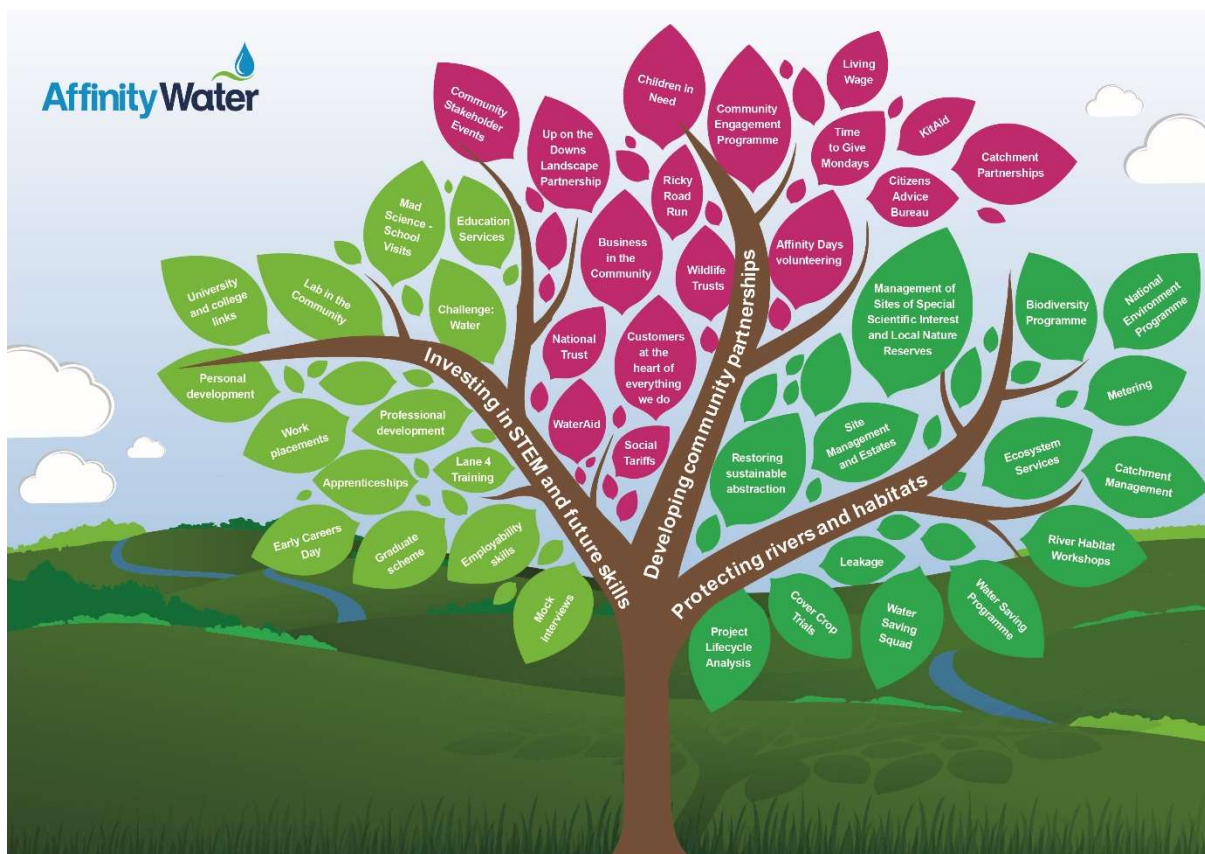
AMP6				
Year 1	Year 2	Year 3	Year 4 (forecast)	Year 5 (forecast)

A clear engagement strategy must be agreed in advance and shared with stakeholders to allow adequate opportunities to engage and influence plans. It is key to involve the CCG and stakeholders in development of these plans to ensure we engage on mutual terms and we have benefitted from this approach this year.

## 2 Embedding our community culture – our three core branches and AMP6 highlights

The image below highlights the current reach of the activities we carry out across our communities, stemming from three core branches;

- Investing in STEM and future skills
- Developing community partnerships
- Protecting rivers and habitats



Some of our key highlights in AMP6 to date include;

Over 64,000 people and 630 organisations engaged through our education centre	Over £175k donated to local charities and organisations through our Community Engagement Fund	Over 40 events with more than 250 employees involved in our volunteering programme	More than £42,000 raised through our Time to Give programme
Active graduate and apprenticeship schemes run every year.	Numerous Water Saving Squad events in our communities - more than 60 last year alone.	Over 125 ecological surveys completed	

## 2.1 Community partnerships

We see great value in working in partnership with established groups across our communities and many of our employees take an active role in supporting them either as part of their day job or through volunteering opportunities. The table below highlights just some of the organisations that we have continued to work with across AMP6.

Organisation	Affinity Water Relationship / Involvement
<b>Groundwork East</b>	Board membership.
<b>Herts &amp; Middlesex Wildlife Trust</b>	Annual membership – key community partner focusing on biodiversity expertise and community networks.
<b>Essex Wildlife Trust</b>	Annual membership – stakeholder partnership.
<b>Surrey Wildlife Trust</b>	Annual membership – stakeholder partnership.
<b>Kent Wildlife Trust</b>	Annual membership – stakeholder partnership.
<b>Hertfordshire Community Foundation</b>	Fund Holder.
<b>Fifth Continent (Kent Wildlife Trust project)</b>	Project Board Membership.
<b>Up on the Downs Landscape Partnership Scheme</b>	Partnership with a focus on public land access in an area that is part of a Site of Special Scientific Interest.
<b>White Cliffs Countryside Partnership</b>	Joint delivery of a variety of community events. More recently, we ran two ‘pop-up labs’ in the Dour community allowing families to discover freshwater wildlife and plants that exist in local rivers.
<b>Hubbub – Water Saving Partnership</b>	Partnership – Co-delivery of water saving messaging.
<b>Dementia Friends</b>	Partnership working with Affinity Water employees undergoing training to become Dementia Friends.
<b>Citizens Advice Bureau</b>	Partnership working.
<b>Charities</b>	Our ‘Time to Give Monday’ initiative includes a monthly charity day selected and run by our people. We match all fundraising. We also work with KitAid and WaterAid and our contact centre supports Children in Need each year.
<b>Support 4 Sight</b>	Visual awareness training provided to teams and exploring options for wider partnership working alongside others.
<b>Catchment Partnerships</b>	We work in partnership with local environmental groups and a number of catchment partnerships raising awareness of any issues which could affect drinking water quality. We also work with our communities to find innovative ways to reduce pollution at source.
<b>Refill St Albans</b>	Refill is a national tap water campaign that aims to make refilling your bottle as easy, convenient and cheap as possible by introducing refill stations on every street. Refill St Albans has been launched by a partnership between Plastic Free St Albans, The District Council, Affinity Water and the Business Improvement District.
<b>Schools, Colleges and Universities</b>	Wide range of careers events and work experience opportunities.



### 3 Customer and stakeholder insight

Our PR19 engagement programme has highlighted some key themes running through customer and stakeholder feedback which we feel strongly support our approach. We will provide customers with more information which is relevant to them to allow them to play their part. We will work in partnerships with existing community groups. By looking at communities not only from a geographical perspective, but also in terms of their shared interests or characteristics, we will be able to provide more personalised information. The relevant key themes are;

<p>Customers want to play their part in saving water and the environment</p>	<p>Customers want Affinity Water to continue to play their part in protecting the environment</p>	<p>Customers say they want to know more about the service Affinity Water provides</p>	<p>Customers want to be communicated with in a personalised, relevant and timely way</p>
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In simple terms, we need to build better relationships with our customers, on shared terms, so that we can work in partnership more to help us achieve the goals of both ourselves as a water company and those of our communities of place and communities of interest. Detailed below are just some of the key pieces of feedback which tell us that we are moving in the right direction.

#### 3.1 dWRMP Survey



## 3.2 Phase 1 Triangulation Report

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## 3.3 Phase 2 Draft Business Plan Research – Qualitative Research Report

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## 4 Our ambition, model and framework

### 4.1 The UN vision statement

We have drawn on the “UN World Water Development group’s Vision 2050 for water in a sustainable world” in influencing our vision for our community approach.

#### Vision 2050 for water in a sustainable world

“In a sustainable world that is achievable in the near future, water and related resources are managed in support of human well-being and ecosystem integrity in a robust economy.

Sufficient and safe water is made available to meet every person’s basic needs, with healthy lifestyles and behaviours easily upheld through reliable and affordable water supply and sanitation services, in turn supported by equitably extended and efficiently managed infrastructure.

Water resources management, infrastructure and service delivery are sustainably financed. Water is duly valued in all its forms, with wastewater treated as a resource that avails energy, nutrients and freshwater for reuse.

Human settlements develop in harmony with the natural water cycle and the ecosystems that support it, with measures in place that reduce vulnerability and improve resilience to water-related disasters. Integrated approaches to water resources development, management and use – and to human rights – are the norm.

Water is governed in a participatory way that draws on the full potential of women and men as professionals and citizens, guided by a number of able and knowledgeable organizations, within a just and transparent institutional framework.”

### 4.2 Evolution of our approach

We are currently following a 7-step process to support the evolution of our approach to communities. The table below shows the activities we are undertaking, as well as key learning. Our focus is now on steps 6 and 7, iterating our model in collaboration with our key stakeholders so that we can finalise a co-created model in 2019.

Step	Activity	What happened and what have we learned?
1	<b>Reviewing our current actions</b>	Review of progress across the AMP, including key learning from our business as usual activities. Series of interviews with employees across the business.
2	<b>Reviewing our approach against best practice, both in and outside of the industry</b>	In conjunction with a third-party specialist, we reviewed a wide range of successful strategies adopted by others. We made use of an internal working group to look at how some of these approaches could be applied to us.
3	<b>A materiality refresh of our activities against the most recent customer and stakeholder feedback</b>	We looked at those issues identified as most important to us as a business and mapped them against the current views of our communities and stakeholders, helping us to identify common areas of materiality.
4	<b>Employee engagement and co-creation, with</b>	We established a Community Working Group with representatives from across the business.

	<b>representatives from across the business</b>	Together, we identified core principles for our strategy and framework and tested our approach internally.
<b>5</b>	<b>Developing a fresh framework for community leadership</b>	Using learning from the above four steps, we've developed the draft community model set out in this chapter.
<b>6</b>	<b>Working with our CCG, EMT, Community Sub-Committee and Board</b>	We're now taking an iterative approach through stages 6 and 7, ensuring that the final model will be jointly owned by us and our communities.
<b>7</b>	<b>Working with our communities and other external stakeholders</b>	Together, we will refine the model to ensure it reflects our joint needs and goals. We plan to finalise our model during 2019.

### 4.3 Sources used in development of our Community Model

In developing our Community Model, we drew on three well known existing sources.

- The Capitals of Integrated Reporting: We have begun our journey towards Integrated Reporting and are looking to quantify the value of our operations not only in financial terms. We use 5 capitals;
  - Our Customers & Communities
  - Our Environment
  - Our People
  - Our Finances
  - Our Assets & Sites.
- Shared Value: A model from Michael Porter and Mark Kramer, exploring how business can create shared economic Value by solving social problems.
- The Egan Wheel: A model of the key factors in creating a sustainable community

### 4.4 Key milestones for community strategy rollout

At PR14 we set out a 10-year business plan and today we continue that journey, adapting to the changing needs of our communities and the environment with a step-change in our approach. The first three years of AMP6 have been spent building the foundations of our community approach and we will finish the AMP by running some community trials. This will allow us to test our proposals so we can hit the ground running in AMP7, delivering benefits to our customers and the environment from day one.

The diagram below illustrates our proposed timing for further development, testing and full roll out of our revised community strategy. Work is already underway and we plan to finalise our model and measurement framework by the end of this year.

