



Here for you



Our Customer Care Strategy to 2030 – Summary

Here for you, support when you need it

June 2026

Foreword

Welcome to our first annual update of the Customer Care Strategy 2025–2030. Following the publication of our strategy in 2025, recognised positively by Ofwat this 2026 update sets out the tangible progress we have made and the impact we are delivering for customers.



We provide vital support to customers who need extra help, whether the need is temporary, permanent or changes over time. We do this in partnership with local stakeholders, community groups and charities to ensure support is accessible, relevant and effective.

Our approach is grounded in getting things right first time and delivering consistently high standards of service for all customers. Alongside this, we have a range of targeted policies and financial support mechanisms to ensure those who need additional help receive it in a way that reflects their individual circumstances and life stage. We are focused on being easy to deal with and proactive in making sure customers are aware of the support available to them.



While we are proud of the progress made, we are not complacent. We continue to challenge ourselves to go further strengthening how we identify, understand and support customers in need, in line with our ambition to be: “Here for you, support when you need it.”

In this update, we set out the support we provide today, the progress we have made, and the steps we will take next to enhance our offer. Our strategy will continue to evolve to reflect the changing needs of the communities we serve.

We welcome feedback and remain committed to deepening our awareness, empathy and support for customers who need extra help embedded not just in our strategy, but in the culture and everyday actions of our people.

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Customer Director
Pennon Group Plc

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Introduction

As the only provider of water and wastewater services to customers across our region, we need to consider and understand the needs and expectations of all our customers. This is especially important for those customers who may need additional support, both financial or due to other vulnerabilities. We absolutely recognise how critical it is to ensure that every customer is able to get the help they need from us.

We don't want any customer to struggle because they have extra needs or find it hard to afford their water bill. Our Customer Care Strategy sets out what we are doing to support all the customers we serve, and the commitments we are making to improve on the support and help we provide by 2030.

We already work hard to identify customers in need of additional support and provide a tailored package of help.

- **For customers who are financially vulnerable**, we have an affordability toolkit that includes discounted tariffs, payment breaks, debt support and help to reduce bills by being more water efficient.
- **We also provide support for customers who need extra help due to a non-financial vulnerability**, for example a medical condition, disability or being older. We are proactive in helping customers sign up for our Priority Services Register, which means they are helped first in an emergency. Our teams have specialist training to ensure they respond sensitively to customer needs.





Our draft plans for 2025-2030 will build on this platform to provide even better support for customers. We will continue to use data to help us identify the customers and communities who have the greatest need of support.

We will also engage with communities across all regions to raise awareness of our plans and activities. We will improve customer experience by rolling out upgraded metering, optimising customer journeys and ensuring the process of moving onto a social tariff is as smooth as possible.

Our ultimate aim is to ensure that customers get the support and care they need, whatever their situation or stage of life. We want to continue to build our strategies to improve services even further.



Our Customer Care Services

We are committed to delivering easy, tailored care to customers who need it the most. It is vital that we are able to identify customers in need of help and have systems to provide the right support.

Clean fresh water on demand is a right that should be available to all, regardless of financial circumstances, accessibility of homes, health, age or ability to use technology. By providing a tailored service to those who need extra support, we will ensure nobody goes without the water they need.

We provide support focussed on two areas.

Non-financial vulnerabilities

Many customers require a helping hand at some time in their life. There may be many reasons for this and we are proud to be accredited through the Kitemark scheme as providing inclusive services. We are constantly looking to improve and expand on the support we offer, and provide a range of services to support those that need it. Our staff are also trained to identify those customers who may need support, so that they can provide a safe, reassuring presence.

To register for our Priority Service please see our contact details on the [last page](#).

Financial vulnerabilities

We know many customers are under financial pressure due to the high cost of living. We provide support to ensure no customers are in Water Poverty.

If you are struggling to pay your bills we can help, please see our contact details on the [last page](#).

Read the full document [here](#).

What we are doing to help

Affordability strategies



Good management practices. We work efficiently and plan infrastructure investments carefully, to manage the impact on customer bills.



Working to identify people struggling with their bills so we can provide advice and support.



Supplying upgraded meters so customers only pay for the water they use, and can track their usage.



Compensating customers if we do not meet our promises.



Supporting customers with water efficiency measures to help reduce consumption.



Here for you

Support when you need it

Strategy for helping customers in water debt

We aim to keep our bills as low as possible, making them affordable for all. However, we recognise that even so, some customers will struggle to be able to afford their water services. We are committed to ensuring no customer is in Water Poverty, and have strategies to support customers with their water bills.

Our Affordability Toolkit provides a range of support that can be tailored to customer needs.



1. Payment break

2. Discounted tariff

3. Upgraded meter

4. Metered tariff

5. Debt support

6. Water efficiency advice

7. Auto-enrol onto the right help

8. Lowest Bill Guarantee





How we provide support to those who need it most

- We train our staff to identify **customers in need of extra care** and can support with **knock and wait**, giving you extra time to get to your door. We can also communicate through **a nominated** friend, family member or other representative.
- We encourage eligible customers to join our **Priority Services Register**. This allows us to identify those most in need and tailor our services when necessary. On registering we will send a warm 'welcome letter' which highlights the services a customer will receive based on their needs. We also let them know what to do if they are struggling to pay their bill.
- We comply with Ofwats **PSR standards** and also are certified with ISO 22458 in Inclusive Service. (bold from ISO)
- In **2025 Defra released new guidance** on how we support those most in need on our register, and referred to this cohort as 'Core Priority Services' customers. This includes those who have a nominated contact, communication needs and those who are most vulnerable due to their priority need during a loss of water supply. The guidance is clear that if we fail to do what we said, we must pay compensation. You can read more about what we can do to support you in an emergency and what compensation is due when we fail across our websites.
- During incidents we contact customers affected so they are aware of what is happening. We have **dedicated pages on our websites** which provide essential information on what happens during an incident and what a customer can expect from us. We also have website pages explaining how to prepare for an incident.



- We have established **datashares** with energy to help reduce the need for customers to tell us more than once.
- Customers registered for **Priority Services** will be contacted once every two years to check their needs are up to date.
- We hold **annual workshops** with partner organisations, including a wide range of community charities.
- We carry out **customer research** to monitor satisfaction of those who are registered for the Priority Services Register.
- We run regular **community outreach events** to help eligible customers sign up for the Priority Services Register.
- We use **our data** to help target the areas most likely to need additional support.
- We **continually look for ways** for our staff to have real lived experiences insight with external training from organisations including MIND, Centre for the Deaf in Bristol Dementia Friends and the visit of the Dementia Bus.
- We hold the Inclusive Service Provision **BS ISO 22458**.
- We are **committed to the promises** we make and if we fail to do what we say we will, priority services customers are entitled to compensation. The new guidance by Defra published in 2025 was clear on what compensation we needed to pay and in what circumstances and we are committed to this.
- We **support our customers** and staff with the use of the National Support Network – a hub that provides a one-stop shop for help and support.





Services we offer to our customers on PSR:

1. Communicating in preferred format for their needs i.e. braille, different languages, British Sign Language (BSL), large print, Relay UK
2. Water delivery in incidents, dependent on customer need
3. Contact in advance of a supply interruption
4. Extra meter readings and relocation of meter if we can do so
5. Named nominee to receive bills and other communications
6. Reading your bills over the telephone or in person
7. Selecting a password





Accessible communication

A tailored service to support customers who need extra care

When a customer signs up to the Priority Services Register, we record the details of their need to help us target our support. We send a friendly message welcoming them to the service.

Customers can choose communication formats such as braille or large print, which we use wherever possible when contacting them.

When an incident occurs, our systems help us identify which affected customers need extra support. Where appropriate, we provide alternative water supplies including bottled water based on registered need.

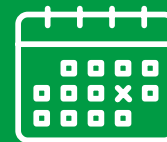
Tailored SMS messages provide customers with alerts and updates. Our welcome letters and website set out what customers can expect. After an event, we survey all customers impacted by a loss of water supply to help improve our service.



Good communication is critical for customers who need extra support. We provide:



Tailored written communications as requested for bills and planned supply outages. Examples of this could be communications in braille, large print or different languages.



Bi-annual check in to ensure our records of customer needs are up to date.



Welcome information to about the Priority Services Register.



We plan to use more posters in rural communities to signpost sources of help.



Dedicated web pages for what help to expect during an incident and also how to prepare for an incident.



Tailored communication for unplanned supply outages.



Our Customer Care Strategy Commitments 2025-2030

Non-financial vulnerability: what actions we are taking

Using data wisely

Commitments 2025-30

Using data, we will identify customers in need of our vulnerability support.

Increase our use of data shares to help us target the most accurate support to customers who need it.

How we will achieve this

Across all our regions we will use data, both internally held and reliable external data to identify our hard-to-reach customers that are in most need of our support.

We will also continue to use social media, company newsletter and information on bills to reach customers.

Update 2026 - We continue to reach out to customers by social media, bills, websites and various community events to try and reach customers in need of support via various channels.

Establish a two-way data share between Bournemouth and Wessex for PSR so customers in the Bournemouth area have the full support from both their waste and water bill.

Update 2026 - This data share is now in place and we are sharing data with Wessex Water to support our mutual customers.

Drive automation of two-way data shares.

Explore PSR data shares with retail energy providers.

Using data wisely continued

Commitments 2025-30

Explore IT options to help staff have the information they need to help customers efficiently.

How we will achieve this

Review the best use of our systems to flag specific customer needs for our staff to service them.

Update 2026 - In progress with our new billing system due late 2026.





Growing partnerships

Commitments 2025-30

Identify partnerships gaps based on our coverage of support and data.

Testing our future plans with our partners.

How we will achieve this

Use our existing data on our partnerships, along with insights from the Local Insight tool to help us identify the areas where new partnerships are needed most, e.g. in rural communities and to help digitally-excluded communities access information about priority services.

Update 2026 - We have developed a new insight tool to help us identify those areas with high need but low PSR registrations and we will now look at a plan on how we can communicate effectively with these communities.

Continue to host annual debt advice workshops in the Bristol region, which include seeking feedback on our plans.

Establish annual workshops with our partners across Devon, Cornwall, and Bournemouth to gather feedback on our plans.

Update 2026 - We have held our annual debt advice workshops across Bristol and Bournemouth regions during February 2025. We are now working closely with partners across Devon and Cornwall on how we can do the same during 26/27.

Community engagement

Commitments 2025-30

Using a data-led approach to focus our community engagement.

Expand our messaging into our communities on water efficiency, metering and PSR through our staff.

How we will achieve this

Across all our regions, we will use both internal and external data to identify which communities need additional support from our digital customer communications and services.

Using the data tool to ensure the community strategy is tailored to the needs to the area.

Update 2026 - We continue to hold regular community drop in sessions across our regions. Our Customer Care Stakeholder Strategy highlights this great work.

Spread awareness of our campaigns through staff, equipping them with literature and digital products to share.

We will use our data to understand more about hotspots of digitally-excluded customers. We will ensure we meet their needs through community events. This will help to serve the needs of the high levels of digitally-excluded customers in the South West area.

Update 2026 - We continue to hold regular community drop in sessions across our regions. Our Customer Care Stakeholder Strategy highlights this great work.



Community engagement continued

Commitments 2025-30

A multi-channel community engagement strategy including social media, face to face, pop up stalls, literature. Targeting the best channel to reach the customers who can benefit from the messaging.

We will start to complete impact assessments of our community activities, and review the level of interaction regarding additional support.

We will use our community events to test new ideas and service options for customers who need additional care.

How we will achieve this

We will use our data to help us target the best channel to reach the customers who can benefit from the messaging. We will ensure this includes the key priorities for our customers this is currently understanding storm overflows impacting their local beach, water efficiency and keeping bills low through metering or a tariff.

Update 2026 - We continue to hold regular community drop in sessions across our regions. Our Customer Care Stakeholder Strategy highlights this great work.

We will do this across all of our community activities and compare the results to what we expected of the region. This will help inform our future plans and community activities, and that it is tailored to our customer needs.

Update 2026 - We complete a full impact assessment on our community engagement.

Our community events provide a great opportunity to engage with customers when they are relaxed and have time to talk. It is a great opportunity to share new literature and discuss new technology.

Update 2026 - In progress to 2030.



Improving the customer journey

Commitments 2025-30

Achieve and maintain the inclusive service provision.

Robust customer journeys to service the needs of all customers registered with us on PSR.

Invest in our IT systems to provide a more efficient and effortless customer journey.

Enhanced mapped journeys for our vulnerable customers.

How we will achieve this

Maintaining the ISO 22458 standard.

Update 2026 - We are certified with ISO 22458 across brands.

Review the services our customers register for, what we promise we must and should deliver, ensure that all our staff are equipped and trained to understand and deliver the expected service.

Update 2026 - We carry out annual vulnerability training with all our customer facing teams.

We will upgrade our customer services systems to provide a dynamic customer journey, this will support all customers in all journeys.

Update 2026 - We plan to have a new billing system during 2026.

We want to revisit our customer journeys, and refine them in line with the needs of our PSR customers.

Update 2026 - In progress.



Improving the customer journey continued

Commitments 2025-30

Exploring operational and Priority Service's needs.

How we will achieve this

We will make a customer facing view documents of the services we offer for each need.

We will review the process and service offered across all of our brands, implementing the best, most efficient approach for all areas.

Update 2026 - In progress.



Improving the customer journey continued

Commitments 2025-30

Field teams sharing back to contact centre for PSR needs.

We will train our staff to identify and position support with older customers and expand our dementia friendly training.

How we will achieve this

We want to review the best process from across our brands for how our operational teams share information with customer services, and embed best practice. We will need technology improvements for our field teams to capture the same level of data as our customer services team. We will work to make this possible to make the customer journey easier.

Update 2026 - Our new billing system will launch updates in this area during 2026.

We will ensure specific training to serve our older customers, helping serve the needs of the higher than average demographics of older people in our South West Water and Bournemouth Water regions.

We will expand our training to continue to be a Dementia Friendly Organisation. Our customer service staff already receive vulnerability including a specific Dementia Friends virtual training session. This will help serve all customers who have dementia, including the higher than average levels in the Bournemouth area.

Update 2026 - Our teams have received dementia training whether that be via classroom, online or the virtual bus experience. All our teams can become dementia friends.



Financial vulnerabilities: what actions we are taking

Using your data wisely

Commitments 2025-30

Using data, we will identify customers in need of support to remove them from water poverty.

We will auto enrol them onto the right support.

We will proactively contact customers who can take themselves out of Water Poverty by being more water efficient or switching to a metered tariff.

We will use intelligent data sets to target our affordability support.

How we will achieve this

We will use our water poverty data tool to identify those customers in or at risk of water poverty.

Update 2026 - We have auto enrolled over 8,000 customers onto our WaterCare scheme during 25/26.



We will use data to identify customers that are in most need of our support.

We will use data to apply the support offered by our affordability toolkit to reach those most in need.

Update 2026 - Along with auto enrolling we have also been working closely in the Bristol region with our councils to identify more people in water poverty to target support.



Using your data wisely continued

Commitments 2025-30

Increase our use of data shares to help us target the most accurate support to customers who need it.

Use more case studies to help customers connect with us.

How we will achieve this

Establish a two way data share between Bournemouth and Wessex for customers on a social tariff and PSR, so customers in the Bournemouth area have the full support from both their waste and water bill.

Update 2026 - This data share is now in place and we are sharing data with Wessex Water to support our mutual customers.

We will ask our partners to help share case studies with us on our website and literature, either from our partners or, if appropriate, their clients.

Update 2026 - In progress we already have three great case studies across our regions two with Kidney Care.





Growing partnerships with our customers

Commitments 2025-30

Identify partnerships gaps based on our coverage of support and data.

We will continue to listen to our Affordability Board.

Testing our future plans with our partners.

How we will achieve this

We will use data from our Water Poverty tool, existing data from partnerships and insights from the Index of Multiple Deprivation (IMD) to identify areas to develop new partnerships, e.g. helping digitally-excluded people in rural communities to access our financial support.

Update 2026 - We continue to hold regular community drop in sessions our regions. Our Customer Care stakeholder strategy highlights this great work.

Continue to hear feedback from our Affordability Board on our future plans.

Update 2026 - We hold quarterly meetings with our Affordability Board.

We will host annual workshops with our partners which will include the opportunity to provide feedback on our plans.

We will also share our draft plans with our partners individually for feedback.

Update 2026 - We hold workshops in the Bournemouth area and we hope to create the same for Devon and Cornwall as we move paid partnerships forward.

Engaging with our community

Commitments 2025-30

Using a data-led approach to focus our community engagement.

Annual refresh of messaging on key priorities to ensure it's relevant to the communities we are working with.

A multi-channel community engagement strategy including social media, face to face, pop up stalls and literature. Targeting the best channels to reach the customers who can benefit from the messaging.

How we will achieve this

We will use data to identify the communities that need additional support from our digital customer communications and service to get the help they need. We will use the data tool and new technologies to ensure the community strategy is tailored to the needs in the area.

Update 2026 - We continue to hold regular community drop in sessions across our regions. Our Customer Care Stakeholder Strategy highlights this great work.

Spread awareness of our campaigns through a variety of channels including social media, newsletters, community roadshows and staff, equipping them with literature and digital products to share.

Update 2026 - We tailor messaging at events and are always in progress of refreshing.

A multi-channel community engagement strategy including social media, face to face, pop up stalls and literature. Targeting the best channel to reach the customers who can benefit from the messaging.

Update 2026 - In continuous progress our case studies in our Customer Care Stakeholder Strategy highlights our great work.



Engaging with our community continued

Commitments 2025-30

We will support our customers and communities through our community funds.

We will work closely with our communities to educate the next generation, tailoring the content based on the community needs.

How we will achieve this

Continue to provide our customers access to our community fund.

Update 2026 - We fund our community through our Better Futures Fund and our Hard to Reach Fund.

We will expand our Education Program content to other areas including bill paying and support available, matching appropriate content to a larger age range, covering all our service area.

Update 2026 - In progress.





Improving your customer journey

Commitments 2025-30

Introducing upgraded metering to help customers take better ownership and lower their water usage and bill.

Campaigns to encourage customers to recognise that they pay for what they use and lower their bill.

Invest in our IT systems to provide a more efficient and effortless customer journey.

Use of data shares to enhance the customer journey.

How we will achieve this

Rolling out upgraded metering to provide our customers with information they need to conserve water and lower their bills.

Update 2026 - This is in progress up to 2030.

We will continue to offer the lowest bill guarantee.

Update 2026 - This is in progress up to 2030.

We will upgrade our customer services systems to provide a dynamic customer journey, this will support customers in all journeys including customers needing support through our debt journeys.

Update 2026 - New billing system due during 2026.

We will continue to work with the Department for Work and Pensions (DWP) to ensure support tariff customer journeys are as easy as possible for the customer.

Update 2026 - We continue to data share with DWP.



Improving your customer journey

Commitments 2025-30

We will explore new partnerships to help customers in water debt.

We will grow the amount of water audits we complete.

How we will achieve this

We will explore partnerships with Housing Associations and Councils to progress data sharing capabilities to help customers receive affordability support in a timely manner.

Update 2026 - We have datashares in place in our Bristol region with local councils and have close relationships with Housing Associations in the South West region.

We will plan to expand our water audits across the group.

Update 2026 - In progress.

This table lists our commitments included in our Customer Care Strategy to 2030. We will refresh this annually.

Staying on Track

We're confident we'll be able to deliver the plans as set out in our in this strategy by 2030, if not before.

To make sure our strategy stays on track, we will:

- Publish our stakeholder and customer strategy documents on our website, to provide both accountability and visibility to our customers, and stakeholder groups.
- Review our strategy every year so it's kept up to date with any social, technological or regulatory changes. We promise to include our customers and stakeholders when we do this.
- Provide regular reporting to our Board, challenge groups and stakeholders to make sure we're delivering against our strategy, and doing what we said we would.

What we have done

During early 2026 our WaterSure + panel and customer challenge groups along with the debt advice sector reviewed and fed back on our progress.





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Isles of Scilly Water

Isles of Scilly

Please refer to [South West Water website](http://www.southwestwater.co.uk) for Isle of Scilly services.





Here for you



Here for you, support when you need it