



BRISTOL
WATER

Customer Summary

Consumer Involvement Plan 2026/27



How will we include customers in our decision-making in 2026/27?

We want customers to help shape our services. This has always been at the core of our plans, but we know we need to do more to increase customer confidence.

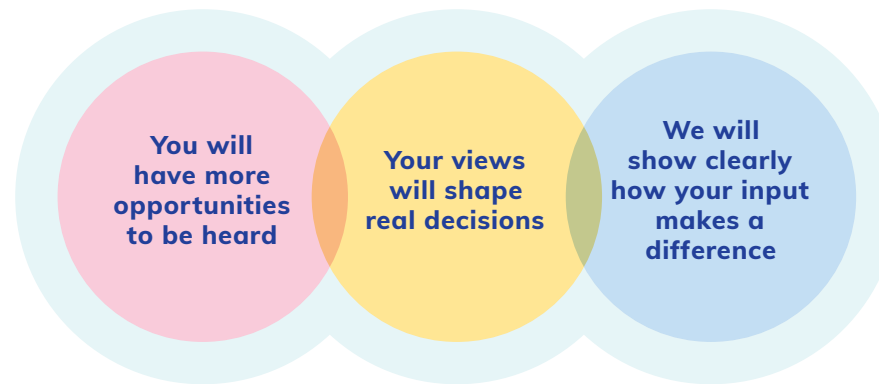
In the coming year, we want to strengthen customers involvement in our decision-making processes, so we can meet new regulatory expectations and deliver better outcomes for customers and communities.

The best decisions are the ones shaped by our customers.

That's why we already listen and respond to customers in different ways – from research and surveys to our WaterShare+ panel and engagement on major projects.

New rules have now been introduced for water companies, which set clear expectations for how we involve customers in decisions.

In the coming year, we will strengthen customer involvement in our decision-making processes:



We have published plans on how we are going to deliver on this commitment. This document provides a summarised customer version of our forward plan document.



Read our full customer involvement plan here

What has shaped our approach?



Conversations with customers



Learnings from our established customer research & insights programmes



Customer data e.g. correspondence



Input from the WaterShare+ Advisory Panel



The Consumer Council for Water (CCW)'s Water Voice consumer panels



Sector research



Legislation – especially the Water (Special Measures) Act 2025



Rules from the water regulator Ofwat

Who's who?



Our Board of Directors

– supervise the business and oversee management and strategic direction.

Our Executive Management

– set strategic direction, make high-level decisions and oversee our performance.



The WaterShare+ Advisory Panel

– represent South West Water and Bournemouth Water, Bristol Water and SES water customers and challenge us on our performance and support development of our plans.



CCW Water Voice

– CCW run company-specific consumer panels, of around 50 demographically-representative customers who share views and feelings, challenge companies and shape how we serve our communities.

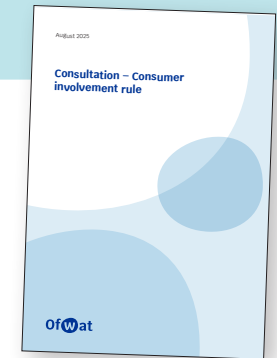


What do new rules require us to do?

The rules say we must make sure customers are properly considered in decisions that affect them.

In simple terms, this means we need to:

- Understand consumers' views and preferences;
- Involve consumers in any decision likely to have a material impact on them;
- Ensure that internal decision-making has taken account of consumers' views, and the Board was well informed.
- Understand the impact of the decisions on consumers; and
- Report on how we comply with the above, including how we have sought feedback from consumers on their experience.



What this means in practice

While these expectations come from regulation, they reinforce what we believe should already happen.

Decisions that affect you should be shaped by you.

So we are strengthening our approach to:

- involve you earlier in decisions
- be clearer about how your views are used
- show the difference your input makes.

Why this matters

By putting your voices at the centre of our decisions, we aim to:

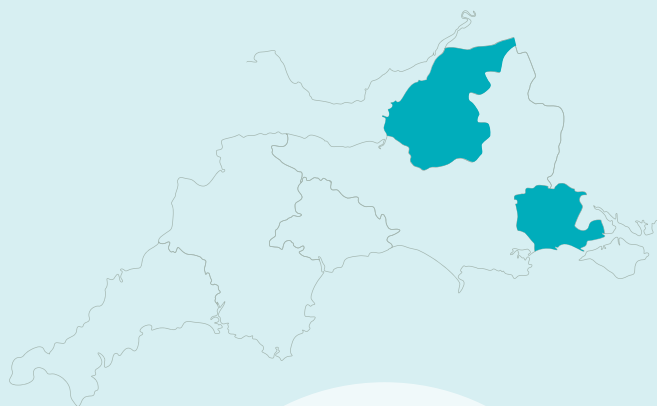
- deliver better services that reflect what matters most to you
- build greater trust and confidence
- improve how we perform and respond to your needs
- reduce complaints by getting decisions right first time.

We also make sure there is clear evidence that:

- your priorities are understood
- your voice is reflected in decisions.

Progressive charging customer trials

As part of our progressive charging programme, we are running a seasonal charging trial in Bristol as well as in the South West and Bournemouth areas.



Approximately 500 customers are currently on the seasonal trial in Bristol, which started in October 2024, and will finish in September 2026. The seasonal trial charges customers more in the summer than the winter for using water – this is to encourage a mindful approach to water use at a time of peak demand.

The seasonal trial charges customers 1.5 times the standard rate in the summer, and half the standard rate in the winter, only when customers use more water in the summer. This incentivises our customers to reduce water use in the summer, supporting our environmental goals.

To understand the impact of the trials on Bristol participants, we are undertaking an evaluation of the seasonal trial which includes:

- The analysis of water usage and billing to better understand how customers are impacted by the trial
- A series of focus groups to help us unpack in detail the experiences and attitudes of Bristol participants on the trial
- Surveys over time that allow us to build on the learnings from the focus groups with a wider range of Bristol customers and track any changes across time.

This range of analysis and research will allow us to get deeper insight into how fair and affordable customers feel the trial has been in Bristol. Additionally, we will be able to compare the results to Bournemouth and South West to understand if there is any Bristol specific learning for the future.



Our new approach

We are building on our existing arrangements and making targeted changes to how we work. This centres around three strategic objectives.

1

Better understanding of customer views

- Expanded quarterly and targeted surveys to track customer priorities
- More regular focus groups to explore topics in detail
- Enhanced WaterShare+ public meetings focused on upcoming decisions and customer trade-offs
- Integration of CCW Water Voice panels into our decision-making process
- Strengthening use of existing customer operational insight data
- Enhanced brand tracking and sentiment

2

Deepening customer involvement in our decision-making

- Giving the WaterShare+ advisory board more scope to challenge and validate our plans
- Regular briefings to ensure our Board, including the Executive and senior managers, understand customer insights
- Stronger relationships between our expert panel members and our Board, the Executive, and senior managers
- Utilising CCW-led Water Voice Accountability sessions to drive informed priorities and plans, as demonstrated in the published Action Plans

3

Evidencing the impact of our decisions

- We will be more systematic in evaluating how our decisions affect customers
- Explain clearly how customer views influenced decisions, track the outcomes of those decisions and report publicly on progress
- Use operational data, survey results, sentiment tracking and feedback from WaterShare+ and Water Voice to understand how well our arrangements are working
- Strengthen governance and assurance by evolving WaterShare+ and aligning closely with CCW's Water Voice panels, bringing both direct customer input and independent challenge
- Feed this learning back into future decisions and planning cycles

Our plan to make this happen



We have a framework to identify which decisions are ‘material’ to customers, customer involvement will be prioritised in these areas.

We will retain our existing decision-making, governance and planning frameworks but keep this under review. This means that decisions that affect customers will reflect what matters most to our customers.

We will focus on decisions that matter most to customers.

- 1 Charges & bills
- 2 Affordability and tariffs
- 3 Investment priorities
- 4 Smart metering & future services
- 5 Environmental programmes
- 6 Digital services
- 7 Leakage & service reliability

In July 2027 we will report on our delivery of this plan as part of our wider annual reporting.

WaterShare+ The WaterShare+ Advisory Panel has been consulted on and engaged in the development of Pennon's forward plan for how it will ensure that consumers are at the heart of its decision-making going forwards and we strongly welcome its publication. We exist to provide the Pennon Group companies with effective independent challenge and accountability on behalf of the customers and communities it serves. We will continue to support and challenge the company to take its leadership in customer engagement forward for the benefit of all, and believe this plan sets out a new and stronger framework for customer informed and focused decision taking. Ultimately the test is that insight makes a real and lasting difference to the essential service that Pennon provides to customers and the environment. Through the WaterShare+ Advisory Panel's role in challenging the Pennon Group companies to consistently listen to the customers and communities they serve, to hold them to delivering on their customer promises and to ensure the highest quality customer analysis and research, we look forward to playing our part in the delivery of the plan to put customers at the heart of all they do.

Lord Matthew Taylor, Chair, WaterShare+ Advisory Panel



WaterShare+ Annual Report

Focus for 2026/27

1

Better understanding of customer views

2

Deepening customer involvement in our decision-making

3

Evidencing the impact of our decisions

Schedule of consumer and panel engagement

Consumer insight

Brand research

Consumer tracker

Tracks over consumer sentiment

Vulnerable consumer tracker

Monitors vulnerable consumer experience

Progressive tariffs

Tests tariff acceptability

Consumer Pulse

Rapid insight on specific emerging topics

Incident research

Feedback after incidents

Non-Household (NHH) consumers

Captures experiences and needs of NHH consumers

Sector research

C-MeX

Sector benchmarking

Water Matters

Tracks household consumer views on services and priorities

WaterVoice research

Provides deeper qualitative insights

Consumer panels

WaterVoice accountability sessions

Direct consumer challenge to executives -> agreed action plans

WaterShare+ Private Panel meetings

Reviews ODIs, performance and consumer insight at key points in the year

Regional Chairs meetings

Shares regional performance updates and consumer insight

WaterShare+ Deep Dives

Detailed reviews of priority programmes and key issues

WaterShare+ public meetings

Enables public accountability and transparency with consumers

Community engagement

Engages consumers and stakeholders on major projects, incidents or key issues

Chairman & CEO engagement

Open discussions on performance, priorities and challenges

Board meetings

Provides governance and oversight of consumer involvement in decision-making

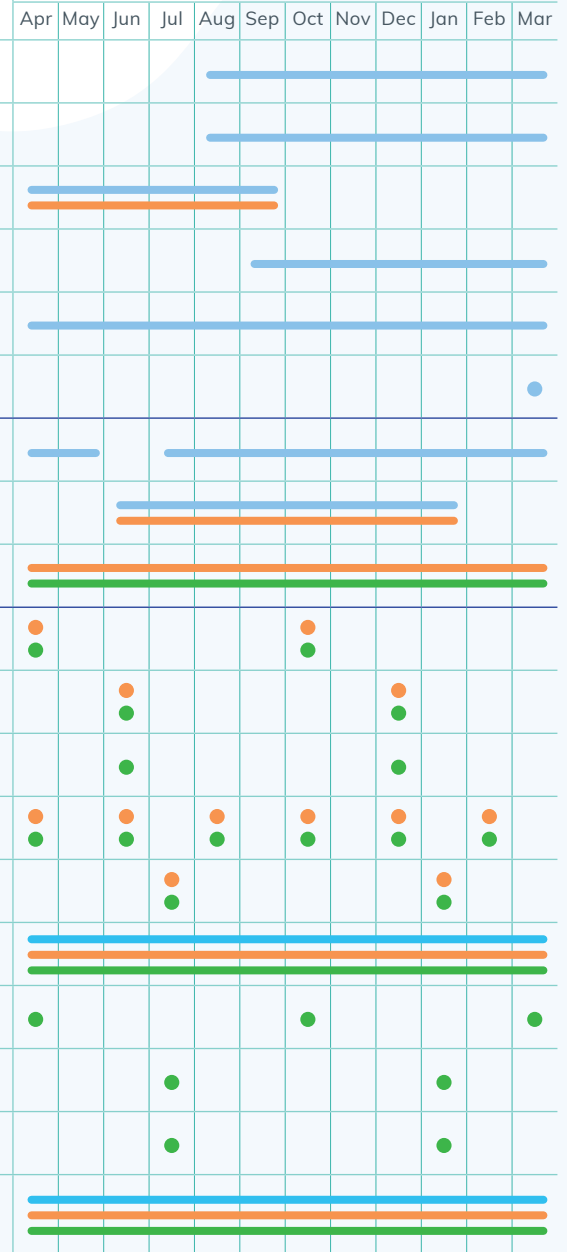
ESG engagement

Links consumer insight to ESG priorities and discussions

PR29 engagement

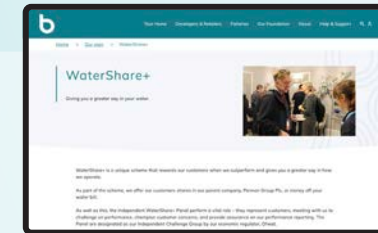
Continuous consumer and panel input shaping plans, testing assumptions, and ensuring accountability

Timeline



Help shape the future of your water service

Whether it's joining WaterShare+, taking part in surveys or giving us feedback after contacting us, every conversation helps us make better decisions.



- Join a [WaterShare+ Public Meeting](#)
- Contact our **Voice of the Customer Team** to learn more about research and share feedback: CustomerVoice@pennon-group.co.uk
- Engage in feedback opportunities when you are contacted after an event or after engaging with our customer services team.