



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.

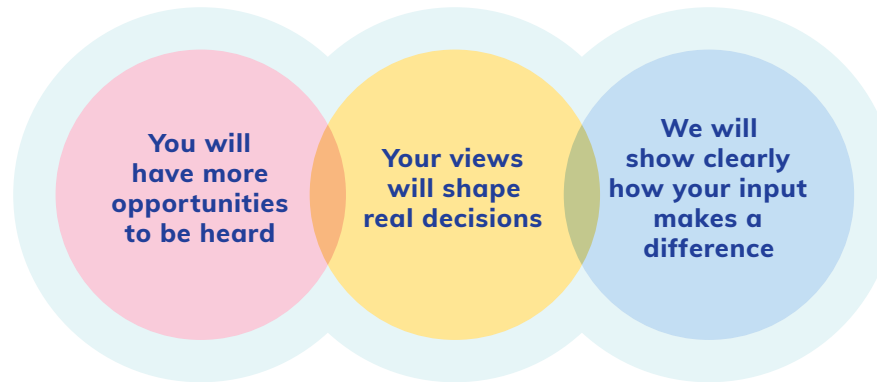
In the coming year, we want to strengthen customers involvement in our decision-making processes, so we can meet new regulatory expectations and deliver better outcomes for customers and communities.

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.



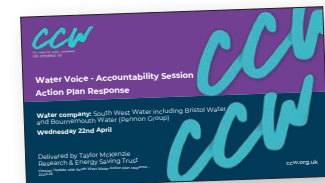
The WaterShare+ Advisory Panel

– 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:

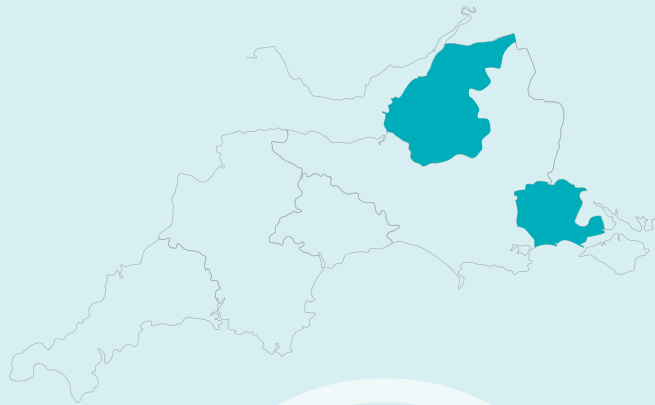
- deliver better services that reflect what matters most to you
- build greater trust and confidence
- improve how we perform and respond to your needs
- reduce complaints by getting decisions right first time.

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.



Get in touch

→ 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.

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

		Timeline												
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
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													