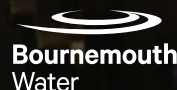


An elderly man with white hair, wearing a red polo shirt, is in a kitchen pouring tea. He is holding a white kettle with a black handle and spout, pouring into a white cup. Steam is rising from the cup. The background shows a kitchen with a window, a plant, and a knife block.

WaterShare+

Group Panel

Annual Report 2025



About this report

This annual report outlines the activities and achievements of the WaterShare+ Group Panel during the 2024/25 financial year and sets out its priorities for 2025/26. Unless otherwise stated, all data presented in this report relates to the 2024/25 period. Please note that the views expressed reflect the collective perspective of the Panel and may not represent the opinions of individual members.

The WaterShare+ Group Panel serves as an Independent Challenge Group (ICG), providing scrutiny and holding South West Water accountable on behalf of its customers. The Panel also has a broader oversight role across all Pennon Group water companies. In this report, references to “the company” denote South West Water, which includes Bournemouth Water and Isles of Scilly Water. Bristol Water and Sutton and East Surrey Water plc (SES Water) are discussed separately.

SES Water joined the Pennon Group in January 2024 and was incorporated into the Panel’s remit later that year. The Panel also oversees the WaterShare+ customer share scheme, launched in 2020, which enables customers to benefit directly from the company’s performance.

The Bristol Water Challenge Panel (BWCP), the ICG for Bristol Water, publishes its own annual report, scheduled for release in September 2025. From 2026 onwards, WaterShare+ annual reports will include performance data for SES Water, in collaboration with the SES Customer and Environmental Scrutiny Panel (CESP), the ICG for SES Water.

Water companies submit five-year business plans to Ofwat – the economic regulator for the water and sewerage industry in England and Wales – detailing proposed investments and service improvements. These plans are reviewed during Price Reviews (PRs), which define the Asset Management Periods (AMPs) and set customer charges and performance expectations.

The current report covers the final year of PR19, which spans AMP7 (1 April 2020 to 31 March 2025). Companies submitted their PR24 plans in October 2023. Following public consultation during the Draft Determination phase, Ofwat issued its Final Determination in December 2024. PR24 marks the beginning of AMP8, which will run from 1 April 2025 to 31 March 2030.

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WaterShare+ Chair's Introduction

The WaterShare+ Group Panel remains committed to being a strong, independent voice for customers

Lord Matthew Taylor — Chair of the WaterShare+ Group Panel

This year has brought both significant challenges and valuable opportunities for the water sector. Throughout, the WaterShare+ Panel has remained committed to championing the voice of customers across all services. Ofwat published its decision on the company's business plan for 2025–30, marking an important milestone for the Pennon Group. We were pleased to see Ofwat respond positively to our central recommendations, recognising the plans as ambitious and strongly aligned with customer priorities.

We are closely monitoring the company's delivery of its £3.2 billion investment plan. Our priority is ensuring real customer benefits – fewer pollution incidents, better service, and transparency. We will continue to track progress, challenging the company when needed, and ensuring customers see the impact. With major investments ahead and rising public concern over pollution, accountability, and privatisation, the year ahead will be critical. The Panel's priorities include:

- Monitoring delivery of the investment plan to reflect customer priorities
- Challenging performance in areas like water quality, leakage, and service
- Expanding engagement, giving more customers the chance to question leadership
- Publishing a review of the business plan to drive accountability
- Strengthening collaboration with regulators and advisers for transparency.

To operate effectively on behalf of customers, we must scrutinise and challenge the information we receive. South West Water supports this by providing the Panel with open access to information, senior leaders, and independent technical auditors – enabling us to verify the accuracy of data. Meanwhile, our customers help hold the executive team to account and drive service improvements through our forums. We're grateful to those customers and to the Panel's independent sector advisers from the Consumer Council for Water, the Environment Agency, and Natural England for their valuable expertise.

We look forward to continuing this important work on behalf of all customers.



Chief Executive's Reflections

The best way to serve our customers is to listen to them

Susan Davy — Chief Executive Officer

The WaterShare+ Group Panel does a fantastic job of representing the views of customers from across all regions. Panel members are really good at holding my executive team and I to account making sure we are walking in our customers shoes.

Our pioneering WaterShare+ share scheme gives customers both a say and a stake in the business. This has been an important and innovative step in advancing a new type of social contract with our customers, and one we are very proud of.

We have worked diligently this year to support the affordability of bills with customers. Having held off increasing bills for over a decade, with continuing record investment we have had to make a tough decision and put the bills up for customers in the coming year in 2025/26.

We have focused on metering, water efficiency and financial support for those who need it most during 2024/25.

Of course, there are also areas where we need to improve our performance. We have reshaped the group to align with our four strategic priorities – building water resources and improving water quality, tackling pollution and storm overflows, driving environmental gains and supporting affordability and delivering for customers.

The incident last year in Brixham highlights just how important it is that customers have confidence in their water supply. Over 800 brilliant colleagues and supply chain partners supported customers during that period, working tirelessly for eight weeks to return safe, clean drinking water to customers in and around Brixham in Devon. I would like to thank customers for their incredible patience, and their kindness to colleagues who were working on the ground at all hours. We continue to work with the Drinking Water Inspectorate on the lessons learned from that incident.

The aspect I enjoy most about WaterShare+ is the opportunity to meet so many customers. I have met over 1,000 customers through our customer roadshow campaign and the Watershare+ meetings. For me, it's all about building trust and changing perceptions, one conversation at a time.



Executive Summary

The WaterShare+ Group Panel acts as an independent advocate for customers and wider stakeholders, ensuring their voices are heard and reflected in company decisions

This report outlines the Panel's work during the 2024/25 financial year. As an Independent Challenge Group, we provide oversight and scrutiny across all Penmon Group water companies, focusing on issues that matter most to customers, local communities, and the environment.

We begin by explaining the Panel's role, structure, and approach. Throughout 2024/25, we continued to challenge the company on its delivery of business plan commitments, as well as its response to major issues and incidents. We also played an active role in shaping the company's 2025-30 business plan. Our work is supported by expert advisers from the Environment Agency, the Consumer Council for Water, and Natural England, whose insights we greatly value.

The Company Performance section of this report reviews how the company performed against regulatory targets in 2024/25 – the final year of the 2020-25 business plan period. It includes a series of case studies on topics that matter most to customers. Each case study explores the company's approach and the Panel's assessment of current performance and future plans, viewed through the lens of customer and stakeholder priorities.

Topics include:

- Clean and safe water
- Tackling pollution and storm overflows
- Fair and affordable bills
- Future water supplies
- Protecting the environment
- Using less water.

In the Customer Engagement section, we highlight the public meetings we host to hear directly from customers. These meetings offer a platform for customers and stakeholders to raise questions and concerns with senior company leaders. We also detail our involvement in customer research and engagement activities, as well as our contributions to industry consultations – ensuring customer voices are represented more broadly.



Regional Cornwall Meeting with customers, Panel members and Penmon Group staff.

The Future Priorities section sets out key company commitments for 2025-30 and the Panel's perspective on four strategic focus areas:

- Building water resources and improving water quality
- Tackling pollution and storm overflows
- Driving environmental improvements
- Supporting affordability and delivering for customers.

We hope you find this report informative and useful. The Panel hosts eight public meetings each year, including a Customer Annual General Meeting every September. These meetings are open to all customers and stakeholders.

We welcome your feedback on this report or any aspect of our work. To get in touch, please email: WaterShareCustomerPanel@southwestwater.co.uk

South West Water met or exceeded its targets on 28 of the 44 outcome delivery incentives for PR19 in 2024/25

The WaterShare+ Group Panel

A unique, independent customer challenge panel in the UK water sector

The WaterShare+ Group Panel is designed to give customers a stronger voice in how their water company is run and to hold the company accountable for its performance.

The Panel provides independent oversight across all Pennon Group water companies: South West Water, Bournemouth Water, Bristol Water, and, since 2025, SES Water. Our eleven members represent each of the company’s regions, and the Panel is formally recognised by Ofwat as the Independent Challenge Group for South West Water, including Bournemouth Water and Isles of Scilly Water.

Operating independently, this group ensures accountability for regional monopoly water companies, where customers lack supplier choice. Strong, independent representation is vital. The Panel, comprising customer representatives and independent advisers, scrutinises company performance, ensuring it meets regulatory obligations and customer expectations, safeguarding consumer interests in the absence of market competition.

What we do:

Direct customer representation

The Panel includes members who directly represent customers, allowing for a more authentic voice in company decision-making.

WaterShare+ expert advisers

Catherine Jones, Consumer Council for Water
Kevin Ward, Environment Agency
Fergus Mitchell, Natural England



The UK water industry operates under a strong regulatory framework that protects both customers and the environment. Key regulators include Ofwat, the Drinking Water Inspectorate, the Environment Agency, Natural England and the Consumer Council for Water (CCW).

Expert advisers from three of these bodies regularly attend our Panel meetings. Their independent insights and technical expertise enhance our ability to scrutinise and challenge the company’s performance. They provide valuable analysis and keep us informed about wider industry developments. However, the views expressed in this report are solely those of the Panel and do not represent the official positions of the expert advisers or their respective organisations.

Independent scrutiny

The Panel acts as an independent challenge group, scrutinising the company’s performance against its business plan and regulatory obligations.

Customer-led priorities

The Panel helps ensure that the company’s future business plans reflect customer needs and priorities.

The WaterShare+ Group Panel continued

Transparency and accountability

The Panel promotes transparency and accountability by allowing customers to track the company’s performance and participate in decision-making.

WaterShare+ share scheme

The Panel ensures the WaterShare+ share scheme is transparent and fair, giving customers a stronger voice and influence in company decisions.

Unique in the UK water sector

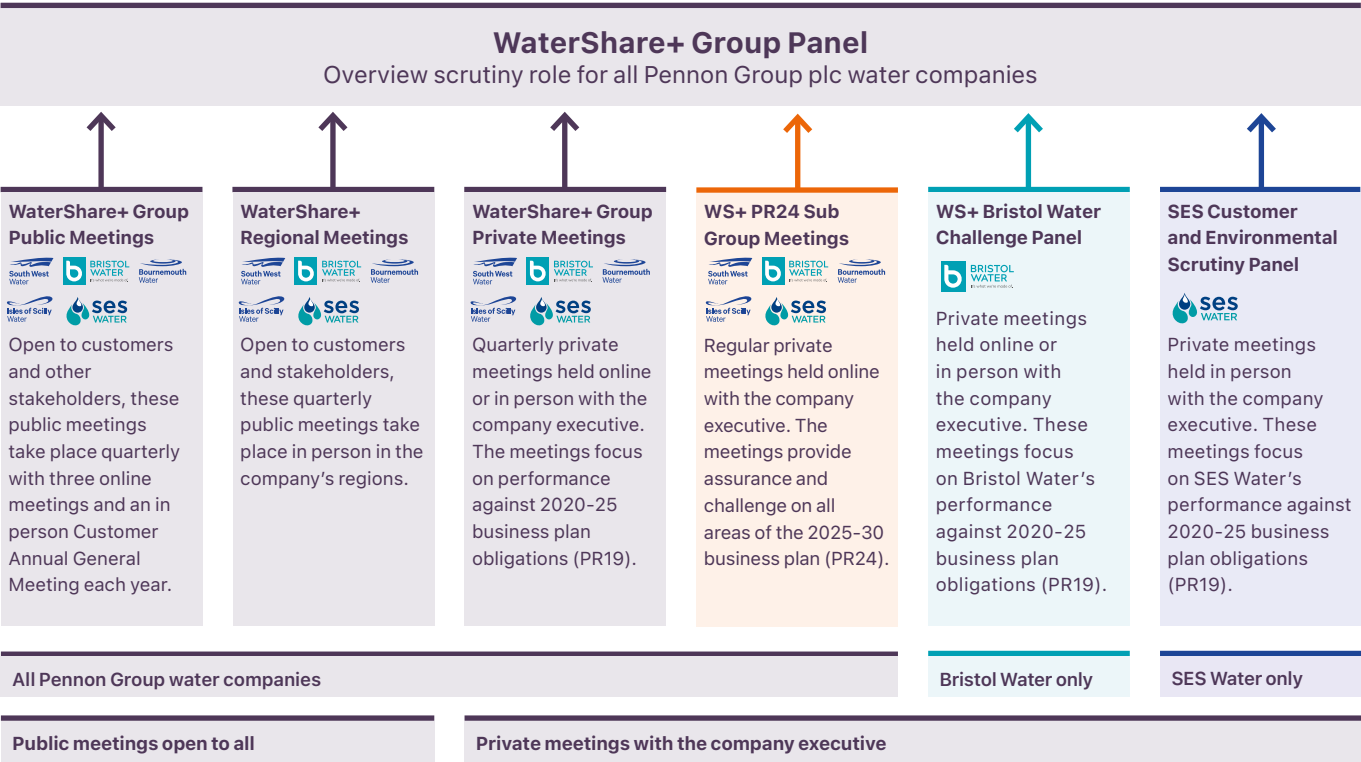
The combination of customer representation, independent scrutiny, and customer shareholding makes the WaterShare+ scheme unique within the UK water industry.

The Panel convenes quarterly in-depth meetings with senior company executives, including the Chief Executive Officer. These sessions include ‘deep dives’ into priority areas of interest to customers or the Panel, where we examine and

discuss the company’s performance and plans. Public meetings hosted by the Panel give customers direct access to the company’s senior leadership – an opportunity to ask questions, raise concerns, and receive updates on performance and future plans. At regional in-person events and the Customer Annual General Meeting, specialist team members are available to answer detailed service-related queries. For added convenience, there are quarterly online meetings for those preferring to join remotely. These sessions are a vital part of our work, offering a transparent, inclusive platform for customers to be heard and influence how their water company is run.

The Panel includes independent representatives from customer, business, and community sectors, offering diverse expertise. See Appendix 1 for individual Panel member biographies.

Additional information is available at: southwestwater.co.uk/watershareplus



Panel engagement with the company

The company has committed to supporting the Panel’s work through to the end of its 2025-30 business plan, concluding on 31 March 2030. Over the past year, it has engaged openly and constructively in areas of concern or underperformance.

The Panel has been granted extensive access to strategic plans, data, advisers, executives, and independent access to technical auditors Jacobs, who verify performance data. Jacobs have confirmed the company’s reporting is reliable and accurate.

Since 2023, the Panel has worked closely with Pennon Group leadership on PR24 proposals to ensure best value for customers and the environment. In 2024/25, we held nine WaterShare+ PR24 Sub-Group meetings. The Chair and Deputy Chair also presented to the company’s PR24 Sub-Committee and met with Ofwat before final plan determination.



Tracking impact: Action and Challenge Log

To ensure transparency and accountability, the Panel maintains a detailed Action and Challenge Log. This log captures every question, comment, information request, and issue raised during our scrutiny of the company’s operations and performance. In 2024/25, the Panel raised a total of 206 actions, reflecting our commitment to rigorous oversight. When these actions lead to tangible changes in the company’s work or future plans, they are recorded as challenges. We also track potential challenges – those that may influence future decisions.

Over the year, 22 challenges were formally raised, demonstrating the Panel’s influence in shaping company direction and driving improvements. The majority of 2024/25 actions have been resolved. We remain focused on ensuring that all outstanding items are addressed in 2025/26, continuing our commitment to hold the company to account and deliver better outcomes.

WaterShare+ share scheme

The Watershare+ share scheme, offered by Pennon Group, and endorsed by Ofwat, gives customers a financial stake in the business. Water companies earn financial rewards if they outperform against targets. The company outperformed and gave customers the option of choosing shares in Pennon or credit on their bill. The scheme also gives customers a stronger voice in governance.

The Panel provides independent oversight to ensure the scheme is transparent and in customers’ best interests. Pennon Group is the only UK water company with a dedicated customer share scheme. Currently, one in 14 customers is a shareholder. The company plans to expand participation over the next five years, including extending the scheme to SES Water customers.



Over 90,000 customers have chosen to become shareholders in the company via the WaterShare+ share scheme to date



Highlights of 2024/25

Water and wastewater services



Water only services



Panel engagement with customers*



81%

agreed they understood the aims and objectives of this session



97%

agreed it is important that the public can take part in such discussions



79%

agreed that, overall, they were satisfied with the session



89%

would like to participate in similar events in future

Panel influence on company plans

Ofwat, sets five-year revenue limits and performance targets for water companies through its final determinations. Ofwat's final determination for South West Water 2025-30:

"On assessing the quality and ambition (QAA) of the 2025-30 business plan that South West Water submitted to us in October 2023, overall, we have categorised the plan as outstanding."

*This data is from the 76 of 269 attendees who responded to surveys sent out after our public meetings in 2024/25

Highlights of 2024/25 continued

About the company



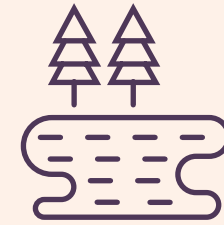
£3.2bn

Investment programme for 2025-30**



> 1B

Litres of water delivered to 4.3 million people every day



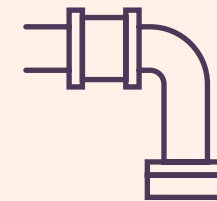
41

Reservoirs



66

Water Treatment Works



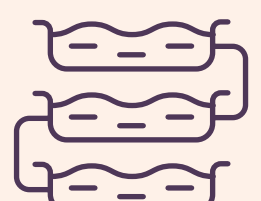
25,300km

Kilometres of sewers



A network

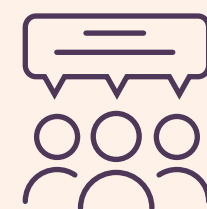
length that could wrap around the circumference of the world



655

Wastewater Treatment Works

Panel activities



8

Events

with customers, speaking to 200 individual customers across Bristol, Devon and the wider region online



13

Meetings

between the Panel and company executives to scrutinise performance and future plans



206

Actions

raised by the Panel including questions, comments, information requests and issues highlighted



22

Challenges

raised by the Panel that requested changes to the company's work or plans following Panel scrutiny

**at forecast outturn prices

Performance Commitments and Company Accountability

The Panel scrutinises the company's performance against regulator-set business plan commitments

Every five years, the regulator Ofwat sets annual service targets called performance commitments for UK water companies. These commitments form the basis for assessing company performance. This report focuses on the final year of the 2020–25 business plan period, known as PR19.

Pennon Group's commitments were shaped with customers and the company's independent challenge panels including the WaterShare+ Group Panel. They reflect community priorities and measure performance across key areas, ensuring reliable, fair, and sustainable water and wastewater services. Performance commitments are grouped into:

- Customer – satisfaction, service experience, and support for vulnerable customers
- Wastewater – reliable wastewater services (specific to South West Water and Isles of Scilly Water)
- Water – clean, safe, and dependable drinking water now and for the future
- Fair charging – ensuring bills are fair and affordable for all customers
- Environment – protecting the environment and biodiversity, including reducing pollution incidents
- Community – having a positive impact on local communities
- Resilience – the ability to anticipate, withstand, and recover from challenges to protect customers and the environment.

The following pages present case studies on company performance and future plans in areas customers value most. Each performance commitment includes an Outcome Delivery Incentive (ODI), which rewards strong results or applies penalties. The company's 2024/25 performance is summarised opposite.

Panel assessment of 2024/25 company performance

If you look at performance over the five years, South West Water has delivered top quartile performance. However, the Panel is disappointed and concerned by performance since 2023/24, particularly the sharp increase in targets where South West Water is significantly underperforming. These areas highlighted below require substantial effort to meet business plan commitments and are now subject to executive-led improvement plans under Board oversight. We are also concerned about Bristol Water's performance, where the proportion of targets met or exceeded has dropped by ten percentage points. Further detail will be provided in the Bristol Water Challenge Panel Annual Report 2025, to be published in September.

The Panel supports the company's proposed £3.2 billion investment programme for 2025–30, which aims to address current underperformance and deliver meaningful improvements for customers and the environment.

Performance commitments and Company Accountability continued

As we enter the next regulatory period, we will closely examine lessons learned from the 2020–25 PR19 business plan and rigorously scrutinise the company's delivery of its improvement plans to ensure accountability and progress throughout 2025–30.

Performance against PR19 performance commitments		
South West Water (including Bournemouth Water and Isles of Scilly Water)*		
On track or ahead of target	2023/24	2024/25
Areas of excellence	8	5
Outperformance	6	6
On track	16	18
Total number of targets met or exceeded	30	29
Underperforming	2023/24	2024/25
Marginal underperformance	11	5
Areas of focus (significant underperformance)	3	10
Total number of target areas requiring improvement	14	15
Total number of targets	44	44
Percentage of targets met or exceeded	68%	66%



*SES Water was acquired by Pennon Group in January 2024 and joined the WaterShare+ Panel later that year. We will report on SES Water's performance for the 2025/26 period.

Bristol Water		
On track or ahead of target	2023/24	2024/25
Areas of excellence	3	4
Outperformance	9	6
On track	9	8
Total number of targets met or exceeded	21	18
Underperforming	2023/24	2024/25
Marginal underperformance	5	5
Areas of focus (significant underperformance)	3	6
Total number of target areas requiring improvement	8	11
Total number of targets	29	29
Percentage of targets met or exceeded	72%	62%

Customer asked

"Why do you pay dividends to shareholders when you still are polluting rivers and beaches?"

Company replied

"We understand customer frustration about pollution and storm overflows. These are serious concerns, and we're investing £3.2 billion between 2025 to 2030 to address them. The majority of our £3.2 billion investment will be funded by shareholders and debt providers, who expect a fair return. Customers contribute around one-third through their bills, so external investment is essential to deliver improvements that would otherwise be unaffordable. Ofwat regulates shareholder returns, currently around 4%. About two-thirds of our shareholders are pension funds, charities, employees, and customers through our Watershare+ share scheme. Many depend on these investments for pensions or financial security. We are proud to have around 90,000 customer shareholders nearly five times more than institutional investors. At the same time, we must attract and retain senior leaders with the expertise required to manage the complex task of delivering reliable drinking water and wastewater services to 4.3 million people every day. However, we also understand the strength of public feeling on this issue. In response to customer concerns and despite being eligible for a performance-based bonus Chief Executive chose not to accept her bonus in either 2024 or 2025."

Case Study: Clean and Safe Water

A top priority for customers

In the UK, drinking water is regulated by the Drinking Water Inspectorate (DWI), and the standards are among the highest in the world. Water quality is rigorously monitored, with tens of thousands of samples tested each year – from raw water sources and treatment facilities to the distribution network and customer taps. These results are publicly available, and any failures are thoroughly investigated. It's also worth noting that tap water is held to stricter safety and quality standards than bottled water. The Panel scrutinises performance against regulatory targets, including:

- Water quality compliance
- Customer contacts about taste, smell, and colour
- Service reliability, such as:
 - Water supply interruptions
 - Mains repairs
 - Unplanned outages
 - Timely upgrades to treatment works.

Looking ahead to 2025–2030, we will closely monitor the company's delivery of planned improvements, including major upgrades to water treatment facilities aimed at enhancing water quality across the region. Beyond performance metrics, we expect the company to keep us informed about significant incidents and emerging concerns. Two key issues we're tracking on behalf of customers are:

- Microplastics in the water supply
- Forever chemicals (PFAS), which persist in the environment and the human body.

We will continue to examine the company's response to these challenges, alongside evolving regulations, to ensure customers remain confident in the safety of their drinking water.

Responding to the Brixham Water contamination incident

Receiving a reliable supply of safe high-quality drinking water is customers' top priority. The water quality incident that occurred in the Brixham area in summer 2024, caused significant disruption to the local community and reduced the public's confidence in South West Water. Over eight weeks, the Panel was kept fully informed of the company's actions. Around 800 staff and supply chain partners worked tirelessly to restore safe drinking water supplies, flushing 30km of water mains 27 times and installing advanced UV and filtration systems.

The company is grateful for the commitment and dedication of staff and the kindness and patience that customers showed during what was a challenging time for all. Incidents such as this are extremely rare in the UK, but it's essential that lessons are learnt.

The company has been working cooperatively with the Drinking Water Inspectorate to capture learnings, applying them across operations and sharing them with the wider industry. As a Panel, we will continue to closely monitor the company's response.

Case Study: Clean and Safe Water continued



Find out more about your drinking water

- www.southwestwater.co.uk/household/your-services/your-water
- www.bournemouthwater.co.uk/household/your-services/your-water
- www.bristolwater.co.uk/home/account-and-services/your-water/problems-with-my-water

Case Study:

Tackling Pollution and Storm Overflows

A growing concern for customers

At public meetings, customers regularly express frustration and anger over pollution incidents and storm overflows. These concerns are valid: over one-third of the UK's designated bathing waters are in the South West Water region, placing a major responsibility on the company to protect rivers and coastal areas.

South West Water recognises that even a single pollution incident is unacceptable, given the potentially serious consequences for communities and the environment. However, the Panel remains disappointed with the company's performance. In 2024/25, pollution incidents saw only a slight decline. While there were no Category 1 incidents, Category 2 incidents – still seriously environmentally damaging – increased from two to four. The company's Environmental Performance Assessment (EPA) rating is expected to remain at two stars, below the four-star target.

There are some positives: 100% of designated bathing waters met required standards, with 98% rated 'good' or 'excellent'. Many customers are surprised to learn that bathing water quality has improved significantly over time.

The Panel's role is to scrutinise performance and hold the company accountable for delivering improvements. We will continue to monitor progress closely and ensure customer concerns are addressed with urgency, transparency, and a clear commitment to environmental responsibility.



Exmouth pollutions

A number of pollutions were recorded in Exmouth in 2024. Rising mains (used to transport wastewater uphill from the town to the wastewater treatment works) burst. This caused temporary discharges of sewage into the environment at the time and intermittently during repair works. One of the pollutions occurred at the height of the holiday season in August. People were advised to stay out of the water and the incident impacted residents, tourists and local businesses. As a Panel, we are being kept informed of lessons learnt from this incident.

Why do storm overflows exist?

Storm overflows, or Combined Sewer Overflows (CSOs), are a built-in feature of the UK's historic wastewater system. They act as safety valves, preventing sewage from flooding homes, streets, and businesses during heavy rainfall.

Case Study: Tackling Pollution and Storm Overflows continued

Without them, the risk of internal flooding would be much higher. Although permitted by environmental regulators, public attitudes are shifting. Customers, communities, and environmental groups increasingly view their use as unacceptable and are demanding urgent action to reduce and eventually eliminate them. However, the UK's ageing sewer infrastructure was not designed for today's climate pressures and population growth. Upgrading it is a complex, long-term challenge. South West Water has committed to a 15-year programme to reduce reliance on storm overflows. The company is aiming to meet the Government target (less than 10 spills per overflow per year) at bathing beaches by 2030, a decade ahead of the required date.



Redesigning the system:

A success story from Rilla Mill

The transformation at Rilla Mill, Cornwall, shows the impact of targeted infrastructure investment. In just one year, storm overflow spills dropped by 93% – from 293 in 2023 to just 19 in 2024.

These overflows are typically triggered by heavy rainfall overwhelming the sewer system. To tackle this, South West Water re-lined sewer pipes, sealed manholes, and installed a new storage tank to hold excess water during storms, easing pressure on the system.

To boost wastewater treatment efficiency, the company fitted screens in the sewer network to capture wet wipes, nappies, leaves, and branches – common causes of blockages. Additional screening was added at the storm overflow itself to ensure that, if activated, solid waste is not released into the environment.

This case shows how modern engineering can deliver real environmental benefits and address public concerns about pollution and water quality. However, such improvements come at a cost – £300,000 in this instance. The Panel therefore welcomed the company's wider £760 million commitment to tackle storm overflows between 2025-30.

Rilla Mill wastewater treatment works

WaterFit Live: Real-time water quality at your fingertips

WaterFit Live gives customers access to near real-time information about water quality at local beaches and rivers, as well as updates on the operation of storm overflows across the South West. This digital tool empowers communities with greater transparency and helps people make informed decisions about where and when to enjoy the region's natural waters.

www.southwestwater.co.uk/environment/rivers-and-bathing-waters/waterfitlive

Case Study:

Fair and Affordable Bills

Listening to customer concerns

Customers across the South West are increasingly concerned about the cost of water and wastewater services. For some, the worry is very real – they are unsure whether they can afford to pay their bill. Others express frustration, believing that water charges are too high or that they are being asked to fund improvements that should have been made long ago.

At the same time, some younger customers raise a different concern: that bills in the past may have been too low to support the long-term maintenance and renewal of an ageing, Victorian-era sewer system. They worry that underinvestment has led to the challenges we face today.

These differing perspectives reflect a shared desire for fairness, transparency, and long-term sustainability. As a Panel, we recognise the importance of ensuring that bills remain affordable – especially for those who are struggling – while also supporting the investment needed to deliver a reliable, resilient water system for future generations.

Company commitments: Making water affordable for everyone
South West Water has made an ambitious commitment to eliminate water poverty across the South West and Bristol. This means ensuring all customers can afford their water bills, with affordability defined as spending no more than 5% of disposable income on water and wastewater services.



Customer asked

"Why is my sewage bill higher than my water bill?"

Company replied

"Sewage treatment is more complex and costly than supplying clean water. Wastewater must go through multiple treatment stages to meet strict environmental standards before it can be safely returned to nature. South West Water operates ten times more wastewater sites than drinking water sites, and blockages are more frequent and expensive to fix. These factors make sewage services more resource-intensive, which is why they typically cost more. Blockages and repairs are far more frequent and expensive in the wastewater network, often caused by items like wet wipes, fats, and oils being flushed or poured down drains. So while clean water is vital, making used water safe again is even more demanding, which is why sewage services often cost more."

Case Study: Fair and Affordable Bills continued

In 2025, average bills rose, and South West Water customers now pay around £1.85 per day for combined services. (Customers of Bournemouth Water, Bristol Water, and SES Water receive sewerage services from other providers.) While this cost remains relatively low compared to other utilities, the rising cost of living means many still struggle to manage their bills.

To support those in need, the company has already provided £124 million in financial assistance since 2020. Looking ahead, it plans to invest a further £200 million over the next five years in customer support packages.

This commitment aims to ensure that all customers – especially the most vulnerable – receive the help they need.

Providing support for customers who need it most

All water companies maintain a Priority Services Register to support customers who may need extra help – whether due to age, disability, mental or physical health conditions, or life events such as having young children or coping with bereavement. Financial support is also available for customers who are struggling to pay their bills.



Customer support

- www.southwestwater.co.uk/household/help-support/priority-services
- www.bournemouthwater.co.uk/household/help-support/priority-services
- www.bristolwater.co.uk/home/account-and-services/your-account/priority-services

Case Study:

Future Water Supplies

Building resilience for tomorrow

Customers expect a reliable water supply that does not come at the expense of the natural environment. Achieving this requires strong water resilience – the ability to deliver clean, safe water now and in the future, despite climate change, population growth, and environmental pressures.

Delivering resilience is complex. Water companies must secure sustainable water sources and obtain Environment Agency approval to extract water without damaging ecosystems. Treatment works must also operate efficiently and handle high volumes, especially during peak demand or drought.

To meet future needs, companies must invest in infrastructure, protect natural resources, and plan long term. This approach ensures water supply keeps pace with demand while safeguarding the environment that communities and ecosystems rely on.

Where does the company get its water?

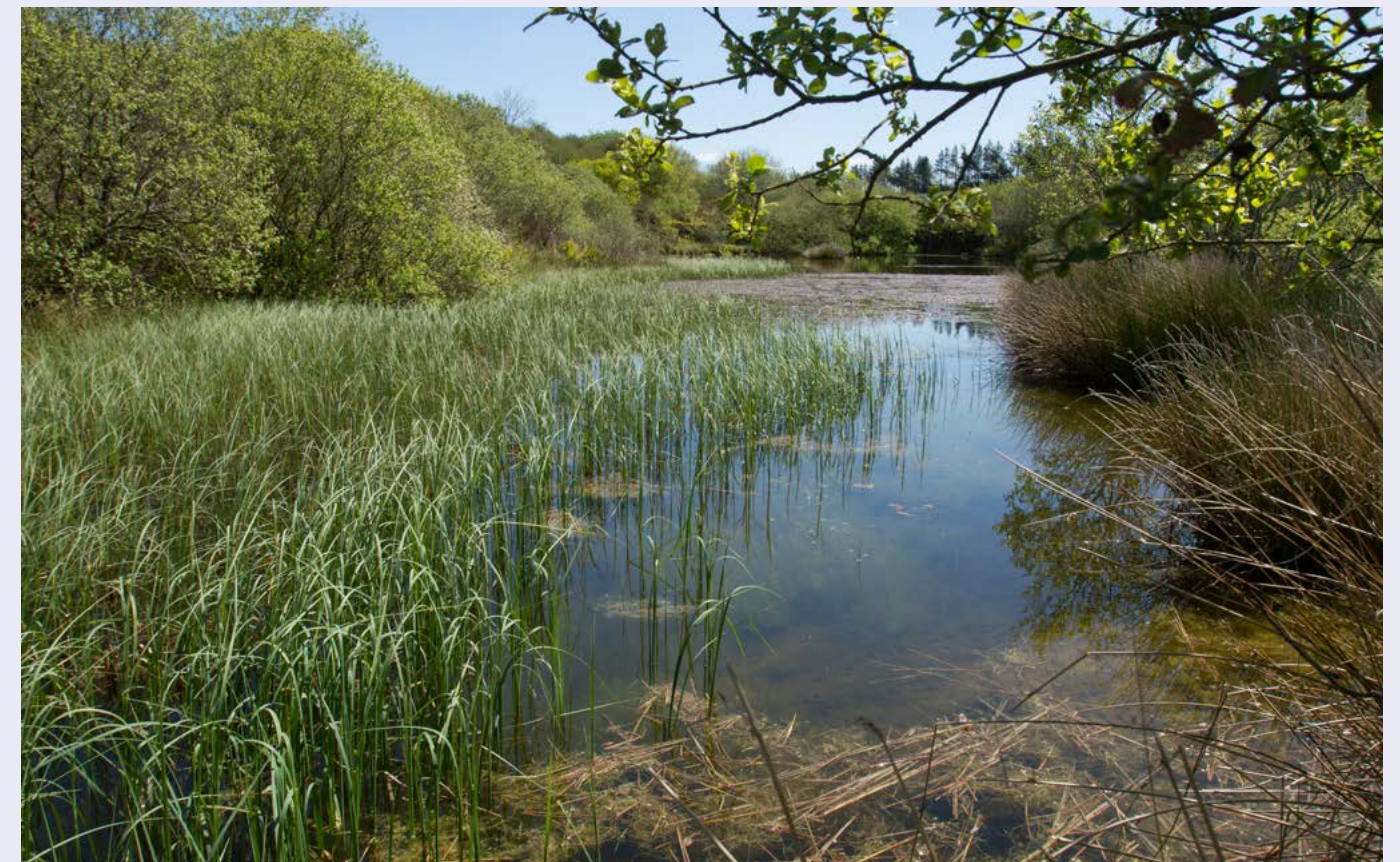
Many customers assume that reservoirs are the main source of the water they drink – but that's only part of the picture. While South West Water's 41 reservoirs play a vital role in maintaining supply, much of the region's tap water actually comes from rivers, lakes, and underground aquifers.

To strengthen resilience and increase capacity, the company has recently repurposed disused mines and quarries in Cornwall to serve as additional mini-reservoirs. In The Bristol area work is underway on Cheddar 2, a new strategic reservoir designed to support long-term supply. This project is part of a wider effort to develop a regional water grid, which will allow water to be moved more flexibly across the South West – ensuring that areas in need can benefit from shared resources like Cheddar 2.

The company is also exploring climate-independent sources of water. Desalination, which converts seawater into fresh water, is already in use on the Isles of Scilly. The company is planning a new desalination plant in Cornwall. While desalination is widely used in water-scarce regions around the world and offers a reliable supply regardless of rainfall, it also raises important environmental concerns.



Case Study: Future Water Supplies continued



At a public meeting in Cornwall in 2024, local residents voiced serious concerns about the potential impacts of desalination on marine ecosystems and coastal communities. As a Panel, we are committed to continuing our scrutiny of this issue to ensure that any future developments are both environmentally responsible and aligned with customer expectations.

How does water get from river to tap?

The journey of your tap water begins in the natural environment. Raw water is collected from sources such as rivers, reservoirs, lakes, or underground aquifers and then pumped into one of South West Water's 66 treatment works. At the treatment works, the water undergoes a series of processes to remove impurities and ensure it meets the strict quality standards set by the Drinking Water Inspectorate. Once treated, the clean, safe water is transported through a vast network of drinking water pipes, delivering it directly to homes and businesses across the region.

Customer asked

"Will there be hosepipe bans this year?"

Company replied

"While there are growing concerns nationally about water resources – especially following the driest start to spring 2025 in 69 years – Pennon Group is well prepared. After experiencing a one-in-200-year drought in 2022, we have learned valuable lessons and taken action. Through targeted investment and innovation, we have worked to break the cycle of drought. As a result, we do not anticipate any water use restrictions across our regions this summer."

Case Study:

Protecting the Environment

Safeguarding nature for future generations

Water companies have a core duty to protect the natural environment. Customers increasingly expect action beyond compliance – enhancing biodiversity and safeguarding ecosystems on land they own or manage, now and for future generations.

The 2025–30 business plan marks a turning point, with the largest environmental investment since privatisation in 1989. This reflects a shared ambition for cleaner rivers, healthier ecosystems, and long-term sustainability.

Beyond protection, the company supports the UK's climate goals by reducing carbon emissions and building climate resilience through innovation, renewable energy, and nature-based solutions.

A circular approach to water

Water companies extract water from the environment to supply drinking water. Those that also provide wastewater services such as South West Water must treat wastewater to high standards set by the Environment Agency before safely returning it to the environment. The company describes this as “effectively running a water recycling system”, highlighting its commitment to sustainability and resource efficiency.



Nature-based solutions

UK water companies are increasingly using nature-based solutions to tackle water quality challenges. By harnessing natural processes – like wetlands, woodlands, and healthy soils – these approaches offer sustainable alternatives to traditional infrastructure. Tailored to local landscapes, they help improve water quality, boost biodiversity, and support climate resilience. While not a universal fix, nature-based methods deliver wide-ranging benefits for ecosystems, wildlife, and communities, creating healthier, more adaptive environments for the future.

A leading example is South West Water's award-winning Upstream Thinking programme, which brings together farmers and conservation charities to manage land in ways that reduce runoff and pollution. This improves water quality at the source, reduces the need for intensive treatment, and helps lower reliance on storm overflows by slowing the flow of water into the sewer system.

Case Study: Protecting the Environment continued

Driving innovation through research

South West Water also invests in long-term environmental research through a 25-year partnership with the University of Exeter. The Centre for Resilience in Environment, Water and Waste, focuses on managing natural resources sustainably and resiliently in the face of climate change and population growth. This collaboration supports innovation and evidence-based decision-making across the sector.

Delivering results that matter to customers

Environmental protection remains a top priority for customers, and South West Water has delivered strong performance exceeding its regulatory target for biodiversity enhancement between 2020–2025. The Panel welcomes this progress and recognises the company's commitment to nature-based solutions and ecosystem restoration. However, challenges remain. Storm overflows, particularly at sensitive locations like bathing beaches and shellfish waters, are still a concern. The Panel will continue to monitor these areas closely to ensure transparency, accountability, and continued progress.



Looking ahead: Challenges for public water supply

The future of public water supply is becoming more uncertain and complex. A key challenge is understanding how climate change will affect rainfall, evaporation, river flows, and groundwater levels. We also lack clarity on how ecosystems will respond to more frequent and prolonged periods of low water flow, which are expected to become more common. Added pressures from population growth and rising tourism could further increase water demand and strain the environment. These uncertainties make it more important than ever to plan carefully and build flexibility into how we manage water resources in the years ahead.

Customer concerns about sludge

Sludge, also known as biosolids, is the solid by-product generated during the wastewater treatment process. While it contains valuable nutrients that can make it a beneficial natural fertiliser for agricultural use, it may also pose risks. Sludge can contain harmful chemicals and pathogens – microorganisms capable of causing disease – which raises legitimate concerns about how it is treated, stored, and applied.

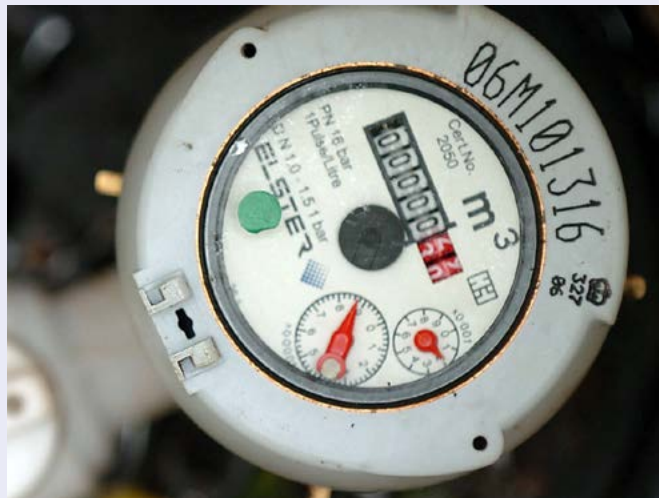
At our public meetings, customers have voiced strong concerns about the potential health and environmental impacts of sludge. These concerns reflect growing demand for transparency, accountability, and stronger safeguards. The Environment Agency is currently reviewing regulations. As a Panel, we remain committed to monitoring the company's performance, staying informed about regulatory developments, and ensuring customer concerns are clearly represented in our ongoing engagement with the company.

Case Study: Using Less Water

A shared responsibility

Reducing water use helps lower customer bills and lessens the impact on the environment. But when it comes to water-saving behaviours, customers across the UK hold a wide range of views. Some see water as a precious natural resource that should never be wasted. They actively try to reduce their usage and believe others should do the same. Others, however, view water as a basic right and are more resistant to efforts that might limit how much they can use.

At our public meetings, we regularly hear from customers on both sides of this debate. Those who have lived in water-stressed countries often express surprise at how freely water is used in the UK, describing it as wasteful. On the other hand, we also meet customers who, for various personal or practical reasons, choose not to have a water meter installed.



This diversity of opinion highlights the importance of clear communication, customer choice, and tailored support when encouraging more sustainable water use.

Why we need to use less water

Every drop of water we use has an environmental cost. Water must be taken from rivers, reservoirs, or underground sources – impacting natural ecosystems and wildlife. It also takes significant energy and resources to extract, treat, and transport water to and from homes, making it safe to drink and return to the environment. While some parts of the UK receive plenty of rainfall, others do not. Even in the typically wet South West, Cornwall experienced a severe drought in 2022. With climate change and population growth expected to increase pressure on water supplies, ensuring we have enough water in the future is a growing challenge.

That's why we all have a role to play in using water more wisely. Saving water helps protect the environment, reduces energy use, and keeps bills lower.

This is also a pressing issue for the water industry. The regulator, Ofwat, requires all water companies to meet targets for per capita consumption (PCC) – the average amount of water used per person. However, no company met its PCC target in 2023/24, and Pennon Group's water companies also fell short in 2024/25.

Case Study: Using Less Water continued



Reducing water use is essential – but companies can't do it alone. Customer support is vital. In most areas, water metering is optional, as compulsory metering is only required in officially designated water-stressed regions. This means many customers still choose whether or not to have a meter, which can influence how much water they use.

How is the company tackling this issue?

The company is tackling the challenge of reducing water use in several practical ways. Some of the main steps include:

- Reducing leakage from both company-owned and customer-side pipes, helping to prevent unnecessary water loss
- Installing smart meters that charge customers based on the volume of water they use – encouraging more efficient use by linking consumption directly to cost
- Trialling progressive charging models to explore new ways of encouraging customers to reduce their water use
- Running educational campaigns and offering free water-saving devices to raise awareness and support behaviour change.

Reducing leaks is a particularly important issue for customers. Many are less likely to support efforts to reduce personal water use if they see water being visibly wasted through leaks. While South West Water and Bristol Water did not meet their regulatory leakage targets for the end of the 2020-25 business plan period, it's worth noting that Bristol Water continues to have one of the lowest leakage levels in the industry, alongside some of the most ambitious targets.

How can customers help?

Most customers find they use less water and save money when a water meter is installed. If a meter is offered, it's worth considering as a way to manage both water use and bills.

Support is available for those with high water needs due to medical conditions or who are struggling to afford their bills. The company encourages anyone in this position to get in touch to explore available assistance.



For free water saving devices and information on how to reduce your water use visit

www.southwestwater.co.uk/savewater

www.bournemouthwater.co.uk/household/your-services/save-water

www.bristolwater.co.uk/every-drip-every-drop

Performance Summary



Water

6/10

Targets met/on track

Clean, safe and reliable drinking water

- ⊗ Water supply interruptions
- ✓ Mains repairs
- ✓ Unplanned outage
- ⊗ Taste, smell and colour contacts*
- Efficient delivery of the new Alderney WTW
- Water quality compliance (CRI)*
- Efficient delivery of the new Knapp Mill WTW

Available and sufficient resources

- Water restrictions placed on customers
- ⊗ Leakage
- ⊗ Per capita consumption

Environment

3/6

Targets met/on track

Protecting the environment

- ✓ Biodiversity – enhancement
- Biodiversity – compliance*
- Biodiversity – prevent deterioration
- ⊗ Pollution incidents*
- ⊗ Number of pollution incidents category 1-3 (water only)*
- ⊗ Environmental Performance Assessment*

Customer

5/8

Targets met/on track

Responsive to customers

- ✓ Developer services measure of experience (D-MeX)
- Operational contacts resolved first time – water
- ⊗ Operational contacts resolved first time – wastewater
- ⊗ Customer satisfaction with value for money
- British Standard for Inclusive Service
- Overall satisfaction of services
- ✓ Priority services for customers in vulnerable circumstances
- Sub-measures**
 - ✓ Priority services for customers in vulnerable circumstances – reached
 - ✓ Priority services for customers in vulnerable circumstances – actual contacts
 - ✓ Priority services for customers in vulnerable circumstances – attempted contacts
- ⊗ Customer measure of experience (C-MeX)

Resilience

4/5

Targets met/on track

Resilience

- Resilient water and wastewater services on the Isles of Scilly
- Resilience in the round – wastewater
- ⊗ Resilience in the round – water
- Risk of sewer flooding in a storm
- Risk of severe restrictions in a drought

Wastewater

5/9

Targets met/within regulatory deadband

Reliable wastewater services

- ✓ Internal sewer flooding
- ✓ Sewer collapses
- ⊗ External sewer flooding incidents
- ✓ Sewer blockages
- ✓ Odour contacts from wastewater treatment works
- ⊗ Treatment works compliance*
- ⊗ Total wastewater treatment works compliance*
- ⊗ Descriptive compliance*
- Compliance with sludge standard*

Community

2/2

Targets met/on track

Benefitting the community

- ✓ Bathing water quality
- Abstraction incentive mechanism*

Service

4/4

Targets met/on track

Fair charging and affordable bills for all

- Installation of AMR meters
- ✓ Number of customers on one of our support tariffs
- Voids for residential retail
- Percentage of customers who find their water bill affordable

Performance commitments 2024/25 – c. 66% on track or ahead of target

*Calendar year incentives

✓ 5

Areas of excellence

Where performance has significantly exceeded the company's commitment

✓ 6

Outperformance

Where performance has demonstrably exceeded the company's commitment

○ 18

On track

Where the company's performance has met its commitment or is within tolerance

⊗ 5

Marginal underperformance

Where the company believes that it has plans to quickly return performance to within committed levels

⊗ 10

Areas of focus

Where significant work is underway to achieve plan commitments with executive-led improvement plans overseen by the Board

Performance Summary continued



Water

5/11

Targets met/on track

Clean, safe and reliable drinking water

- ⊗ Water quality compliance (CRI)*
- ⊗ Water supply interruptions
- ⊗ Appearance contacts
- ⊗ Taste and smell contacts
- ✓ Main repairs
- ✓ Unplanned outage
- ✓ Unplanned maintenance events on above ground assets
- ✓ Properties at risk of receiving low pressure
- Turbidity

Available and sufficient resources

- ⊗ Leakage
- ⊗ Per capita consumption

Community

2/2

Targets met/on track

Benefitting the community

- ✓ Local community satisfaction
- Abstraction incentive mechanism*

Resilience

1/2

Targets met/on track

Resilience

- ⊗ Risk of severe restrictions in a drought
- Glastonbury Street Network resilience

Performance commitments 2024/25 – c. 62% on track or ahead of target

✓ 4

Areas of excellence

Where performance has significantly exceeded the company's commitment

✓ 6

Outperformance

Where performance has demonstrably exceeded the company's commitment

○ 8

On track

Where the company's performance has met its commitment or is within tolerance

⊗ 5

Marginal underperformance

Where the company believes that it has plans to quickly return performance to within committed levels

⊗ 6

Areas of focus

Where significant work is underway to achieve plan commitments with executive-led improvement plans overseen by the Board

Key

- Clean water
- Availability
- Customers
- Wastewater
- Environment
- Resilience
- Community
- Service
- Area of excellence
- Outperformance
- On track
- Marginal performance
- Area of focus

Customer Engagement

We take every opportunity to listen to the views and concerns of customers

The Panel focuses on issues that matter to customers, local communities, and the environment. Customer perspectives are central to our work, and we consistently challenge the company to reflect those views in its decisions and actions.

Each year, the Panel hosts a series of public events where customers and stakeholders can raise questions and share concerns directly with the company. In 2024/25, we held eight public meetings, including a Customer Annual General Meeting in Cornwall and regional events in Devon, Cornwall, Bournemouth, and Bristol.

We also organised customer tours of key facilities, including the Mayflower Water Treatment Works near Plymouth, Restormel Water Treatment Works near Bodmin, and Sidmouth Wastewater Treatment Works. These visits give customers a first-hand look at how their water is sourced, treated, and returned to the environment.

At public meetings, customers have the opportunity to question senior company leaders, including Susan Davy, CEO of Pennon Group. Questions can be submitted in advance, and the company provides written responses to all queries – ensuring transparency and accountability.



Customer research and involvement

Water companies are required by Ofwat to carry out regular, in-depth customer research. The Panel worked closely with the company during the development of its 2025–30 business plan to ensure customer priorities were at the heart of it.

In 2024/25, Panel members contributed to the development of the company's Customer Care Strategy, attended Youth Board focus groups, and reviewed customer feedback on redesigned water bills – ensuring they are clear, accessible, and visually engaging.

Our expert adviser from the Consumer Council for Water, Catherine Jones, provides independent oversight of the company's research strategy and findings, and advises the Panel on customer-related performance across the industry.

Customer Engagement continued

Ensuring customer views are heard

Beyond our work with the company, we also advocate for customer interests with regulators and policymakers. In 2024/25, we responded to:

- Ofwat's consultation on remuneration and governance
- The Environment Agency's consultation on proposed changes to its Environmental Performance Assessment (EPA)
- The Independent Water Commission's call for evidence. Chaired by Sir Jon Cunliffe, the Commission is expected to shape major reforms to the water sector.

We will closely monitor the Commission's final report, due in summer 2025, and the rollout of the Water (Special Measures) Act, passed in February 2025.

We also wrote to the Government and Ofwat to urge continuation of the £50 annual bill contribution for South West Water customers. Introduced in 2013, this support recognised the unfair burden placed on 3% of the population to fund sewerage infrastructure in a region that hosts one-third of Britain's beaches and a large share of UK tourism. We were disappointed by the Government's decision to end this contribution in 2025.

The company says

"The best way to serve our customers is to listen to them. Engagement gives us insights into customer views, needs and ambitions. This enables us to improve our services."



Future Priorities

Over the next five years, the company aims to deliver its largest ever investment programme, focusing on the four key areas that customers care most about

Building water resources, improving water quality



The company has committed to

- Upgrading one third of the water treatment works across its regions
- Renewing or replacing c.440km of water mains across its regions
- Lead pipes replacement for 38,000 customers, targeting 170 nurseries, schools and colleges in the SES region
- New strategic reservoir with Cheddar 2 in Bristol and a water re-use plant in Poole
- Reducing leakage by 19% in the South West region, and 14% in the Bristol and SES regions

The Panel’s assessment

Ensuring a sustainable water supply for a growing population is critical, especially in the face of climate change. Enhancing water quality and safety remains a top priority. Both South West Water and Bristol Water must improve their performance regarding customer complaints about the taste, smell, or appearance of tap water.

Customers in the Bristol Water region appreciated the lead pipe replacement efforts during 2020-25, and the Panel welcomes the continuation of this programme. Tackling water loss through leakage is also a major concern for customers. Both companies missed their leakage reduction targets for the 2020-25 period and now face more ambitious goals for 2025-30.

Tackling pollution and storm overflows

The company has committed to

- 291 overflow improvements – 100% of storm overflows at bathing waters addressed
- Adding over 250,000m³ of storage to capture rainfall and reduce overflows – 62% reduction targeted from 2023/24 levels
- Removing rainwater draining into its sewerage network by a volume equivalent to over 350 hectares
- Upgrading over 200km of its sewer network

The Panel’s assessment

Customers are rightly demanding urgent action on storm overflows and pollution, and we will continue to closely monitor and challenge the company’s performance in these critical areas. We fully support the planned installation of first-time wastewater networks and treatment

facilities on the Isles of Scilly, which represent a significant step forward. Looking ahead to 2025-30, we expect to see meaningful progress in reducing spills at bathing beaches, shellfish waters, and other high-spilling sites.

We welcome the company’s commitment to nature-based solutions as part of its strategy to address these challenges. A key priority in reducing pollution is ensuring asset resilience – that is, making sure that pipes, pumps, treatment works, and other infrastructure are properly maintained, upgraded, or replaced to remain in good working order. Equally important is the company’s ability to respond swiftly and effectively when issues arise. It is also important to recognise that water companies do not control all sources of pollution. Runoff from farms and roads, as well as discharges from industrial sites, also contribute to waterway pollution and require coordinated action across sectors.





Driving environmental gains

The company has committed to

- 10% reduction in the amount of phosphorous entering rivers – improving water quality
- A new independent environmental advisory panel – to ensure it is focused on putting the environment first

The Panel's assessment

Removing phosphorus from water is essential for improving river health and overall water quality. We support the company's continued efforts to promote nature and to protect and enhance biodiversity. Since April 2015, the company has improved approximately 144,000 hectares of land – exceeding its 2020-25 regulatory target by 21,000 hectares.

This is a significant achievement and demonstrates a strong commitment to environmental stewardship. The company is also expected to continue its vital work with partners and regulators to address the threat of invasive, non-native species. These species not only disrupt local ecosystems but also create operational challenges for water companies.

We particularly welcome the company's collaborative approach, working alongside a wide range of stakeholders including academics, farmers, landowners, conservation organisations, and community groups. These partnerships are key to delivering long-term environmental benefits. As a Panel, we look forward to the establishment of the new independent environmental advisory panel and to engaging with its members to support and strengthen this important work.

Supporting affordability, delivering for customers

The company has committed to

- SMART metering installations for 1/3 of its customer base
- Largest ever package of support to help those struggling to pay – doubling to £200 million
- Expanding Watershare+ share scheme through a third issuance incorporating SES customers
- Improved digital and self-service offerings for customers – opening company data to communities

The Panel's assessment

The Panel welcomes the company's smart metering programme, which empowers customers to better understand and manage their water usage. Most customers with a meter also benefit from lower bills, making this a

positive step both environmentally and financially.

We support the company's progressive charging trials and will carefully review the outcomes to ensure that any future tariff changes are fair and equitable for all customers. In light of the ongoing cost-of-living crisis, we are encouraged by the level of support the company is providing to vulnerable customers. Over £40 million has already been returned to customers through the WaterShare+ share scheme, and we support the continued expansion of this initiative. We are satisfied that the company is committed to listening to its customers, prioritising their needs, and continuously improving customer service. As a Panel, we will continue to advocate on behalf of customers and ensure the company remains accountable for delivering high standards of service and support.

Better Futures: Funding support for stronger communities



The Panel welcomes the company's £5 million Better Futures fund and the positive impact it will bring to local people. Created to support water customers across Devon, Cornwall, Bristol, Bournemouth, the Isles of Scilly, and Sutton and East Surrey, the fund provides direct financial assistance to households in need and supports community groups focused on physical activity, education, health and wellbeing, and environmental improvement.

Better Futures builds on the company's wider £200 million programme of customer support, ensuring meaningful help reaches those who need it most.

We encourage local organisations and groups to apply and make the most of this opportunity to create lasting, positive change in the places we live.

Appendix 1

Meet the Panel



Lord Matthew Taylor
Chair of WaterShare+ Group Panel
 Matthew has championed environmental improvement and a stronger customer voice in the water sector over many years. He professionally advises Government, local authorities and private sector on planning for sustainable communities, community engagement and the wider environment.



Peaches Golding OBE CStJ
Deputy Chair of WaterShare+ Group Panel and Chair of Bristol Water Challenge Panel
 Peaches is His Majesty's Lord Lieutenant for Bristol. She is an experienced Executive and Non-Executive Board member in the private, public and charitable sectors and an Honorary Captain, Royal Naval Reserves.



Anthony Denham
Deputy Chair of Bristol Water Challenge Panel
 After 35 years in the nuclear power industry, Anthony became a water customer champion by joining the Consumer Council for Water. Since 2015, Anthony has helped to lead the challenge on behalf of water customers in the South West.



Ben Harper
WaterShare+ Deputy Chair for the Cornwall region
 Ben is Chief Executive of the Watergate Bay group of companies, in Cornwall. Ben is a champion for business within the South West and his experience in customer focussed businesses provides the panel with external insight and perspective.



Nick Buckland OBE
WaterShare+ Chair for the Devon region
 Nick transitioned from a successful IT career to a diverse portfolio across voluntary, public, and private sectors. He was honoured with an OBE in 2009 and an Honorary Doctorate in Technology in 2013.



Dinah Cox OBE
WaterShare+ Deputy Chair for the Devon Region
 Dinah chairs Devon Community Foundation, is a Non-Executive Director for Devon and Cornwall Police and advises the National Trust. Awarded an OBE in 2008, she champions the voices of vulnerable communities.



Richard Lacey
WaterShare+ Chair for the Bournemouth region
 Richard, a Chartered Civil Engineer with extensive UK and international water industry experience, supports Bournemouth Water customers through the WaterShare+ Panel, following his leadership during South West Water's acquisition of the company in 2016.



Louise Coulton
WaterShare+ Deputy Chair for the Bournemouth region
 Louise is a collaborative senior leader with 25+ years in financial services, including 14 in compliance. She champions ethical governance, regulatory integrity and consumer advocacy across public and social sectors.



Carole Theobald
WaterShare+ Chair for the Cornwall region
 Carole is Chief Executive of iSight Cornwall, with over 25 years of leadership experience in the public and charity sectors. She specialises in strategy, communications, and advocacy, with a strong track record in inclusive engagement and reputation management.



Alison Thompson
WaterShare+ Co-Chair for the SES region, Co-Chair of the SES Customer and Environment Scrutiny Panel
 Alison is a Chair and management consultant, a Board Advisor, and teaches at Cambridge University. She brings sharp commercial insight, with a strong focus on future customers and environmental sustainability.



Steve Crabb
WaterShare+ Co-Chair for the SES region, Co-Chair of the SES Customer and Environment Scrutiny Panel
 Steve is a consumer affairs specialist who focuses particularly on ensuring that vulnerable households receive fair and accessible services. He has held senior roles at British Gas and the Alzheimer's Society and is also an award-winning writer.

- Devon Region
- Bristol Region
- Bournemouth Region
- Cornwall Region
- SES Region

Appendix 2

Glossary

Initials	Explanation
Asset Management Period (AMP)	Overseen by regulator Ofwat, Asset Management Periods are five-year cycles during which water companies implement the investment plans and performance commitments set by the Price Review.
Annual Performance Report (APR)	APRs are annual reports submitted by UK water companies to Ofwat. They provide detailed information on the company's financial performance, service delivery, environmental impact and regulatory compliance. These reports are publicly available on UK water company websites.
Customer AGM	The WaterShare+ Customer Annual General Meeting is a yearly meeting between the Panel, company executives and customers. Customers who are shareholders in the company are also welcome to attend the Pennon Group plc AGM.
Independent Challenge Group	Independent Challenge Groups – such as WaterShare+, the Bristol Water Challenge Panel and the SES Customer and Environmental Scrutiny Panel – hold water companies to account on behalf of customers.
Outcome Delivery Incentives (ODIs)	Set by Ofwat, Outcome Delivery Incentives are the rewards earned and penalties incurred by companies according to how well they perform against Performance Commitments.
Performance Commitments (PCs)	Agreed in consultation with Ofwat and customers, Performance Commitments are measurable targets for each Outcome Delivery Initiative that demonstrate the delivery of the company’s outcomes.
Price Reviews (PRs)	Price Reviews are conducted by Ofwat every five years, setting price controls, investment levels, and service expectations for water companies. Price Reviews determine how much companies can charge customers and what improvements they must make.
Regulators	Pennon Group plc water companies are regulated by Department for Environment, Food and Rural Affairs (Defra), Ofwat, the Drinking Water Inspectorate, the Environment Agency, Natural England, and the Consumer Council for Water (CCW).

The WaterShare+ Group Panel is the Independent Challenge Group for:



Pennon Group PLC

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Registered in England & Wales
Registered Number: 2366640

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