

Consumer Involvement in Decision Making

Forward Looking Plan: 2026-27



June 2026

Executive Summary

This Forward Looking Plan explains how United Utilities will meet Ofwat’s Consumer Involvement in Decision Making Rule during 2026–27. The rule, which came into force on 1 April 2026, requires us to involve customers in decisions that are likely to have a material impact on them.

At its core, this is about doing something important: listening to our customers, understanding their needs and experiences, and using that insight to shape what we do. We also need to show customers how their views have been taken into account. This matters now more than ever as expectations change and we work to rebuild trust in the water sector.

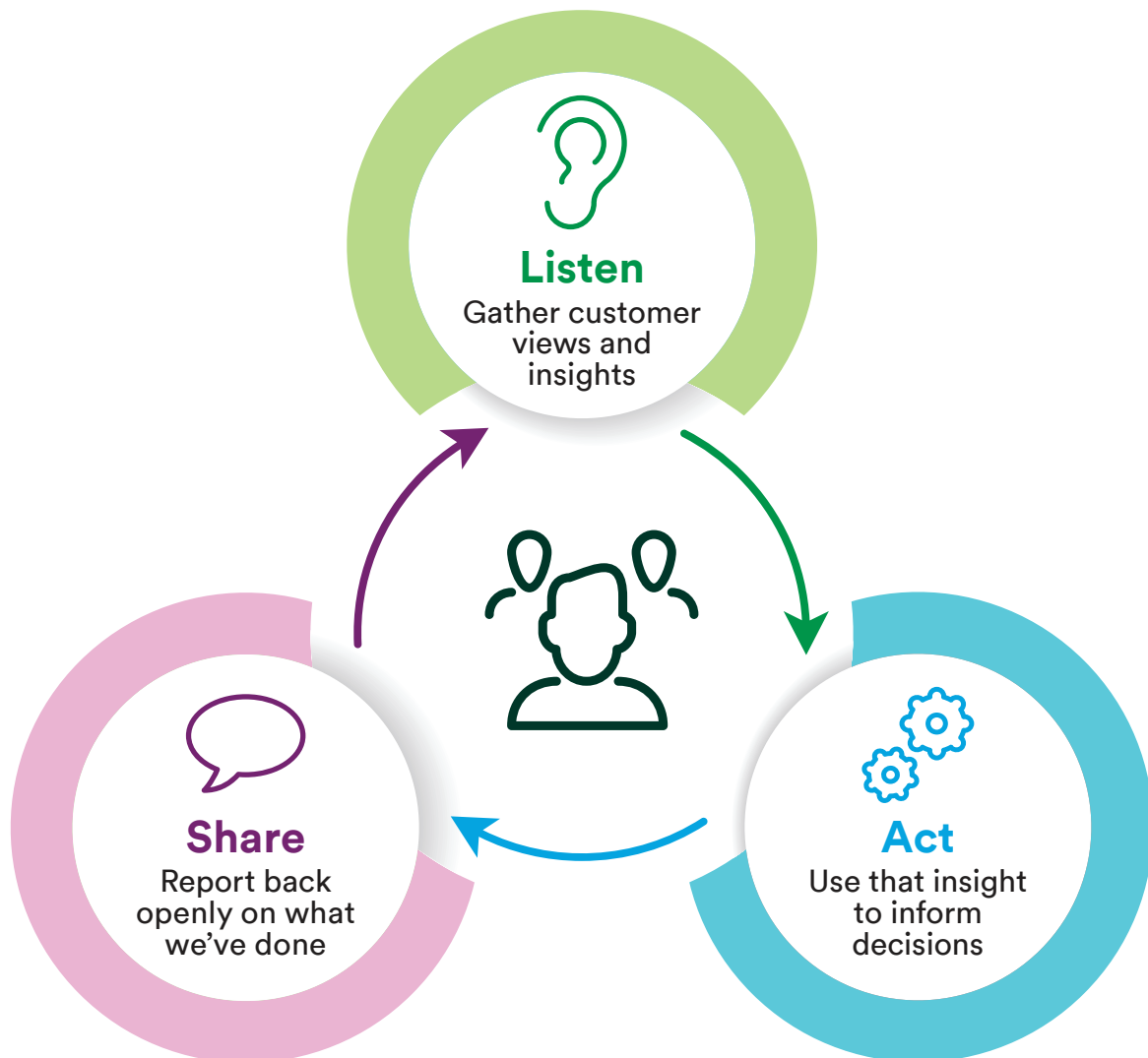
Our approach to meeting this rule follows a clear cycle:

We will act in a way that is:

- easy for customers to take part in,
- independent and unbiased,
- timely and relevant,
- representative of the communities we serve, and
- open and transparent.

This plan sets out our current arrangements, how we’ll improve over the coming year, and how we’ll report on progress. We’ll publish an update on how we’ve delivered against the rule as part of our annual reporting.

The plan sets out in detail how we will deliver against each aspect of the ‘Consumer Involvement in Decision Making Rule’.



What's in our plan:

1 Our Approach to Consumer Involvement:

We set out how we will determine if a decision is likely to have a material impact on consumers, describe the framework we have established to make this assessment, and set the unique customer makeup of the United Utilities region.

2 Understanding customer views and preferences:

We explain our plans to gather customer views and preferences through a comprehensive package of United Utilities Water and third party research over the course of 2026/27.

3 Decision-making mechanisms:

We set out the arrangements we have in place to ensure that consumer views, experiences and preferences are considered at every level of the business, including the Board, for decisions likely to have a material impact on consumer matters. We also explain the actions we will take in support of the new CCW Water Voice consumer panels.

4 Feedback on consumer experiences:

In this section we explain how we will capture feedback from consumers on their experiences and use this to improve future decisions. We also discuss the role of the ICG for United Utilities, YourVoice.

5 Reporting and Next Steps:

We promise to publish an account of delivery against the rule during the year as part of next year's Annual Performance Review and an updated Forward Looking Plan, to continue to improve our approach.



1. Our Approach to Consumer Involvement

Consumer involvement is a crucial component of how we make decisions that matter to the people we serve. We understand that our customers, including household, non-household and developer services consumers, have a clear expectation that their views are heard and acted upon.

We have reviewed the approach and we are satisfied that it meets the requirements of the new ‘Consumer Involvement in Decision Making Rule’ (the rule) while building on our existing commitments to customer engagement. We will keep our approach under review as expectations evolve and look to learn from best practice as it emerges.

Our definition of decisions with a material impact on consumer matters

Not every decision has the same level of impact. So, we have developed a framework for assessing which decisions are likely to have a material impact on consumers, consistent with the definition in the rule and the guidance provided by Ofwat.

This framework considers:

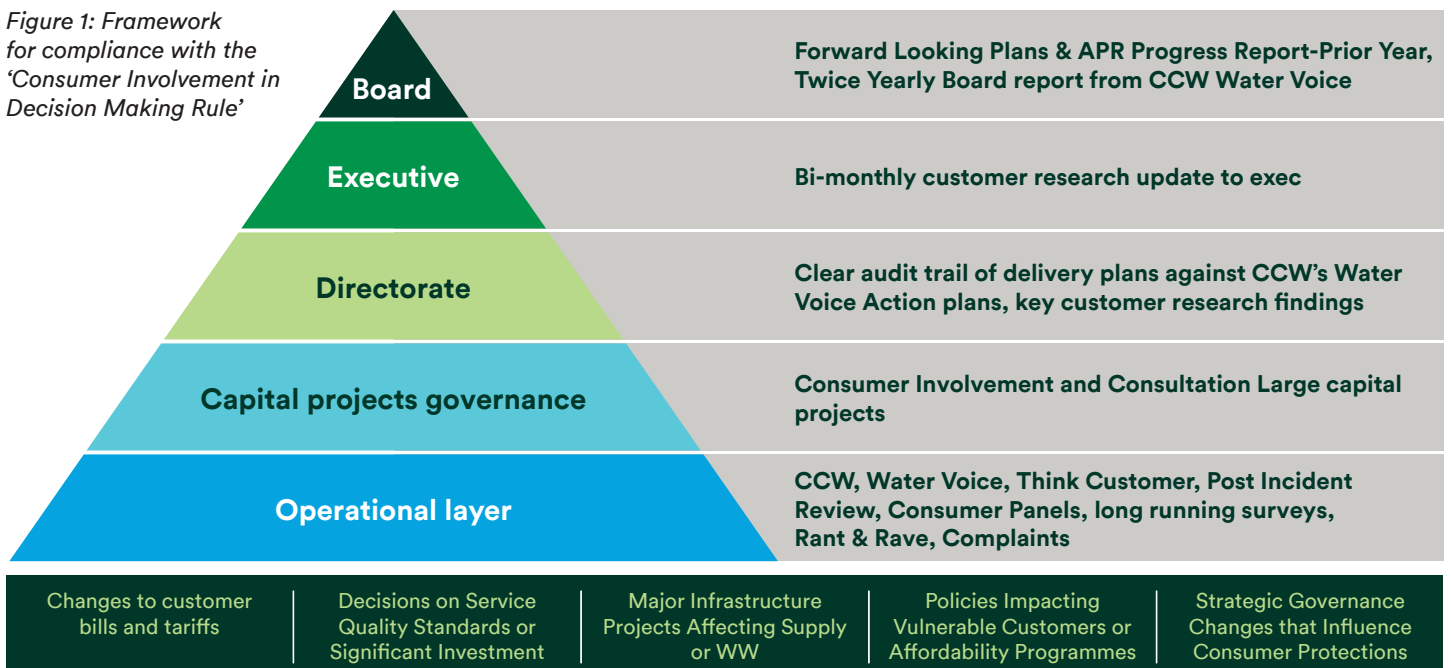
- How many consumers are affected by a decision;
- How big the impact is;
- The type of impact, particularly where repeated impacts are experienced by the same customers; and,
- Whether vulnerable customers are affected, and the nature of the support they may need.

This framework will help identify situations where small impacts are experienced by large groups of customers, as well as situations where a smaller group are impacted severely or repeatedly. It also ensures that impacts on vulnerable groups are more likely for a decision to be considered material in nature.

We also recognise that certain types of decisions—like changes to bills or tariffs, service levels, major projects, affordability support or consumer governance—are likely to be more material in impact.

Our framework identifies the key decisions which are likely to be material and will require consumer views be taken into account when making decisions. It also sets out the main ways we gather customer feedback and how this informs decisions across our organisation.

Figure 1: Framework for compliance with the ‘Consumer Involvement in Decision Making Rule’



This framework is still evolving as we learn more about the requirements, receive further insight and guidance from regulators and see emerging best practice which will help us to update and improve our approach.

We have recently taken part in a water company project called ‘Defining material impact’. This project explored what customers considered to be important (‘material’) decisions and when they feel they should be involved. It also tested a number of materiality scenarios to understand how customers judge a decision is likely to be material to them based on the scale and nature of the likely impacts of the decision. We will use these findings to strengthen our approach and incorporate them into our materiality assessment framework over the course of 2026/27.

Understanding our customers

When considering when and how decisions may have a material impact on consumers it is important to understand the customer base that is being impacted. For example, factors such as age, wealth or vulnerability may alter how impacts are experienced by individual customers.

We have identified a set of segments to help understand how impacts may be experienced differently across our customer base, making sure the full range of customer views are represented in research.

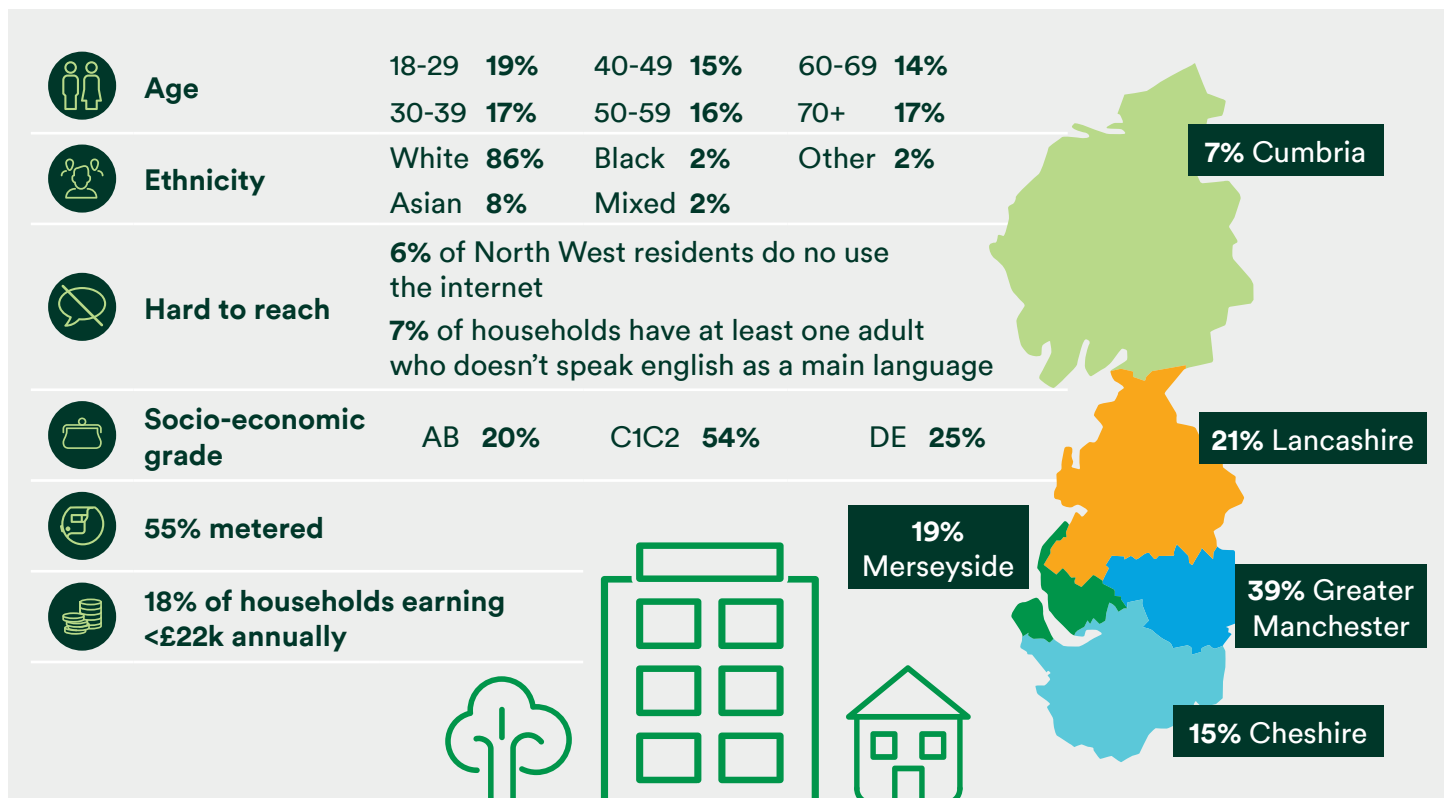
We focus on the following key groups:

- customers in different sub regions of the North West;
- vulnerable or low-income customers;
- hard-to-reach groups;
- future bill payers; and,
- business customers and developers.

Our research is designed to reflect this mix and highlight where experiences differ, so we can respond appropriately.

Research samples include a mix of demographics, and we undertake sub-group analysis (where sample sizes are robust enough do so). If this isn’t possible, indicative differences are reported on with the limitations of this made clear.

Figure 2: Demographic breakdown of our customer base



2. Insight on Views and Preferences

The first part of the rule is about understanding what customers think and need. We already have arrangements in place to understand the views and preferences of our consumers. This draws on multiple sources to give us a well-rounded picture to support our decision making.






We are guided by five key principles for the design and execution of our efforts to capture consumer insight on views and preferences. This work should be:

- **accessible** – easy for a wide range of customers to take part.
- **independent** – unbiased and professionally delivered.
- **timely** – used at the right point in decisions.
- **representative** – reflects our full customer base.
- **transparent** – open about methods and results

We carry out our insight work in line with recognised best-practice standards for high-quality research, meaningful engagement, and putting customers' views at the centre—principles first established through the PR24 process¹. We combine findings from surveys, qualitative research and independent expert input with any feedback from CCW-convened consumer panels and company-led forums to provide a rounded evidence base.

Table 1 opposite summarises how each consideration is reflected in our approach.

Table 1: How we achieve high-quality research

Consideration	How we address this
Accessible 	Sample sets and recruitment methods are designed to ensure all customers, including those that are vulnerable, hard to reach or digitally excluded, can participate. For certain audiences such as vulnerable or hard to reach groups, we will adapt our methodology or recruitment methods to ensure good representation and inclusivity.
Independent 	To avoid selection and order bias, we ensure content is not leading, allows inclusivity and accurately represents the views of customers. Where appropriate, our research and usage of results is peer reviewed and independently assured. Research is completed by independent research agencies and is in line with third-party best practice, such as Market Research Society guidelines.
Timely 	Our scoping exercise and approach ensures research is timely, relevant and designed to ask meaningful questions, which will inform impact when it comes to business planning, taking into account a wider evidence base for our findings. Our research programme builds on multiple and continuous sources of insight.
Representative 	Our customer research is representative of the United Utilities Water operating area. Research materials are piloted, with content designed to ensure questions and materials are easily understood so customers feel they can provide meaningful answers. The sample and methodology are appropriately selected with research objectives in mind.
Transparent 	We have, wherever practicable, published research projects including full reports, methodology, screeners, stimulus, questionnaires and research guides on a dedicated area of our website ² since July 2022. This is an open data source that anyone can use and demonstrates our transparent approach to sharing research. We share knowledge with other water companies and regulators. We are an active member of cross company forums, such as Water Resources West, regularly sharing research.

¹ Ofwat 'PR24 Customer Engagement Policy' (ofwat.gov.uk/wp-content/uploads/2022/02/PR24-customer-engagement-policy.pdf) positioning paper and CCW's 'lessons learned from 2019 price review' (ccw.org.uk/app/uploads/2020/10/Lessons-Learned-from-the-2019-Price-Review.pdf)

² United Utilities' customer insight and research library: <https://www.unitedutilities.com/corporate/about-us/our-future-plans/listening-to-our-customers/insight-and-research-library/>

Across all our work, we use a ‘test and adapt’ approach. This means we continuously build on what we’ve learned, improving our understanding over time. It helps us make better, more confident decisions that are shaped by our customers and stakeholders.

We carefully choose the right methodology for each research project, designing stimulus in a way that is engaging, promotes simplicity, is neutral and meaningful. Materials focus on customer impact, rather than internal processes or infrastructure. We check that our research works well by using cognitive testing. This reveals how clearly people understand it and how engaged they feel., allowing us to adjust the weight placed on findings based on the likely effectiveness of the research. Research projects with high survey volumes, high engagement scores and strong cognitive testing results carry greater weight than research which lacks these proof points.

We also make sure we hear from a wide range of customers. We ensure projects include sub-group analysis and report on any differences by critical segments such as county, hard to reach customers, future bill payers, vulnerable customers, low-income customers and non-household customers.

Before starting any research, we carry out a clear planning step. This sets out why the research is needed, what we already know, what we want to learn, who we will hear from, and how the findings will be used. This ensures every piece of research is focused, relevant and valuable.

Our 2026/27 customer research programme

Our Forward Looking Plan identifies a wide-ranging set of customer research projects that we plan to deliver in 2026/27. You can find our list of projects in the appendix at the end of this document. We’ve also included anticipated delivery timescales for each project.

Our research this year falls into three main areas:

- 1. Tracking customer views over time:** Ongoing surveys help us understand how opinions and expectations change.
- 2. Topic-specific research:** Focused projects linked to key upcoming decisions.
- 3. Learning from others:** Using external research from across the industry and beyond.

Findings from our insight activities are provided to relevant decision-makers across our business, including the Board. This will be reported annually.

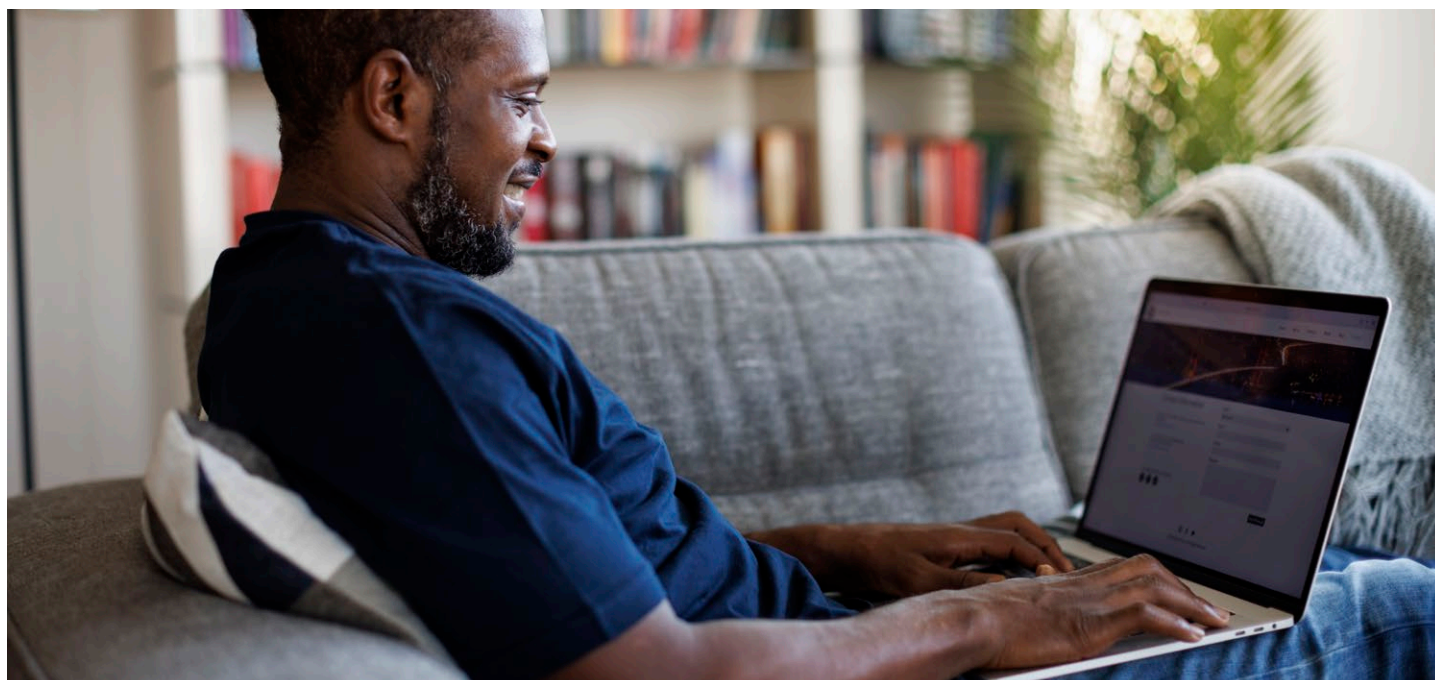


Regular research into customer views over time

We will continue to run a number of regular surveys to test customers' changing views over time. These include:

- **Brand Pulse surveys:** We will continue to undertake 'pulse' surveys to track customer awareness of our communication campaigns and levels of awareness and trust in the services we deliver.
- **'State of the Nation' surveys:** We will continue surveys into customer attitudes and behaviours covering themes such as affordability, environment and the service we offer.
- **'In the Flow' consumer panel:** The 'In the Flow' customer research panel includes around 1,000 household customers. We will continue to engage with this panel to help co-create and inform our service offerings, and to provide a continuous and informed understanding of our day-to-day service improvement needs. The panel allows us to research and engage on a wide range of different topics quickly and at a relatively low cost.
- **UU internal MeX tracking surveys:** We will continue to maintain internal mirror surveys of the Ofwat MeX surveys, which replicate the Ofwat survey methodology but allow for a deeper analysis of survey responses and an understanding of the motivation behind customer responses.
- **Direct customer feedback:** We receive a range of direct feedback from customers every day. We will monitor this direct feedback using tools like 'Rant & Rave' (a 'Voice of the Customer' tool), WOW awards (a scheme allowing customers to recognise great service from colleagues) and social media listening to understand what is working well for customers, and what may need improvement. We will continue to review all customer complaints, and repeat calls from customers to identify parts of the service chain that may be causing issues and ensure that plans to address process issues are actioned effectively.





Topic specific research

We have identified a number of material decisions that will need topic specific research to ensure consumers views are obtained as part of future decision making. Specifically in 2026/27 we plan to conduct research into:

- **Social Tariff Research:** We plan to test customers' views on an increase to cross subsidies included in household customer bills to support an expansion of social tariffs. We will feed these views into final decisions on the design and scale of social tariffs for future years.
- **Drought Plan Customer Research:** Updates to our Drought Plan will be tested with customers as part of establishing proposed changes to the plan.
- **DWMP and WRMP Service Priorities and Immersive Options Testing:** We will carry out in-depth research with customers to understand what matters most to them. These insights will help shape and guide decisions about future investments, ensuring they reflect customers' priorities. This will including future updates to the Water Resource Management Plans (WRMPs), Drainage and Wastewater Management Plans (DWMPs) and Price Review business plans.

³ Water Matters 2026 - CCW

⁴ UK Customer Satisfaction Index (UKCSI), Institute of Customer Service, 2026

Learning from others

It is important that we learn from both our own research and work completed by other organisations. We have regularly used external sources of insight such as water industry research reports from CCW, MOSL, Ofwat, CIWEM and UKWIR. In 2026/27 we will continue to use any third-party research in our decision making. We will make use of:

- **Ofwat Mex Surveys:** We review the results of Ofwat C-MeX, B-MeX and D-MeX surveys, and consider how these results align with our research findings.
- **Customer services institute research:** We review research from the independent professional body for customer service to keep up to date with best practice learnings.
- **External brand and service trackers:** We will review the findings of external tracking of services like the CCW Water Matters³ survey and UK Customer Satisfaction Index (UKCSI)⁴ and consider how they align with our own research.
- **Vulnerability and Affordability experts:** We will continue to invite insight from the Chartered Institute of Credit Management on best practise debt support and a wide range of charities and support groups on best practise vulnerability support.

We will also make use of any additional insight from third parties which may become available over the year.

3. Decision Making Mechanisms

The second part of the rule is making sure consumer views actually shape decisions.

We've put arrangements in place that mean that consumer views, experiences and preferences are fed into and taken into account in decision-making, including at Board level, for decisions likely to have a material impact on consumer matters. Our research is embedded in what we do, so development of strategies or partnerships takes place in tandem with research and insight to inform this.

A full list of the actions we plan to take to ensure appropriate decision-making mechanisms are in place in 2026/27 are included in the appendix at the end of this document. We also include anticipated delivery timescales for each action.

Board-level arrangements

Following introduction of the rule we have made a number of changes to the way consumer matter will be presented to, and considered by, the U UW Board in 2026/27. At Board level, our arrangements now include:

- **Informing the U UW Board of CCW Water Voice accountability session outcomes and action plans:** we will introduce a new twice-yearly U UW Board report, summarising outcomes from CCW Water Voice Accountability Sessions. These summaries will include progress against agreed actions.
- **Informing the U UW Board of U UW customer research findings:** we will introduce a new twice-yearly summary of our own customer research for the U UW Board, so that they have a clear record of the full range of customer views being obtained.
- **Annual U UW ICG (YourVoice) Chair presentation to the Board:** we will continue the established annual presentations by the United Utilities Independent Challenge Group (YourVoice) to the U UW Board, including a summary of YourVoice views on how well consumers views are considered by U UW when making decisions that impact them.

Arrangements below Board level

Following the approach outlined in section 2, we've put clear arrangements in place to make sure customers' views are at the heart of our decisions. These include ensuring decision makers understand what customers are telling us, and encourage everyone across the organisation to think about how their work impacts customers. In areas where decisions are likely to have a material impact on customers, we have strengthened our processes so that customers views are fully considered as part of the decision making process. We also regularly complete 'insight to action' reviews to understand how customer insight is being used by decision makers, and how the processes can be improved.

Actions we plan to deliver in 2026/27 include:

- **Executive awareness of customer views:** Customer research findings will regularly be shared with our Executive team to make them aware of customer views when making decisions.
- **Considering consumer views on U UW Charges scheme changes:** Consumer views will be obtained and considered when approving material changes to the 2027/28 household, wholesale and new connections charges scheme.
- **Considering consumer views on major infrastructure projects:** We will continue to ensure that all large capital projects have a customer impact assessment completed during the development of proposed solutions. This assessment will use available insight to consider customers' likely views and preferences on the project. This assessment will be included in the large capital projects governance process to ensure decision makers are aware of consumers views, alongside other factors, when making a decision to proceed with a project.
- **Continue promotion of the 'Think Customer' organisational culture campaign:** We have worked hard to embed a customer first culture in our business. One of the key ways we try to achieve this is our internal 'Think Customer' campaign, which promotes a customer focussed culture across the company. In 2026/27 we will continue promotion of the campaign.

The campaign has six pillars, focussed on the day-to-day behaviours that all our employees can display to give customers the service experience they expect. It sets out how employees can ensure they are considering customers' views and preferences when making decisions that impact the service that we deliver.

Figure 3: Think Customer – key behaviours



Listen and believe

Encouraging employees to actively listen to our customers, understanding, and trust what they are saying.



Take ownership

Giving our employees the confidence to do what's right for the customer, not hiding behind processes or policies.



Be human

Stopping 'computer says no' responses, encouraging employees to think of friends and family, and how they would want them to be treated.



Be courageous

Asking employees to be open minded and challenge if things don't feel right.



Put things right

Keeping our promises to customers. Ensuring we do what we say we are going to do, when we said we were going to do it.



Apologise when we get it wrong

Acknowledge and apologise.

The 'Think Customer' approach is enabling us to embed a culture of customer first into United Utilities, ensuring that teams right across the company have a framework for providing the best service to our customers, in line with their views and preferences. As an example of this, on a weekly basis, cases of dissatisfied customers are reviewed to ensure that any missed opportunities are identified and fed back, lessons are learned and where appropriate we amend our processes.



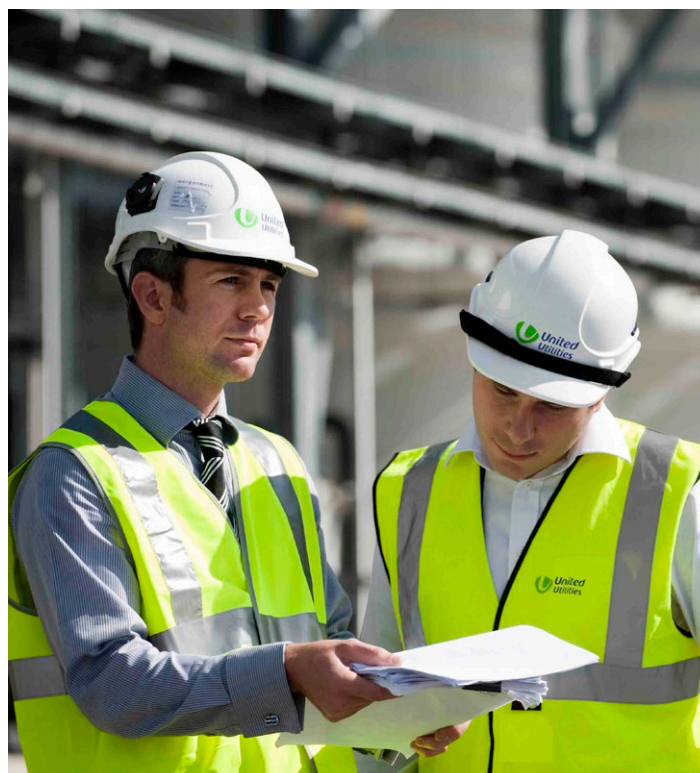
Adapting to changing circumstances

In developing this plan, we have identified actions that we will need to take in 2026/27 to comply with the requirements of the rule, but we recognise that we cannot always foresee future decisions that may need to be made.

In line with the framework set out in section 2 we will continue to review and consider new proposals and decisions against our framework to help us determine when a decision may have a material impact on consumers. Where a decision is judged to be likely to have a material impact on consumers, we will act to ensure consumers' views are captured and considered as part of the decision-making process.

In addition, whilst we cannot know with certainty all future proposals and decisions, we have identified a number of specific instances where, in line with Ofwat guidance, we will seek consumers' views to help inform decision making should events require it. Specifically, we will:

- **Consider consumer views if any reductions to service quality standards are proposed:** In the event that plans to materially reduce service quality standards were to be brought forward, we will seek consumer views on such a change and consider those views when deciding on whether to implement a change.
- **Consider consumer views if policies impacting vulnerable customers or affordability programmes are to be changed:** In the event that plans to materially alter policies impacting vulnerable customers or affordability programmes were to be brought forward, we will seek consumer views on such a change and consider those views when deciding on whether or not to implement a change.
- **Consider consumer views on changes to policies impacting strategic governance arrangements that influence consumer protections if any are proposed:** In the event that plans to materially alter strategic governance arrangements that influence consumer protections were to be brought forward, we will seek consumer views on such a change and consider those views when deciding on whether or not to implement a change.



CCW convened consumer panel

As required by the rule we will actively support the new CCW Water Voice customer panel. In 2026/27 we will ensure:

- **Executive level attendance at CCW Water Voice Accountability Session:** When the CCW Water Voice panel requests attendance at a meeting of the panel we will ensure that at least one senior representative of United Utilities attends. In the unlikely event of any disagreement with the CCW Water Voice Panel about the extent of engagement on these matters we will engage constructively to agree a way forward, in line with Ofwat guidance.
- **Delivering CCW Water Voice Accountability Session actions:** We will present regular updates to the U UW Executive team, providing a clear audit trail of delivery against CCW's Water Voice accountability session action plans.

In addition, as set out above, we will ensure the U UW Board is kept updated of CCW Water Voice accountability session outcomes and action plans.

4. Feedback on Consumer Experiences

The third part of the rule focuses on learning from what customers experience and act on this insight.

We obtain feedback from consumers on their experiences to ensure that the impact of past decisions is understood and taken into account in future decisions that affect current and future consumers. This feedback loop helps us to understand whether our decisions are working in practice and how we can improve.

Arrangements for seeking feedback

A full list of the actions we plan to take to ensure feedback on consumer experiences across 2026/27 are included in the appendix at the end of this document. We also include anticipated delivery timescales for each action.

Our arrangements in 2026/27 for seeking feedback include:

Customer feedback through direct contacts

We will continue to collate and act on direct customer complaints and satisfaction feedback. This will include acting on:

- **Rant & Rave Scores:** a 'Voice of the Customer' tool which offers satisfaction surveys after all customer contacts.
- **Customer complaints:** including both quantitative and qualitative reviews of complaints.
- **WOW award feedback:** WOW Awards provide insight into customer satisfaction as customers independently send thank you's to the WOW recognition scheme following an interaction with our colleagues.
- **Repeat caller analysis:** We have analytics in place to identify and report on repeat callers, with issues reviewed weekly. This helps identify parts of the service chain that may be causing repeated issues and ensures that plans to address process issues are actioned effectively. For example, we recently introduced a new process for customer call backs to help reduce repeats and means customers won't need to chase for responses and resolution.
- **Social media data (social listening):** We will capture customer sentiment towards us and relevant water industry-related topics, as posted by customers on a variety of social media channels.
- **Direct community engagement:** Where large projects are potentially impacting in local communities, we will provide those communities an opportunity to speak with us face to face through Town Hall meetings and other local engagement. This will help us to hear their concerns, provide information on the real impacts they can expect to see and discover if changes can be made to a project to mitigate local delivery impacts.

Structured community engagement

We will seek feedback from the communities in our region, to better understand how our actions and decisions align with customers' needs and expectations. We work to our 'Five Counties' model, communicating with people about the projects and service improvements that we are delivering for their local county. In 2026/27 we will:

- **Create partnerships with charities:** This enables us to reach communities who need extra help, and provide feedback and challenge on the support we offer customers: As part of our Vulnerability Strategy we will create at least one new partnership with a charity this year.
- **Engage with communities across our region:** We plan to attend at least 75 community events to hear peoples' views directly. Engaging through community focussed events enables us to hear directly from people via a forum that can generate new or alternative views and insights. It can also help reach groups that may be harder to engage, for example communities where English language skills may be lower than average.

Post Incident Reviews and Customer Research

We will continue to capture customer impacts and views as part of our established post incident review process following water and wastewater service disruptions. This will include quarterly tracking research with customers who have experienced an incident.

Holding open engagement sessions if a major service incident occurs

If a major water or wastewater service incident were to occur in 2026/27 we will hold a post incident open session involving employees and consumers. In line with guidance, we will determine whether an incident would benefit from an open post incident review session based on:

- The number of consumers affected by the incident.
- The severity of impact on those consumers affected by the incident.
- Whether the incident would generally be considered a 'repeat event'.
- Any other relevant factor which may indicate that an open post incident engagement session is appropriate.

If such a session is needed we will ensure the event is as accessible and transparent as possible, ensuring the community impacted by the event have an opportunity to express their views.

Retain the ICS 'Service Mark with Distinction' to help externally benchmark our focus on customers' needs

We will take steps necessary to retain the 'Institute of Customer Service - Service Mark with Distinction'. To maintain our current accreditation we must undergo an in-person review by external auditors who look at the processes, policies and services our teams offer to make sure we meet the needs of vulnerable customers.

- The number of consumers affected by the incident.
- The severity of impact on those consumers affected by the incident.
- Whether the incident would generally be considered a 'repeat event'.
- Any other relevant factor which may indicate that an open post incident engagement session is appropriate.

This helps us measure how well we are meeting customers' needs and compares our performance with other organisations. It also supports us in improving how we listen and respond to customers, making sure we learn from feedback and handle enquiries and complaints in a clear, timely and helpful way.

Engagement with independent consumer experts

We will continue to obtain feedback from YourVoice, the Independent Challenge Group for our region, YourVoice, to check how well we are meeting our commitments. Their input helps us identify any shortcomings in our approach and make improvements in future.

YourVoice plays an important role in shaping our decisions across many areas of our work. We regularly meet with YourVoice to discuss customer research, focusing on the quality, design and reach of customer participation to make sure that customer research is high-quality and the business acts to reflect customers' views and priorities. They are regularly invited to view live research focus groups and events where findings are shared.

YourVoice includes a number of dedicated stakeholder sub groups focussed on areas such as 'Customer Research and Engagement' and 'Affordability and Vulnerability', which feed into the overall panel. These groups bring together voices from across North West communities, giving us a broader range of perspectives to learn from.

We involve YourVoice throughout the research process, sharing research briefs, proposals, discussion guides and stimulus so they can provide feedback ahead of research taking place. YourVoice is invited to observe and comment on pilot groups to help further development and inform improvements. We provide YourVoice with regular updates on research projects and engage with quarterly customer sub-group sessions.

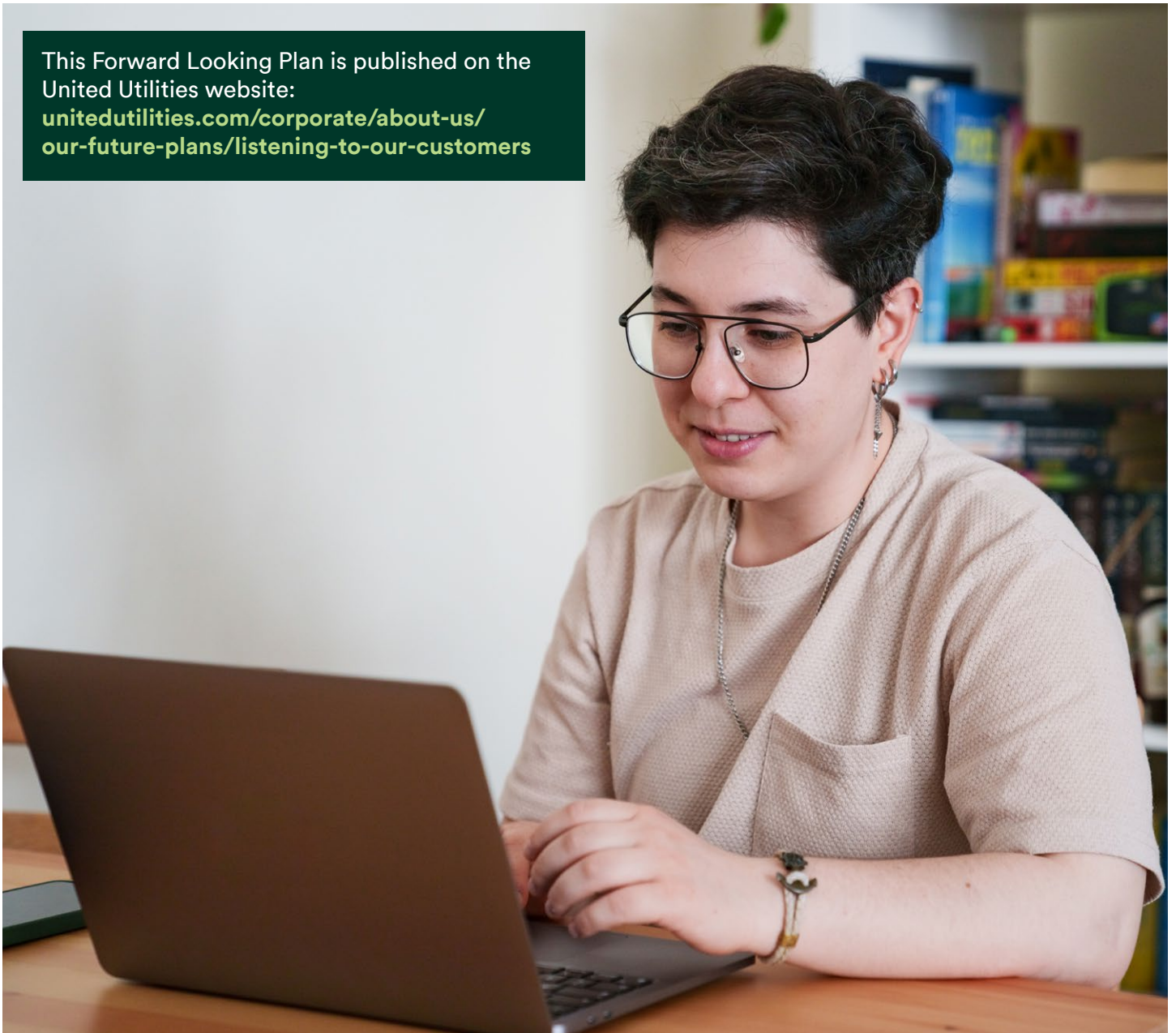
5. Reporting and Next Steps

We will report openly on how we're delivering against this rule as part of our annual update to future Forward Looking Plans. We will also publish a progress report on U UW consumer involvement plans alongside existing Customer License condition reporting (condition G) for the 2027 Annual Performance Report (APR).

The new reporting will include details of activities we have completed to ensure customer views are considered in decision making, and report progress in delivery actions set out in this 2026/27 Forward Looking Plan.

We expect to publish a revised forward-looking plan on an annual basis, setting out how we will involve consumers in decisions that materially affect them. We plan to publish the next version of this Forward Looking Plan by the end of March 2027.

This Forward Looking Plan is published on the United Utilities website:
unitedutilities.com/corporate/about-us/our-future-plans/listening-to-our-customers





Water for the North West

7. Appendix: Summary of Key Actions for 2026–27

The table below summarises the key actions we will take during 2026–27 to deliver the requirements of the ‘Consumer Involvement in Decision Making Rule’. We have identified how each action will contribute to each of the three key components of the rule. A fuller description of each action can be found in the plan on the previous pages.

United Utilities planned actions under the ‘Consumer Involvement in Decision Making’ Forward Looking Plan 2026

Action	Component 1: Insight on views and preferences	Component 2: Decision Making Mechanisms	Component 3: Feedback on consumer experience	Target delivery date
Customer research				
Social Tariff Research	✓	✓		Summer/ Autumn 2026
Drought Plan Customer Research	✓	✓		Summer/ Autumn 2026
DWMP and WRMP Service Priorities and Immersive Options Testing	✓	✓		Autumn/ Winter 2026
Post Incident Reviews and Customer Research	✓	✓	✓	Throughout 2026/27
Brand Pulse surveys	✓			Throughout 2026/27
'State of the Nation' surveys	✓			Throughout 2026/27
'In the Flow' consumer panel	✓	✓	✓	Throughout 2026/27
UU internal Mex tracking surveys	✓			Throughout 2026/27
Customer feedback through direct contacts	✓	✓	✓	Throughout 2026/27
Social media data (social listening)	✓	✓	✓	Throughout 2026/27
Ofwat Mex Surveys	✓			Throughout 2026/27
Research by the Customer Services Institute	✓			Throughout 2026/27
External brand and service trackers	✓			Throughout 2026/27
Customer Research quality assurance	✓			Throughout 2026/27

Consumer Involvement in Decision Making

Action	Component 1: Insight on views and preferences	Component 2: Decision Making Mechanisms	Component 3: Feedback on consumer experience	Target delivery date
Community engagement				
Create further partnerships with charities to reach communities who need extra help, and provide feedback and challenge on the support we offer customers			✔	Mar-27
Engage with communities across our region, attending at least 75 community events to hear peoples' views directly			✔	Mar-27
Retain the ICS 'Service Mark with Distinction' to help externally benchmark our focus on customers' needs			✔	Mar-27
Decision Making Frameworks				
Continue promotion of the 'Think Customer' organisational culture campaign		✔		Throughout 2026/27
Considering consumer views in U UW Charges scheme changes	✔	✔		Mar-27
Considering consumer views on major infrastructure projects	✔	✔		Throughout 2026/27
Executive level attendance at CCW Water Voice Accountability Sessions		✔		Jul. 2026 & Jan. 2027
Delivering CCW Water Voice Accountability Session actions		✔		Throughout 2026/27
Inform the U UW Board of CCW Water Voice accountability session outcomes and action plans		✔		Jul. 2026 & Jan. 2027
Inform the U UW Board of U UW customer research findings		✔		Jul. 2026 & Jan. 2027
Executive awareness of customer views		✔		Throughout 2026/27
Consider consumer views if any reductions to service quality standards are proposed	✔	✔		N/A
Consider consumer views if policies impacting vulnerable customers or affordability programmes are to be changed	✔	✔		N/A
Consider consumer views on changes to policies impacting strategic governance arrangements that influence consumer protections if any are proposed	✔	✔	✔	N/A
Feedback and Reporting				
Annual U UW ICG (YourVoice) Chair presentation to the Board			✔	Jul. 2026
Publish Forward Looking Plan	N/A	N/A	N/A	Mar-27
Progress report on U UW consumer involvement plans	N/A	N/A	N/A	Jul-27
Hold open engagement sessions if a major service incident occurs			✔	N/A