

Central Highlands Water – Outcomes – 2023-2028

In this document, the water business provides a summary report of its actual performance against each of its outcome commitments for the 2024-2025 reporting year. The business has given itself a “traffic light” rating (green = met target, red = not met, yellow = close or largely met) for its performance on each measure, outcome and an overall rating. The business has provided its own comments about its performance on each outcome and overall.

Summary table

Outcome	23-24	24-25	25-26	26-27	27-28	Overall, for the period to date
1. Customer Care	Yellow	Green	Grey	Grey	Grey	Green
2. Equity	Green	Green	Grey	Grey	Grey	Green
3. Sustainability	Green	Green	Grey	Grey	Grey	Green
4. Reliable water and wastewater services	Yellow	Green	Grey	Grey	Grey	Green
Overall, for reporting year	Yellow	Green	Grey	Grey	Grey	Green

Business comments

For the 2024-25 financial year CHW has a 'green' result for each of the 4 Outcome areas resulting in a 'green' overall result for the year. This is a strong result and improvement from the previous year highlighting our commitment to continuous improvement.

In September 2024, and again in June 2025, we met with our Community Engagement Panel (CEP) to discuss our performance. The CEP provided feedback and guidance on our performance commitments and results. In particular, the panel shared their recommendations for improving Outcomes for our customers in Raglan, Amphitheatre and Redback and potential next steps for Outputs 2.a and 2.b.

The CEP has agreed to meet more regularly, enabling us to further strengthen our performance review cycle.

Performance highlights for 2024-25 include:

- Implementation of quarterly billing with no interruption to customers or service provision (Output 1d).
- Continuing to care for our vulnerable customers through specific support programs (Outputs 2d and 2e).
- Increased use of recycled water. Dry conditions have increased the demand for recycled water including for community greenspaces and sporting facilities (Output 3c). We continue to innovate and increase access to recycled and alternative water sources.
- Continued provision of safe water with zero non-compliances (Output 4a).
- A high (8 out of 10) customer satisfaction score for water quality (Output 4b).

Challenges and areas for improvement include:

- The dry conditions in our service region are an ongoing challenge with broad and significant impacts for both water and wastewater service provision.

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- We experienced an increase in bursts and leaks across our network (Outputs 1e, 1f, 3d, and 4e). We proactively manage our water and wastewater mains renewal program, which sees us continue to target ageing assets with the aim to remove failures before they impact customers or the environment.
- We understand that regardless the reason, interruptions in service provision directly affects our customers and their families. We are committed to providing high quality, reliable services. If we fail to meet our Customer Charter service standards, we credit the Guaranteed Service Level (GSL) rebate to the affected customers' next water account (Output 1e and 1f).

Outcome 1: Customer Care

Output	Unit		22-23	23-24	24-25	25-26	26-27	27-28
a First call resolution - Customer enquiries to Contact Centre which are resolved during initial call, based on customers answering 'yes' to automated post-call survey.	Percentage	Target	-	75	80	85	90	95
		Actual	-	98	96			
b Review other Customer Contact channels – Establish separate targets during 2023-24.	Pass/Fail	Target	-	Pass	Complete	N/A	N/A	N/A
		Actual	-	Pass	Pass			
c Net Promoter Score (NPS) – Result for “I trust water corporation” in the annual Water Alliance Customer Satisfaction Survey.	NPS	Target	+7	12	12	13	13	14
		Actual	-	14	18			
d More frequent billing - Implement quarterly billing by 31 December 2023.	Pass/Fail/Complete	Target	-	Pass	Complete	N/A	N/A	N/A
		Actual	-	Pass	Pass			
e Guaranteed Service Levels (GSLs) - Total number of annual GSL rebate payments.	Number	Target	346	339	332	325	318	311
		Actual		627	1,072			
f Priority Guaranteed Service Levels (GSLs) – Leaking water service not repaired within 3 days.	Number	Target	16	15	14	14	13	12
		Actual		12	72			

How is CHW tracking for Outcome 1 in the regulatory period so far?

On Track

Business comment

For Outcome 1: Customer Care, 4 of 6 Outputs have met or exceeded our targets in 2024-25.

Outputs 1e and 1f are behind target. Unusually dry conditions have contributed to increased blockages from tree root intrusions and breakages associated with contraction of dry soils, resulting in elevated numbers of bursts and leaks.

Outcome 2: Equity

Output	Unit		22-23	23-24	24-25	25-26	26-27	27-28
a Improve water quality for customers in towns without access to potable water i.e. Raglan, Amphi theatre and Redbank – i. Undertake an initial study of customer needs in Raglan, Amphi theatre and Redbank by 30 June 2025. ii. Undertake a detailed study of customer and community needs in Raglan, Amphi theatre and Redbank by 30 June 2026.	Pass/Fail/Complete	Target	-	Pass	Pass	Pass	N/A	N/A
		Actual	-	Pass	Pass			
b Improve water quality for customers in towns without access to potable water i.e. Raglan, Amphi theatre and Redbank – i. Percentage take up of customer rebates to assist customers in maintaining water quality in rainwater tanks used for drinking purposes. ii. New metric to be developed following completion of further study in 2.a.ii.	Pass/Fail/Complete	Target	-	Develop program	N/A	Develop program	TBC	TBC
		Actual	-					
c Support for vulnerable customers – Amount spent on CHW Community Rebate Program (CRP), CHW Community Housing Retrofit Program (CHRP) and CHW direct assistance. (Annual target is an average per annum. Actual spend is over the pricing period.)	Dollars	Target	250,000	500,000	500,000	500,000	500,000	500,000
		Actual		186,523	208,782			

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Output	Unit		22-23	23-24	24-25	25-26	26-27	27-28
d Impact of vulnerable customer support programs - Lower consumption/bills through leak reduction cohort analysis - Number of customers assisted through Unexplained High Usage and Undetected Leak Enquiries (HUULA) rebate scheme, determined by a fulfilled service request.	Number	Target	-	N/A	328	344	362	380
		Actual	-		419			
e Impact of vulnerable customer support programs - Customer satisfaction survey to measure the effectiveness of the support provided - Result for “My water corporation cares for customers having trouble paying their bills” in the annual Water Alliance Customer Satisfaction Survey.	Score/10	Target	-	N/A	7.8	7.8	8.0	8.0
		Actual	-		8.4			
f Traditional Owner partnerships - Amount spent on Traditional Owner partnership opportunities. (Annual target is an average per annum. Actual spend is over the pricing period.)	Dollars	Target	25,000	100,000	100,000	100,000	100,000	100,000
		Actual	-	81,700	133,626			
g Traditional Owner partnerships - Central and Gippsland Region Sustainable Water Strategy action 4-6 <i>Streamlining temporary water trades</i> implemented by 31 December 2027.	Pass/Fail/Complete	Target	-	On track	On track	On track	Complete	N/A
		Actual	-	On track	On track			
h Traditional Owner partnerships - Staff employed by CHW who identify as Aboriginal and/or Torres Strait Islander.	Percentage	Target	-	2	2.5	3	3	3
		Actual	-	4	1.8			

Output	Unit		22-23	23-24	24-25	25-26	26-27	27-28
i Traditional Owner partnerships - Partner satisfaction survey to measure the effectiveness of the partnership.	Measure under development	Target	-	N/A	On track	On track	On track	On track
		Actual	-		On track			

How is CHW tracking for Outcome 2 in the regulatory period so far?

On Track

Business comment

For Outcome 2: Equity, 7 of 9 Outputs have met their targets, with 1 Output paused and 1 Output not meeting target.

The customer-needs study and related rebate program (Outputs 2a and 2b) have been completed. However, a low number of customers have taken up the rebate and CHW has received feedback that there are barriers to our customer accessing the program including cost-of-living pressures and access to trades in the predominantly rural program area. Following discussions with our CEP, we will now undertake further investigations throughout the 2025-26 FY (additional Output 2.a.ii) to provide practical benefits to the customers and communities of Redbank, Raglan and Amphitheatre (additional Output 2.b.ii).

Outputs 2c and 2f are on track. We anticipate spend values will differ across each year and that there will be lower spend in the earlier years as programs are implemented and communicated to our customers and partners. As per CHW's Price Submission 2023-28, the target spend is being considered as a five-year program.

Output 2h is behind schedule. The target is as per CHW's Diversity Inclusion Action Plan of 3% by 2025-26. CHW has set a long-term target for First Nations employees and implemented enhanced recruitment processes, including actively working with First Nations organisations to attract talent.

Outside of this target, we fund and host a First Nations trainee, and we are actively working with Traditional Custodian corporations and First Nations organisations to identify and create meaningful employment opportunities through partnerships and social procurement.

We will continue to work towards achieving our target.

Outcome 3: Sustainability

Output	Unit		22-23	23-24	24-25	25-26	26-27	27-28
a Renewable energy – Electricity from renewable sources.	Percentage	Target	-	N/A	N/A	100	100	100
		Actual	-					
b Greenhouse gas emissions. (Scope 1 and 2)	(t CO2-e) ²	Target	18,336	14,772	14,738	8,178	8,178	8,178
		Actual	-	14,772	14,738			
c Recycled water - Recycled water used for community benefit e.g. irrigation for community parks and greenspaces.	ML	Target	286	328.9	371.8	414.7	457.6	500.5
		Actual	-	350	571.9			
d Water efficiency - Unaccounted Real Water Loss (UnRWL) by volume (leaks and/or unauthorised use).	ML	Target	1,250	1,212	1,175	1,138	1,100	1,062
		Actual	-	1,281	1,754			

How is CHW tracking for Outcome 3 in the regulatory period so far?

On Track

Business comment

For Outcome 3: Sustainability, 2 Outputs have met their targets, 1 Output has not met target and 1 Output commences reporting in 2025-26.

Our greenhouse gas emissions (Scope 1 and 2) have met target, and our recycled water target has been exceeded.

Output 3d has not met target. The overrun is largely due to drier weather conditions and the increase in bursts and leaks in addition to higher levels of water cartage.

Outcome 4: Reliable water and wastewater services

Output	Unit		22-23	23-24	24-25	25-26	26-27	27-28
a Safe Drinking Water Act non-compliances – Water sampling and audit.	Number	Target	0	0	0	0	0	0
		Actual	3	0	0			
b Customer satisfaction with water quality - Result for “How satisfied are you with the overall quality of the water supplied to your residence?” in the annual Water Alliance Customer Satisfaction Survey.	Score/10	Target	7.8	7.8	7.8	7.8	7.8	7.8
		Actual	-	8.0	8.0			
c Water quality complaints.	Number per 1,000 connected services	Target	-	1.8	1.8	1.8	1.8	1.8
		Actual	-	0.50	0.77			
d Number of customers receiving more than 5 unplanned water supply interruptions in any 12- month period.	Number	Target	0	0	0	0	0	0
		Actual	0	0	1			
e Number of customers receiving 3 or more sewer interruptions in any 12-month period.	Number	Target	0	0	0	0	0	0
		Actual	0	4	4			

How is CHW tracking for Outcome 4 in the regulatory period so far?

On Track

Business comment

For Outcome 4: Reliable water and wastewater services, 4 Outputs have met their targets, and 1 Output has not met the target.

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We continue to meet and exceed all our water quality related targets, and our water quality satisfaction score remains high (8 out of 10).

We have again had no Safe Drinking Water Act non-compliances.

We did not meet our target for Output 4e. We continue to work to manage our network assets, balancing planned renewals and responsive issues, to increase the resilience of our system, especially in relation to ongoing dry conditions.

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Explanatory Notes: Output Amendments 2024-25

PR23 Current Outcome	PR23 Amended Outcome	Rationale for Amendment/Supporting Information
Customer Care		
1.c. Net Positive Score measured by customer response to automated post-call survey question.	Net Promoter Score (NPS) measured by result for “I trust water corporation” in the annual Water Alliance Customer Satisfaction Survey.	Output definition has been amended to specify the Water Alliance water satisfaction question which provides a longitudinal measure of performance. The result for 2023-24 has been retrospectively updated to the Water Alliance NPS result to provide consistency of Output results across the PR23 period.
Equity		
2.a Improve water quality for customers in towns without access to potable water i.e. - Undertake a detailed study of customer needs in Raglan, Amphitheatre and Redbank by 30 June 2025.	i. Improve water quality for customers in towns without access to potable water i.e. – Undertake initial study of customer needs in Raglan, Amphitheatre and Redbank by 30 June 2025. ii. Undertake a study to understand water needs of customers and communities in Raglan, Amphitheatre and Redbank by 30 June 2026.	Output has been extended 12 months to incorporate further investigations into low take up of rebate offer.
2.b Improve water quality for customers in towns without access to potable water i.e. – Percentage take up of customer rebates to assist customers in maintaining water quality in rainwater tanks used for drinking purposes.	i. Improve water quality for customers in towns without access to potable water i.e. – Percentage take up of customer rebates to assist customers in maintaining water quality in rainwater tanks used for drinking purposes. ii. New metric to be developed.	The rainwater tank rebate scheme has been in place for approximately 6 months. The scheme uptake is well below the target of 40% @ 30 June 2025. New targets/actions will be informed by 2.a.ii.

PR23 Current Outcome	PR23 Amended Outcome	Rationale for Amendment/Supporting Information
2.d Impact of vulnerable customer support programs – Lower consumption/bills through leak reduction cohort analysis (%TBC).	Impact of vulnerable customer support programs – Lower consumption/bills through leak reduction cohort analysis. Number of customers assisted through Unexplained High Usage and Undetected Leak Enquiries (HUULA) rebate scheme, determined by a fulfilled service request.	A specific metric (HUULA) has been added to the Output to fulfill cohort measurement.
2.e Impact of vulnerable customer support programs – Customer satisfaction survey to measure the effectiveness of the support provided.	Impact of vulnerable customer support programs – Customer satisfaction survey to measure the effectiveness of the support provided. Result for “My water corporation cares for customers having trouble paying their bills” in the annual Water Alliance Customer Satisfaction Survey.	Output definition has been amended to specify the Water Alliance water satisfaction question which provides a longitudinal measure of performance.
Sustainability		
3.c. Recycled Water – Recycled water used for community benefit e.g. irrigation for community parks and greenspace.	PR23 targets have been recast to align to 2023-2028 Price Submission target.	To align with targets in 2023-2028 Price Submission.
Reliable water and wastewater services		
4.b. Customer satisfaction with water quality – average score from 1-10 via CHW annual survey.	Customer satisfaction with water quality - Result for “How satisfied are you with the overall quality of the water supplied to your residence?” in the annual Water Alliance Customer Satisfaction Survey.	Output definition has been amended to specify the Water Alliance water satisfaction question which provides a longitudinal measure of performance.