

Goulburn Murray Water – Outcomes – 2024–2028

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, and an update its performance so far in its current regulatory period. 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	24-25	25-26	26-27	27-28	Overall for the period to date
1. Reliable Supply	Yellow	Grey	Grey	Grey	Yellow
2. Credible Business	Green	Grey	Grey	Grey	Green
3. Fair Pricing	Yellow	Grey	Grey	Grey	Yellow

4. Efficient Operations					
5. Responsible Services					
6. Socially Responsible					
Overall, for reporting year					

Business comments

Goulburn-Murray Water (GMW) achieved or exceeded **88.5%** of its outcome commitments for the 2024–25 reporting year, reflecting strong performance across the majority of service areas.

The remaining **11.5%** of outcomes were narrowly missed, primarily due to:

- Delays in the delivery of key capital projects
- Higher-than-targeted greenhouse gas emissions
- A slight increase in customer complaints

GMW has already commenced targeted initiatives to address these areas and is committed to achieving full compliance in the next regulatory reporting period.

Outcome 1: Reliable Supply

Output	Unit		23-24	24-25	25-26	26-27	27-28
Irrigation orders commenced within 24 hours of requested start (Gravity Irrigation)	Percentage of orders	Target	95%	>95%	>95%	>95%	>95%
		Actual	98.2%	97.8%			
Flow rate is within 10% of order (Gravity Irrigation)	Percentage of orders	Target	80%	>80%	>80%	>80%	>80%
		Actual	88.5%	94.5%			
Channel level within 40mm of the required supply level for order duration (Gravity Irrigation)	Percentage of orders	Target	N/A	>80%	>80%	>80%	>80%
		Actual	N/A	74.8%			
Overall satisfaction with GMW as a service provider was rated 6/10 or higher via the customer survey.	Percentage of survey respondents	Target	N/A	>66%	>68%	>68%	>70%
		Actual	N/A	68%			
Customers informed by SMS within two hours when there is a supply interruption (Pumped Irrigation)	Percentage of customers	Target	100%	100%	100%	100%	100%
		Actual	100%	100%			
Customers informed by SMS within two hours when supply has been restored (Pumped Irrigation)	Percentage of customers	Target	100%	100%	100%	100%	100%
		Actual	100%	100%			
Supply interruptions exceeding maximum target (8hrs Sep-Feb, 48hrs Mar-Aug) (Pumped Irrigation)	Number of supply interruptions	Target	80%	5	5	5	5
		Actual	98.3%	0			

Supply interruptions for continuous periods in excess of 96 hours (Water Supply Districts)	Number of supply interruptions	Target	100%	100%	0	0	0
		Actual	100%	100%			

How is GMW tracking for outcome 1 in the regulatory period so far?



Business comment

Customers rely on a dependable water supply to meet their needs. **Outcome 1: Reliable Supply** highlights GMW's strong performance, with all targets exceeded except for channel supply levels. These levels are influenced by factors such as channel design, aquatic weed growth, and silt accumulation.

Despite these challenges, GMW continues to embed Total Channel Control methodologies and actively manage emerging issues. This ongoing work reflects the business's commitment to becoming more agile and responsive, ensuring reliability remains a core focus.

Outcome 2: Credible Business

Output	Unit		23-24	24-25	25-26	26-27	27-28
Number of customer complaints per 100 customers	Number	Target	N/A	0.36	0.36	0.36	0.36
		Actual	N/A	0.35			
Complaints acknowledged in writing within three business days	Percentage	Target	100%	100%	100%	100%	100%
		Actual	100%	100%			
Customer satisfaction with GMW's reputation in the community was rated 6/10 or higher via the customer survey	Percentage of survey respondents	Target	N/A	>56%	>58%	>58%	>60%
		Actual	N/A	56%			

How is GMW tracking for outcome 2 in the regulatory period so far?



Business comment

A credible business must be transparent, honest, and reliable—values that GMW demonstrates through its complaint handling processes.

GMW consistently acknowledges 100% of customer complaints in writing within three business days. This commitment is reflected in the Customer Satisfaction Survey results and has contributed to strengthening GMW's reputation in the community.

While the number of complaints per 100 customers met the target for this regulatory period, GMW continues to address this through robust complaint investigation and resolution processes. The business is also enhancing communication and engagement strategies to proactively address customer concerns before they escalate into formal complaints.

Outcome 3: Fair Pricing

Output	Unit		23-24	24-25	25-26	26-27	27-28
Customer satisfaction with value for money for services received is rated 6/10 or higher via the customer survey.	Percentage of survey respondents	Target	N/A	>56%	>58%	>58%	>60%
		Actual	N/A	55%			
Actual controllable operating expenditure within + 5%	\$m 23/24	Target	N/A	\$75.8m	\$76.3m	\$77.1m	\$77.0m
		Actual	N/A	\$75.9m			
Net capital expenditure cumulative	\$m 23/24	Target	N/A	\$27.8m	\$56.3m	\$81.9m	\$105.6m
		Actual	N/A	\$25.6m			

How is GMW tracking for outcome 3 in the regulatory period so far?



Business comment

Goulburn-Murray Water (GMW) remains committed to ensuring that pricing fairly reflects the true use of infrastructure by all water users—including irrigators, investors, and the environment. Throughout the current regulatory period, customers have consistently expressed satisfaction with the value for money provided by GMW's services.

In alignment with the Essential Services Commission's (ESC) pricing determination, GMW continues to deliver service outcomes while maintaining stable annual tariffs.

Operating Expenditure

Controllable operating expenditure for the first year of Regulatory Period 6 is tracking in line with expectations. Minor variances have been observed, primarily due to one-off legal expenses and material costs.

Capital Expenditure

Capital investment is currently below forecast, attributed to the rescheduling of key infrastructure projects. Notably:

- **Laanecoorie Spillway Upgrade**
- **Buffalo Outlet Valve Upgrade**

These projects are now scheduled for later in the regulatory period, ensuring optimal timing and resource allocation.

Outcome 4: Efficient Operations

Output	Unit		23-24	24-25	25-26	26-27	27-28
Minimum percentage of staff completing all mandatory training within each financial year	Percentage of staff	Target	N/A	90%	90%	90%	90%
		Actual	N/A	91%			
Voluntary organisational turnover	Percentage of staff	Target	N/A	<10%	<10%	<10%	<10%
		Actual	N/A	6.1%			

How is GMW tracking for outcome 4 in the regulatory period so far?



Business comment

To maintain a high level of expertise and operational knowledge, it is essential for any business to invest in continuous staff development and retention. At GMW, this is achieved through a consistently high completion rate of mandatory training and a low rate of voluntary staff turnover.

By meeting these targets, GMW ensures that customers are served by skilled and experienced staff, enhancing service quality. Additionally, reduced recruitment and training costs allow the business to operate more efficiently and pass on the resulting savings to customers.

Outcome 5: Responsive Services

Output	Unit		23-24	24-25	25-26	26-27	27-28
Allocation trade applications processed within five business days	Percentage	Target	90%	>90%	>90%	>90%	>90%
		Actual	99.3%	99.0%			
Water share applications processed within ten business days	Percentage	Target	95%	>95%	>95%	>95%	>95%
		Actual	97.9%	97.5%			
Change of ownership applications processed within ten business days	Percentage	Target	90%	>90%	>90%	>90%	>90%
		Actual	97.7%	98.6%			
Calls answered within 60 seconds	Percentage	Target	85%	>85%	>85%	>85%	>85%
		Actual	87%	90.6%			
Phone queries resolved by the GMW Contact Centre	Percentage	Target	70%	>70%	>70%	>70%	>70%
		Actual	75.8%	79.4%			
Groundwater transfer applications processed within 70 calendar days	Percentage	Target	N/A	75%	75%	75%	75%
		Actual	N/A	87.5%			
Urban water suppliers advised within one day of raw water quality incidents	Percentage of incidents	Target	N/A	95%	95%	95%	95%
		Actual	N/A	100%			

How is GMW tracking for outcome 5 in the regulatory period so far?



Business comment

To deliver services efficiently, GMW depends on both its people and systems, supported by digital information and communication technologies that are fast, simple, and effective.

During this reporting period, all performance targets in this area have been exceeded. Customer requests, applications, and complaints have been addressed consistently to a high standard. This has led to increased customer satisfaction, strengthened trust within the community, and empowered staff who are equipped to resolve enquiries at the first point of contact.

Outcome 6: Socially Responsible

Output	Unit		23-24	24-25	25-26	26-27	27-28
Net annual greenhouse gas emissions	Tonnes CO2	Target	8,874	8,467	4,909	1,707	1,707
		Actual	N/A	9,600			
Management system integrates OHS and environmental requirements in accordance with ISO 45001 OHS Management System	Annual compliance status	Target	N/A	Compliant	Compliant	Compliant	Compliant
		Actual	N/A	Compliant			
EPA Licences in place for sewerage systems by 30 June 2026	Compliance status	Target	N/A	Positive Progress	Achieved	N/A	N/A
		Actual	N/A	Positive Progress			

How is GMW tracking for outcome 6 in the regulatory period so far?



Business comment

GMW is committed to delivering meaningful environmental, cultural, and recreational outcomes for our customers, Traditional Owners, and the broader community.

The business strives to provide a fit-for-purpose water supply while upholding our responsibility to protect the environment and operate as a socially responsible organisation.

During the financial year, GMW's net annual greenhouse gas emissions exceeded the set target. In response, the business is actively implementing a range of initiatives to reduce our environmental footprint, including:

- **Minimising landfill waste** through improved waste management practices.
- **Enhancing environmental awareness** by developing targeted procedures and delivering staff training.

- **Introducing a waste record-keeping system** to monitor waste streams and identify opportunities for recycling and reuse.

These actions reflect our ongoing commitment to sustainability and continuous improvement in environmental performance.

We also continue to strengthen our safety and compliance credentials:

- **ISO 45001 Certification:** Achieved in May 2023, with successful surveillance audits in September 2024 and May 2025. Next full audit is due May 2026.
- **EPA Licensing Pathway:** A dedicated team is managing the EPA Pathways Application process, including preparation for licensing if required.

These efforts reflect GMW's proactive approach to sustainability, safety, and regulatory compliance.