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 2025-2026 reporting year, and an update on 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					
2. Credible Business					
3. Fair Pricing					

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

Business comments

Goulburn-Murray Water (GMW) delivered strong performance in 2025-26, achieving or exceeding **88.5%** of its outcome commitments. While three outcome targets were not met, performance across the remaining measures demonstrates continued progress towards delivering service outcomes valued by customers.

Two targets under the **Fair Pricing** outcome were not achieved. Customer satisfaction with value for money services decreased by 1% from the previous year, which may reflect broader cost of living pressures and water availability challenges experienced in some river systems. Capital investment was also below forecast due to the rescheduling and reprioritisation of several projects across the regulatory period.

GMW continued to provide reliable water delivery services in 2025-26, meeting or exceeding all reliable supply targets except channel supply levels. Targeted improvement works are underway, and customer feedback is being used to better understand the impacts of supply variability and inform future service measures.

GMW also made strong progress toward its environmental commitments, with greenhouse gas emissions reducing significantly in 2025-26. During 2024–25 reporting, a discrepancy was identified between emissions targets in the 2024 Price Submission and Corporate Plan. Following discussions with the Essential Services Commission (ESC), GMW has retained the existing Price Submission targets while developing outcomes and measures for the 2028 Price Plan. This does not affect GMW's commitment to long-term emissions reductions.

As part of its preparation for the 2028 Price Plan, GMW continues to explore the most efficient ways to deliver customer service outcomes while maintaining stable and affordable prices.

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%**	**99.2%**		
Flow rate is within 10% of order (Gravity Irrigation)	Percentage of orders	Target	80%	>80%	>80%	>80%	>80%
		Actual	**88.5%**	**94.5%**	**87.9%**		
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%**	**73.5%**		
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%**	**69%**		
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%**	**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%**	**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**	**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%**	**0**		

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

Business comment

GMW continued to provide reliable water delivery services in 2025-26, meeting or exceeding all reliable supply targets except channel supply levels. Failure to meet this target is consistent with the previous year. GMW has identified several contributing factors including aquatic weed growth, silt accumulation and incorrect gate settings. Prioritisation for targeted intervention has been given to areas where works will have the most impact. These works are targeted based on performance data and on-ground validation and include a combination of in-season response and winter works delivery. GMW has engaged with customer committees to discuss improving consistency of supply and reducing variability. From this engagement, GMW identified a small number of customers whose orders failed this KPI 100% of the time and has started to engage directly with them to better understand on farm impacts. These insights will inform consideration of the appropriateness of this metric as part of GMW's Price Plan 2028.

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**	**0.22**		
Complaints acknowledged in writing within three business days	Percentage	Target	100%	100%	100%	100%	100%
		Actual	**100%**	**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%**	**59%**		

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

Business comment

GMW continues to demonstrate strong performance against complaint investigation and resolution processes, with complaints trending down from the previous year. In 2025-26 GMW focused on enhancing communication and engagement strategies to proactively address customer concerns before they escalated into formal complaints. This commitment has contributed to strengthening GMW’s reputation in the community with a 3% increase in the customer satisfaction survey for 2025-26.

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%**	**54%**		
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**	**$77.4m**		
Net capital expenditure cumulative	$m 23/24	Target	N/A	$27.8m	$56.3m	$81.9m	$105.6m
		Actual	**N/A**	**$25.6m**	**$48.4m**		

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

Business comment

Customer perceptions of value for money services declined slightly during 2025-26, reflecting broader cost of living concerns and water availability challenges in some river systems. While capital investment is currently below forecast due to project rescheduling and reprioritisation, GMW remains committed to delivering planned outcomes while maintaining stable and affordable prices for customers.

Capital Expenditure

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

- **Buffalo Outlet Valve Upgrade**
- **Information Technology Upgrades**

The Buffalo outlet valve upgrade is now scheduled for later in the current regulatory period, ensuring optimal timing and resource allocation. The information technology upgrades have been reduced to allow expenditure on the Customer Relationship Management system.

Other projects, including the Laanecoorie Spillway Upgrade, have been deferred to later regulatory periods to allow for completion of Design Reviews and the next Portfolio Risk Assessment, which will help confirm investment priorities and refine project scope.

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%**	**96.3%**		
Voluntary organisational turnover	Percentage of staff	Target	N/A	<10%	<10%	<10%	<10%
		Actual	**N/A**	**6.1%**	**7.3%**		

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

Business comment

GMW continues to achieve a high completion rate of mandatory training and maintain voluntary staff turnover below target levels. By meeting these targets, GMW helps ensure customers are served by capable and experienced staff, supporting a positive customer service experience. These results also contribute to operational efficiency by reducing recruitment, onboarding costs and supporting retention of organisational knowledge.

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%**	**98.6%**		
Water share applications processed within ten business days	Percentage	Target	95%	>95%	>95%	>95%	>95%
		Actual	**97.9%**	**97.5%**	**98.7%**		
Change of ownership applications processed within ten business days	Percentage	Target	90%	>90%	>90%	>90%	>90%
		Actual	**97.7%**	**98.6%**	**98.6%**		
Calls answered within 60 seconds	Percentage	Target	85%	>85%	>85%	>85%	>85%
		Actual	**87%**	**90.6%**	**91.6%**		
Phone queries resolved by the GMW Contact Centre	Percentage	Target	70%	>70%	>70%	>70%	>70%
		Actual	**75.8%**	**79.4%**	**80.1%**		
Groundwater transfer applications processed within 70 calendar days	Percentage	Target	N/A	75%	75%	75%	75%
		Actual	**N/A**	**87.5%**	**100%**		
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%**	**100%**		

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

Business comment

During this reporting period, GMW has demonstrated strong performance in this area with 4 metrics exceeding the previous year's results. Process improvements in relation to customer requests, applications, and complaints continue to support staff to deliver a high standard of customer support and experience.

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**	**3,068**		
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**	**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**	**Applications Submitted**		

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.

Total Scope 1 and 2 emissions decreased by 68% in 2025/26 due to the transition to Climate Active market-based electricity accounting and GMW's purchase of 100% renewable electricity for large sites (SEC contract) and 100% GreenPower for small sites (AGL contract). Remaining emissions are predominantly associated with transport fuels and other Scope 1 sources.

GMW continues to strengthen our safety and compliance credentials, reflecting a positive approach to sustainability, safety and regulatory compliance.

- **ISO 45001 Certification**: Re-certification achieved in May 2026.
- **EPA Licensing Pathway**: Our Safety, Environment and Risk team are managing the EPA Pathways Application process. All applications have been submitted on time and are awaiting EPA response.