



Attachment 3

Service standards

30 June 2022

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3.1 Introduction

This attachment sets out Icon Water’s service level achievements for the 2018–23 regulatory period and proposed service levels for the 2023–28 regulatory period.

Box 3-1: Key points

- Icon Water has performed well on service levels during the 2018–23 regulatory period, successfully managing extenuating circumstances such as severe drought, extended wet weather and the COVID-19 pandemic.
- We have conducted multiple waves of customer engagement and research to help strike a balance between cost and service levels that reflect customer preferences and service equity.
- We found that customers want us to generally maintain existing service levels and increase them where there is limited bill impact.
- There is customer appetite for increased focus on accelerating to net zero and planning for the future which will result in some increased spending in these areas.
- Generally, Icon Water proposes to maintain the service levels delivered in the 2018–23 regulatory period.
- Icon Water is proposing some adjustment to the measures of service levels to better reflect customer expectations and values. These service measures have been grouped against each proposed service outcome for the 2023–28 regulatory period.

The 2018–23 regulatory period has been a challenging time to maintain service levels with climate extremes of extended and severe droughts, followed by extended periods of wet weather. In addition, disruptions to our business and the community through the COVID-19 pandemic have made achieving some service levels difficult. In particular, the targets for reliable supply and environmental measures were originally set based on typical conditions where Icon Water undertook typical activities. The specific impact of these challenges on particular performance measures is outlined in section 3.2.

Through the 2018–23 regulatory period, Icon Water has met many of our key service targets and we have maintained strong performance. There is a high level of satisfaction among our customers, and the quality of drinking water is consistently high. Service levels are generally similar to those in other large and major water utilities in Australia. When planning for the 2023–28 regulatory period, we need to make decisions about what service levels we will target, taking into consideration customer preferences, the expenditure required and the impact on customer bills in the 2023–28 period and beyond.

Table 3-1: Customer and community engagement feedback

What we heard	Our response
The community agrees with the need to plan for the future , this includes investing in water security and exploring alternative water sources	We listened to our customers and for the 2023–28 regulatory period we have introduced a new customer service measure ‘time in water restrictions’. The current target of less than five percent is aligned with the ACT Water Strategy 2014–44 <i>Striking the Balance</i> definition of water security: <i>using best available modelling and assumptions, the current water supply system should meet unrestricted demand for the ACT and Queanbeyan 95% of the time until at least 2030.</i>
There is community support for achieving greater environmental sustainability and accelerating net zero while limiting impact on customer prices	We have also refreshed our environmental targets based on community feedback and have introduced a new customer service measure to monitor how we are tracking towards achieving net zero by 2045. We have already achieved a 40 per cent reduction in net CO ₂ equivalent compared to 1990 levels and are aiming to achieve a further 20-25 per cent by 2028.

What we heard	Our response
<p>The community is committed to Icon Water maintaining quality and reliable core services and is willing to pay something towards reducing interruptions or issues for those who experience them more than usual</p>	<p>We have adjusted our measures around reliable water and wastewater services, responsiveness and customer service to better align with customer values and expectations.</p> <p>Previously, our measures focused on the average duration of an interruption. We have kept these measures and based on customer feedback have also introduced two new measures around crew response time.</p> <p>We have also introduced a new measure of customers experiencing repeat interruptions, to provide greater transparency around network performance equity.</p>
<p>Affordability should underpin any investment decision. If we need to invest to avoid causing issues in the future, we will consider support for vulnerable customers and other impacted customer segments</p>	<p>For the first time, in the 2023–28 regulatory period we are going to introduce a customer service measure for 'affordability for all'. There has been significant consideration across the industry around vulnerability and affordability, and all the research highlights that vulnerability is highly individual, and that broad macro-economic indicators do not capture affordability at the household level.</p> <p>There is no existing industry measure we can adopt and we want to ensure our affordability customer service measure drives the right outcome. For this reason, we have not yet proposed a specific measure for the 2023–28 regulatory period but will commit to introducing a measure following further industry developments in this space and our own engagement with our customers, relevant peak bodies and consumer advocacy groups.</p>
<p>The community considers Icon Water an essential service provider. To be a valued partner in the community customers want us to be more visible – this means being targeted in our partnering initiatives, education and supporting activities, and proactively talking about it with the community.</p>	<p>Also, for the first time in our price proposal, in the 2023–28 regulatory period we have adopted a new measure of 'community perception of Icon Water' which is an index that considers the dimensions or drivers of corporate reputation and community perception by asking questions across the topics of honesty, fair-pricing, efficient and effective customer service, social responsibility, trust, reliable service and perceptions of Icon Water as a good employer.</p>


We have considered our customer values, expectations and investment priorities, alongside our business needs and regulatory obligations to develop our plan for the 2023–28 regulatory period. This is brought together in our eight customer focused outcomes for the 2023–28 regulatory shown in Figure 3-1. Our proposed service measures for the 2023–28 regulatory period are linked to these outcomes. For some of these outcomes there are minimum service levels set out in various regulations that we must comply with shown on the figure with an  icon, however we do have discretion to provide a higher level of service where it is efficient and supported by customers.

Figure 3-1: Customer focussed outcomes for the 2023–28 regulatory period



We also compared our customer service measures and outcomes to other Australian water utilities to capture industry trends in how measures are framed.

Customers told us that while they are generally happy with the level of service Icon Water provides, the current measures are technical rather than focused on the outcomes that matter most to them. We are therefore not proposing material changes to customer service outcomes for the 2023–28 regulatory period but have proposed some minor adjustments to existing measures as well as the addition of some new measures to better reflect customer expectations and experience.

3.2 Our 2018–23 Service Performance

3.2.1 Introduction

Along with price, service performance (e.g. quality, reliability) is one of the outcomes from Icon Water's decision making that customers care most about. Service performance attributes (such as reliability of water supply, safe drinking water, taste, reliability of wastewater services) consistently appear in the annual customer satisfaction surveys as a higher priority than affordable pricing. Service performance is reflected in the overall objective for this price review set out in s19L of the *Independent Competition and Regulatory Commission Act 1997* (ICRC Act).¹

3.2.2 Measures

Icon Water's service performance is measured in several different ways, including regulatory obligations, external performance reporting, and customer experience surveys. Each of these measures is discussed briefly below

Regulatory obligations and minimum service levels

Many of our operations and the services are regulated by the Australian Capital Territory (ACT) and Australian governments. Some of the most substantial obligations include compliance with our licence to provide water and sewerage services under the *Utilities Act 2000* (ACT), compliance with the Drinking Water Utility Licence (and the Australian Drinking Water Guidelines 2011), the *Consumer Protection Code 2020*, technical codes under the *Utilities (Technical Regulation) Act 2014* (ACT) and various licenses and agreements under the *Environment Protection Act 1997* (ACT), *Protection of the Environment Operations Act 1997* (NSW), *Waste Management and Resource Recovery Act 2016* (ACT) and *Water Resources Act 2007* (ACT). Compliance with these obligations is a substantial driver of the costs we incur in constructing, operating and maintaining our infrastructure.

Further details of the regulatory obligations on Icon Water and how these have changed are documented in Attachment 1: Our Role, operations and business context. These regulatory obligations set minimum service levels and monitoring and reporting requirements for Icon Water. Relevant to customer service levels, this includes:

- the **Australian Drinking Water Guidelines** specify the measures and processes to confirm that water is safe to drink and meets public health requirements
- the **Water and Sewerage Technical Codes**, plumbing codes and the memorandum of understanding (MoU) with ACT Fire and Rescue set minimum water pressure and flow requirements to ensure adequate water to supply fire-fighting demand under a large range of localised water demand scenarios
- the **Consumer Protection Code** outlines guaranteed service levels under six areas:
 - timeliness of customer connections and removal of flow restrictions
 - timeliness for acknowledging and responding to complaints
 - minimum notice for planned interruptions
 - duration of unplanned interruptions

¹ "To promote efficient investment in, and efficient operation and use of, regulated services for the long-term interests of consumers in relation to the price, quality, service, reliability and security of the service". Independent Competition and Regulatory Commission Act . (2018, October 23). *Independent Competition and Regulatory Commission Act 1997: A1997-77*. Canberra: ACT Parliamentary Counsel 1997.

- maximum number of water and wastewater interruptions in a 12-month period for a single connection
- response time to notification of a fault, problem or concern that affects the premises of the customer
- The **environmental protection agreements and authorisations** set out minimum protection limits in how we operate.

These minimum performance and reporting requirements have been used when establishing customer service outcomes, and attempts have been made, where appropriate, to harmonise reporting, definitions and measures.

External reporting

Icon Water reports on specific service level measures to the Independent Competition and Regulatory Commission (the Commission), the Utilities Technical Regulator (UTR), the Bureau of Meteorology (BOM) and the Australian Bureau of Statistics (ABS). These reported measures include the number and type of customer complaints, and the number and duration of planned and unplanned interruptions to water and wastewater supply services.

BOM is reviewing (in 2021–22) the indicators used in the National Performance Report (NPR). At the time of writing the 2023–28 price proposal, BOM’s report has not yet been released. However, a number of the indicators were recommended for modification by the submitting stakeholders, and it is expected that at least some of the indicators will be retired or modified.

Icon Water also reports on a range of performance indicators to its shareholders in the Statement of Corporate Intent and Annual Report, and to authorities administering the regulatory obligations outlined above, including ACT Health and ACT and NSW environment protection authorities.

Customer satisfaction surveys

Icon Water undertakes periodic phone surveys to measure customer experience and satisfaction with its services. This includes suggestions about how Icon Water can meet their needs and what the top priorities are for various customer segments over time. Additionally, we also measure and monitor the perception of Icon Water’s brand and reputation in the community.

We also participate in broader customer insights conducted through the Water Services Association of Australia (WSAA). These broader insights, and the local results inform service levels and the topics for deeper engagement through our engagement program.

3.2.3 Our previous customer outcomes

In the 2018–23 regulatory period we committed to target measures across four key service outcomes: customer service, drinking water quality, reliable supply and environmental sustainability. These are shown below in Table 3-2.

Table 3-2: Customer outcomes and service targets from 2018–23

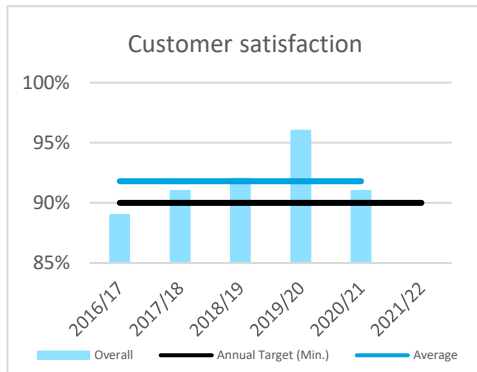
(Note: targets were each year unless specified by * which were over the five years)

Customer Priority Area from 2016	Measure	Target (a) (2017–22)
Customer service	Survey respondents satisfied or very satisfied with Icon Water service Levels (%)	>90
	Total water and sewerage complaints per 1000 properties	<5
	Meaningful response to complaints within 20 business days (%)	100
	Calls answered by an operator within 30 seconds (%)	>80
Drinking water quality	Drinking water: population where microbial compliance was achieved	100%
Reliable supply	Average frequency of unplanned interruptions – water (per 1000 properties)	95*
	Average duration of unplanned interruptions - water (minutes)	130*
	Average duration of planned interruption duration – water (minutes)	23*
	Average interruptions to sewerage services per annum (number of properties)	1630*
	Average duration of sewerage interruption (minutes)	40*
	# of sewer surcharges inside a customer dwelling per annum	=<15
Environmental sustainability	Proportion of capital projects over \$50,000 with a sustainability scorecard incorporated	100%
	Reduction of waste to landfill year on year	Lower than 2017
	Compliance with environmental flow, authorisations and agreements	100%

A summary of the performance on these measures is included over the following pages, with comparison to other utilities from the NPR² for relevant indicators. The comparison is shown against large and major utilities as this includes a range of utilities of similar scale, scope of services and geographic location.

² Bureau of Meteorology. *National performance report 2020–21: urban water utilities, part A*. Melbourne: Bureau of Meteorology, (2022).

Service Outcome 1: Customer service levels

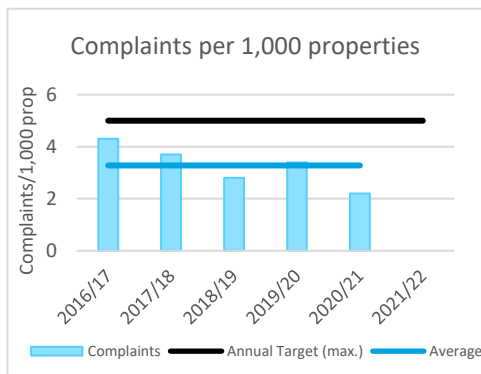


Customers satisfied or very satisfied with Icon Water’s performance

Customer satisfaction was above the target in all years of the regulatory period. Customer satisfaction was particularly high during 2020 due to the actions we took to respond to the COVID-19 pandemic, and the visibility of essential services. Post-pandemic, satisfaction remains above 90 per cent and reflects overall high satisfaction with customer service levels.

Data source: Icon Water

The following represent measures of the experience of the customers who contact Icon Water (noting that most customers do not contact Icon Water in a calendar year).

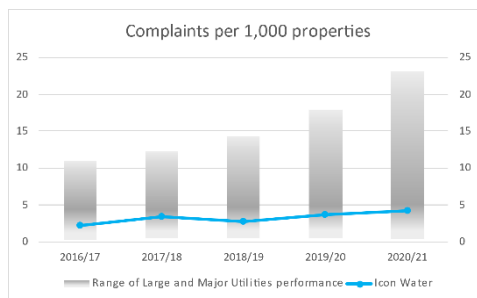


Total water and sewer complaints

Complaints were lower than the target in all years. Icon Water’s complaint numbers have historically been low compared to the broader industry.

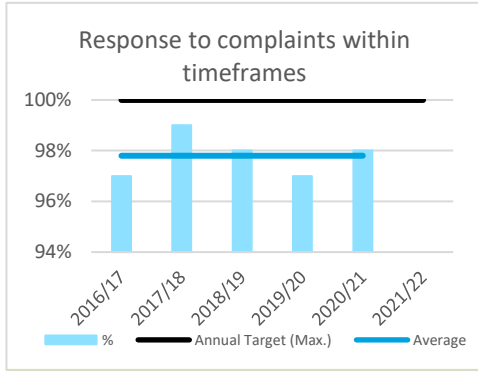
In 2020–21 we undertook a review of how complaints are captured and found that billing complaints, which are managed by a third-party provider on Icon Water’s behalf, were not being captured via all channels. System and process changes resulted in an opportunity to holistically align to the regulatory definition of a complaint by including complaints resolved at first point of contact.

Data source: Icon Water



Data source: (Bureau of Meteorology, 2022)

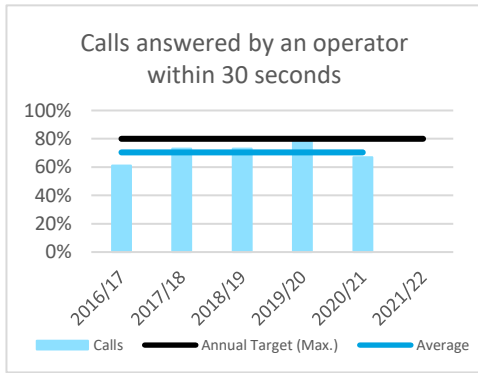
In 2021–22 as expected, the number of billing complaints captured is significantly higher. This increase in billing complaints is not considered to reflect an underlying ‘real’ increase in dissatisfaction given the very high percentage resolved at first contact. Instead, the higher number of complaints reflects better classification and capture of these issues which typically do not escalate to require further investigation or response once an initial explanation is provided in the first contact. This data will help identify potential opportunities for these types of complaints to be prevented in the future.



Data source: Icon Water

Meaningful response to a complaint within 20 business days

This target is from the *Consumer Protection Code* and we fell slightly short in every year of the 2018–23 regulatory period. Responses to complex complaints which require additional information from the customer before investigation can be difficult to complete in this timeframe. The intent of this target is to ensure a timely response to the customer and for those cases that took a little longer they were all resolved within 25 days. This has been discussed with the Commission through the regulatory period as part of the Consumer Protection Code Reporting.



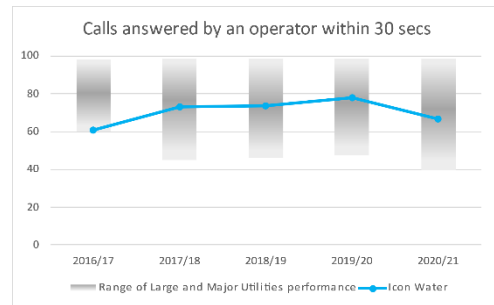
Data source: Icon Water

Calls answered by an operator within 30 seconds

This target was not met in any of the five years. This measure does not represent contemporary customer service as it does not reflect all customer channels, nor evolving customer expectations.

Generally, customers are prepared to wait for a short time (< 4 minutes³) if they can be confident that their issue will be resolved.

Icon Water’s response time for calls varies depending on the type of call with faults and emergencies phone waiting times shorter than responses for technical enquiries.

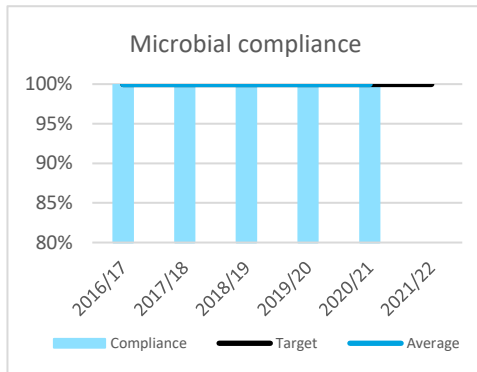


Data source: (Bureau of Meteorology, 2022)

This measure is being considered for retirement from benchmarking from the NPR, and Icon Water is proposing replacing this with a more meaningful measure.

³ Vocalabs (2018). *Acceptable call centre waiting time and correlation between wait time and satisfaction.*

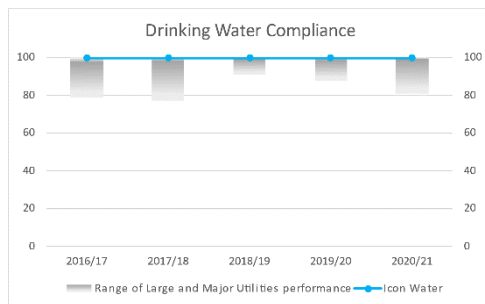
Service Outcome 2: Drinking Water Quality



Population where microbial compliance was achieved

Microbial compliance is assessed against the *Australian Drinking Water Guidelines 2011*. Icon Water achieved 100 per cent compliance throughout the period.

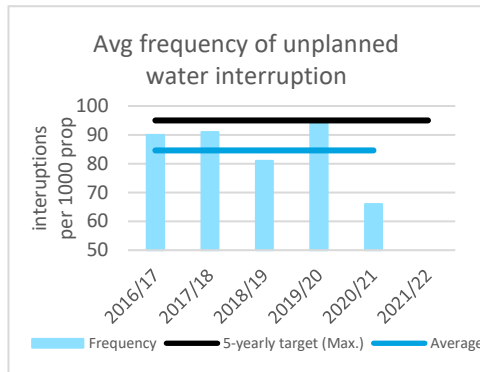
Data source: Icon Water



Data source: (Bureau of Meteorology, 2022)

This is a common measure used across industry with most utilities having high compliance.

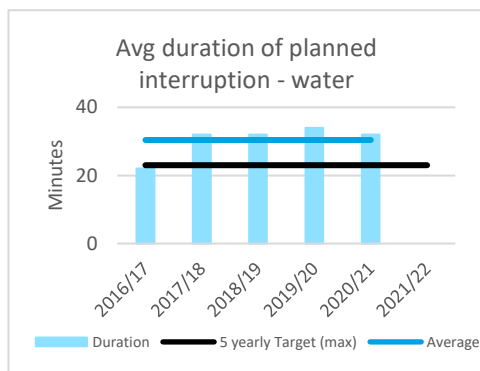
Service Outcome 3: Reliability of Service



Data source: Icon Water

Average frequency of unplanned water interruptions

The average frequency of an unplanned water interruption was better than the target for the five years. One of the variables that affects the result is the number of properties impacted by an interruption. This can vary significantly depending on whether the interruption is in a high-density area with multi-unit apartments or a residential area with single dwellings.



Data source: Icon Water

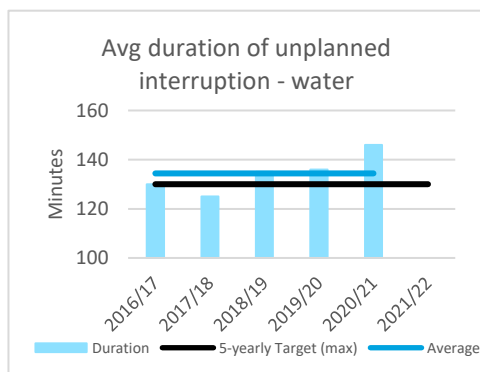
Average duration of a planned interruption – water

The average duration of the planned interruptions was seven minutes longer than the average target due to the impact of COVID-19 pandemic lockdowns changing the typical activities undertaken.

The majority of planned water interruptions (in a typical year) are due to meter replacements which typically take around 30 minutes.

Other planned activities such as hydrant replacement or service line upgrades lead to longer interruptions.

The planned water meter replacement program was paused as part of COVID-19 pandemic lockdowns, which means the balance of planned activities included a higher proportion of longer interruptions. Returning to the expected number of meter replacements will reduce the average duration of the outages below the target.

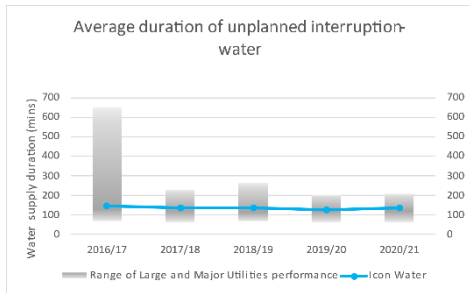


Data source: Icon Water

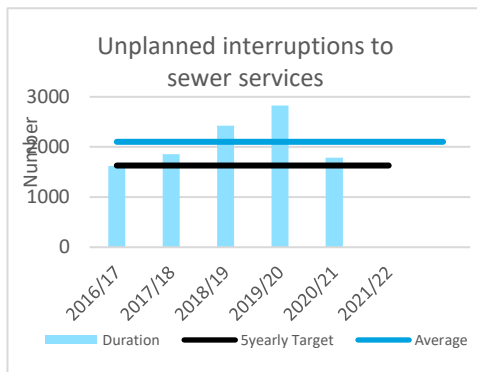
Average duration of an unplanned water interruption

The average duration of an unplanned water interruption did not meet the target. This was predominately due to a small number of jobs interrupting a large number of customers and the type of work taking longer to repair in 2019 to 2021. In particular, this measure was impacted by a single job to replace a valve on a large water main (>300mm).

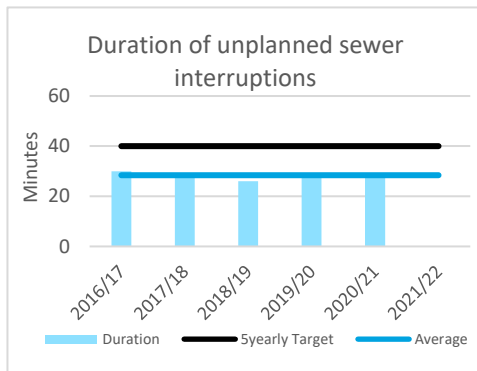
The average duration of an unplanned water interruption for major water utilities in Australia has been steadily increasing over the period. Icon Water's average has remained below the industry average, with the exception of 2020–21. Icon Water's performance remains within the typical range experienced by most utilities.



Data source: (Bureau of Meteorology, 2022)



Data source: Icon Water



Data source: Icon Water

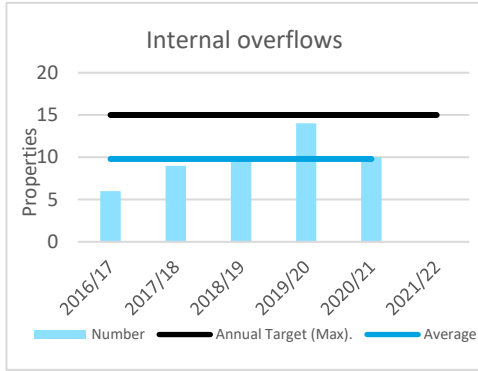
Unplanned interruptions to sewer services

The number of unplanned interruptions for sewer services increased above the target in 2019 and 2020, meaning that the five-yearly performance target was not met. One of the most common causes of sewer main breaks is the movement of reactive soils. Canberra is known to have heavy clay soil that becomes hard and shrinks during dry weather and expands as it absorbs moisture during cooler, wet periods. The changes in weather conditions and lower rainfall in Canberra during these years likely contributed to the uptrend on the number of sewer main breaks

A consequence of sewer breaks is that tree roots can infiltrate the sewer main, which is the cause of most blockages. Icon Water has ongoing investment programs such as the sewer main renewal program and planned maintenance sewer cleaning programs to ensure the sewer network is reliable.

Duration of unplanned sewer interruptions

The average duration of an unplanned sewer interruption met the target each year and remained steady throughout the period. This reflects the focus Icon Water has on responding to these events in a timely fashion

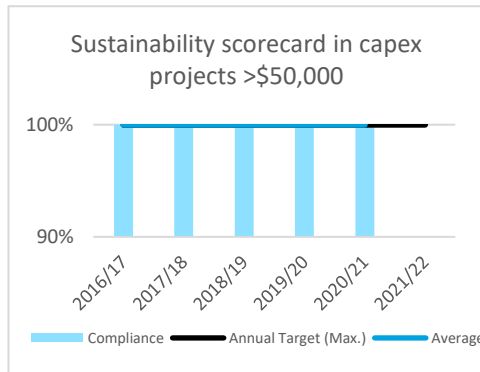


Data source: Icon Water

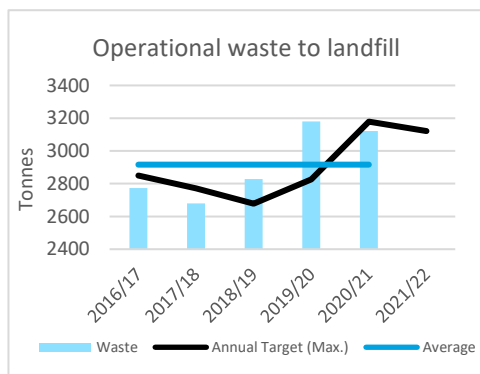
Number of internal overflow (surcharges)

This target was met each year in the regulatory period. Addressing sewer mains with repeat wastewater overflows in hot spot areas through the annual maintenance program helped to meet this target. Improvements to the works and asset management (WAM) system have assisted with the timely investigation to respond to internal overflows.

Service Outcome 4: Environmental Sustainability



Data: Icon Water



Data source: Icon Water

Incorporate a sustainability scorecard assessment into 100 per cent of projects with capex value of over \$50,000

100 per cent met. Sustainability assessments are applied to all capital projects over minimum threshold value as part of our Investment Planning and Delivery Process (IPAD) to inform decision-making.

Reduce our operational waste to landfill year on year

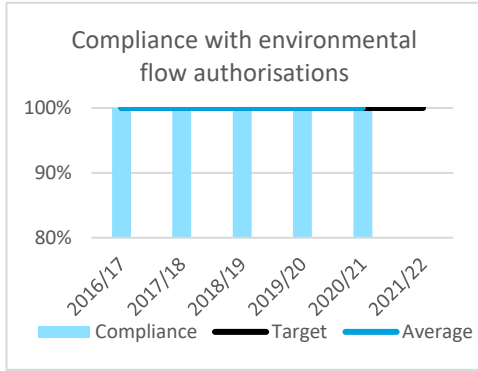
An increase in waste to landfill was reported in 2019 and 2020.

In 2019 this was due to increased maintenance waste created from unanticipated operational shutdowns at the Lower Molonglo Water Quality Control Centre (LMWQCC) and prolonged simultaneous use of both Googong and Stromlo water treatment plants.

In 2020 the increase was due to high water demand over summer which meant prolonged simultaneous use of both Googong and Stromlo water treatment plants and the generation of additional water treatment plant solids.

The volumes of operational waste to landfill remain elevated, with only slight reduction from previous financial year, due to higher water treatment solids generated with reduced raw water quality from flooding as well as grit and screenings diverted to landfill due to ongoing furnace disruptions at LMWQCC.

This measure requires reframing to better account for variations in operating context, such as climate, water source use, climate, and customer demand, which cause annual variation, despite ongoing improvements to practices and processes.



Data source: Icon Water

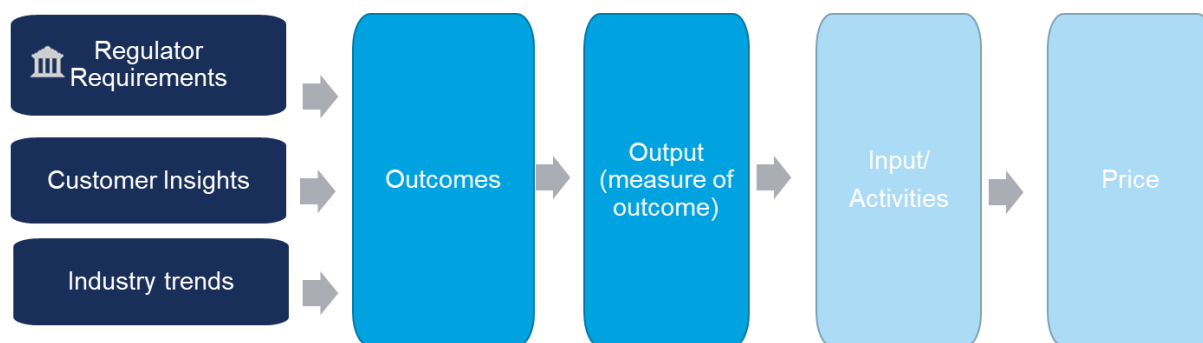
Achieve 100 per cent compliance with environmental flow authorisations, environmental authorisations, and agreements

Operations were consistent with legal obligations and agreements with no regulatory action.

3.3 Our review of the targets

We adopted the framework in Figure 3-2 as the basis for our development of the proposed targets and measures for the 2023–28 regulatory period. This included reviewing the minimum standards set in the regulator requirements, considering insights from our customer engagement program, and comparing the measures and targets to those used in other Australian water utilities.

Figure 3-2: Framework for reviewing service targets



3.3.1 What we heard from customers

As outlined in **Attachment 2: Customer and community engagement**, we undertook multiple waves of customer engagement, including focus groups, extensive customer surveys and quantitative preferences studies.

What we heard from the review was that our services needed to achieve the outcomes outline in Figure 3-3.

Figure 3-3: Customer outcomes



We are proposing to have a key measure against each of these eight outcomes, with supplementary supporting measures which we will monitor internally to provide a more holistic perspective of our performance. Many of these supporting measures will require refinement over the next five years to ensure their continued relevance, as we further engage with the community. While we will report against the key measures for the full five years, we also anticipate that some of these may evolve and further supplementary measures may start to be monitored before being formally included in the next regulatory period.

3.3.2 Industry trends


We also reviewed customer service outcomes and measures from similar water utilities across Australia.

While there are nuances to each of the outcomes for each region, there is substantial overlap in the themes which are important to customers. This is to be expected given the essential nature of water and wastewater services. Key areas of overlap are a focus on timely response and restoration, and minimising multiple service faults or interruptions. There is a general trend away from more technical measures (such as faults per 100 kilometre of mains), which are less meaningful to customer outcomes, and towards measures framed in more customer-centric terms (such as percentage of customers that had uninterrupted services, or time to restore services).

3.3.3 Key changes to proposed measures for 2023-28

While customers told us they were generally happy with the level of service they receive, the current measures did not always reflect what is most important to them. Specific gaps were noted in terms of:

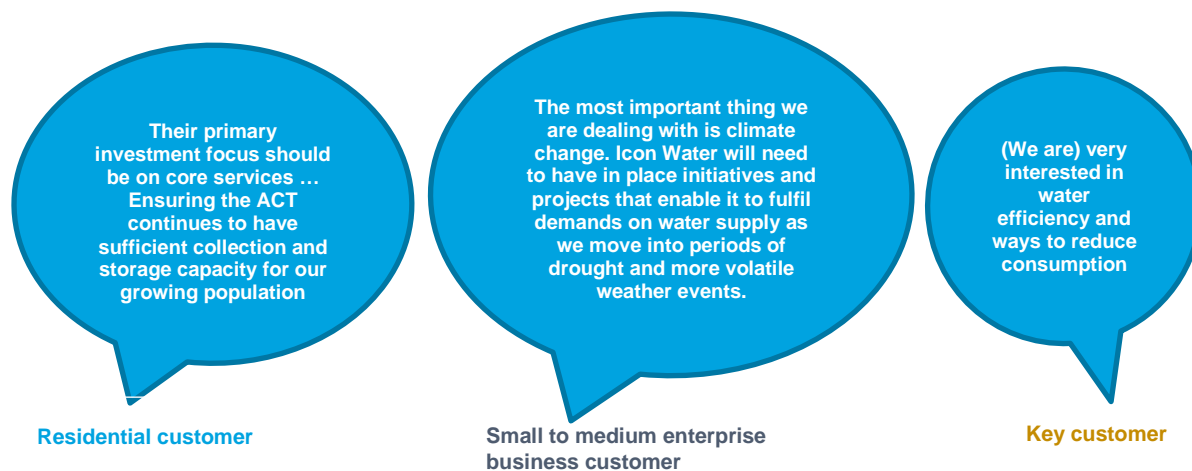
- The current measures are technical rather than customer centric. Measures need to be easily understood by customers and reflect the range of customer experience. We are proposing that measures reflect the percentage of customers impacted rather than be expressed in infrastructure terms.
- While current measures include the duration of an unplanned outage, there are no targets related to responsiveness. This was noted at several of the community and customer forums. Consequently, we are proposing to include measures for responsiveness as well as duration of outages.
- While we currently measure average service levels, these don't provide enough clarity on service levels for all customers. Customer engagement showed us it is necessary to be clear that average performance does not capture pockets of customers serviced by problematic cohorts of assets. Being clear about this is helpful for Icon Water and customers. Consequently, we are proposing measures and targets for customers with multiple faults.
- We did not have existing measures for some of the activities of most importance to customers including measures of affordability and support for vulnerable customers. We are therefore proposing to include measures across these service outcomes.



"I expected that response to sewer faults and emergencies would have specified timeframe rather than 'as soon as possible'."

3.4 Proposed Targets against each outcome

3.4.1 Outcome 1: Prepare and plan for the future



Our customers and community acknowledge that water is a valuable and finite resource. Customers from all segments see that one of Icon Water’s core functions is planning for the future to ensure long-term water security.

The most appropriate measure that reflects the intent of this outcome and customer sentiment is percentage of time in temporary water restrictions. This reflects the strong customer sentiment on the impact of temporary water restrictions and is a reasonably simple and accessible measure used by other utilities⁴. It is also consistent with previous intentions of the ACT Government⁵ and Icon Water. This is an interim target for 2023–28 which will need to be reviewed after the ACT Government review of water policy and water security definitions is completed.

We will also continue to monitor several other measures and undertake activities associated with this outcome. Table 3-3 outlines the measures and targets together with the deliverables and activities for Outcome 1: Prepare and plan for the future.

Table 3-3: Measures and targets for Outcome 1: Prepare and plan for the future

Outcome	Prepare and plan for the future
The main customer-focussed measure of success	Percentage of time in water restrictions is less than 5% for 2023–28. <i>Excluding water restrictions called in response to a state of emergency or natural disaster</i>
We will manage and monitor these measures and indicators that ensure the breadth of the overall outcome to customers, and other stakeholders	<ul style="list-style-type: none"> • Infrastructure leakage index • Water consumption per person • Community understanding of Permanent Water Conservation Measures (PWCM) and Temporary Water Restrictions (TWR)

⁴ Barwon Water. (2017). *2018 Water Price Review Barwon Water Price Submission*. Geelong: Barwon Water.

⁵ “Using best available modelling and assumptions, the current water supply system should meet unrestricted demand for the ACT and Queanbeyan 95% of the time until at least 2030” (ACT Government, 2014)

Outcome	Prepare and plan for the future
We will undertake these actions, activities and programs to deliver the customer outcome	<p>We will work with the ACT Government to</p> <ul style="list-style-type: none"> • review water security definitions and measures • develop an Integrated Water Management Plan <p>We will focus and invest in</p> <ul style="list-style-type: none"> • reviewing and relaunching to the community the <i>Permanent Water Conservation Measures</i> and <i>Temporary Water Restrictions Schemes</i> • upgrades to LMWQCC (see box 3.2) <p>We will continue to:</p> <ul style="list-style-type: none"> • update our <i>Drought Management Plan</i> and progress drought response activities • investigate alternative and diverse water supply options and engage with customers around these • use long-term population forecasts in our planning • assume that climate change has impacted future weather and adjust forecast projections for this • participate in water industry forums and committees to engage in best practice planning and modelling

Box 3-2: Investing in the future

2023–28: Upgrades to LMWQCC

As part of planning and preparing for the future we have identified and are proposing augmentations to the ACT’s major sewage treatment plant. These are large upgrades with long construction timeframes of five to ten years.

These include:

- increasing the capacity of secondary treatment which removes nitrogen and phosphorus. The options short-listed include expansion of the system using existing technology, and several alternative technology options.
- renewing the solids treatment system originally installed in the 1970s with modern environmentally sustainable, energy efficient technology. This replacement will allow LMWQCC to continue to provide reliable service that continues to protect human health and the environment and will allow us to maximise resource recovery from the process.

These projects need to be considered together, as they will shift the technology and capacity upgrades required for other parts of the plant.

These projects are sufficiently progressed to be included in our capital investment forecast for 2023–28, with option short-listing, concept designs and business case costing available.

More detail on these is in [Attachment 7: Capital expenditure](#).

Resilience to drought

We are proactively planning and preparing for water security and improving our drought resilience, with many activities to be progressed as part of the update of the Drought Management Plan and Integrated Water Management Plan. This will include early feasibility studies and investigations on these options as well as ongoing updates to water security assessments based on updated information as part of our operating expenditure. However, as the timing of severe droughts (or other events which would trigger an augmentation) is uncertain, so is the timing of any capital expenditure which may be required to improve our drought resilience. Therefore, these costs are not included in

the capital projects forecast and if they are triggered, would be prioritised within the investment framework with actual and forecast capital costs included in the subsequent pricing proposals.

3.4.2 Outcome 2: Care for and protect the environment



Customers told us one of their expectations is that we improve environmental sustainability and look for opportunities for acceleration towards net zero *before* 2045, where we can limit bill impacts.

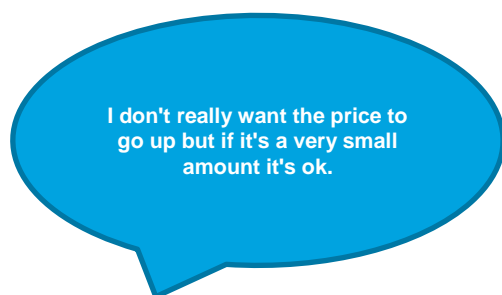
The most appropriate measure that reflects the intent of this outcome and customer sentiment is net CO₂. This reflects the strong customer sentiment as to the value of climate change mitigation measures. This will also capture Scope 1 and 2 emissions.

We will also continue to monitor several other measures and undertake activities associated with this outcome. Table 3-4 outlines the measures and targets together with the deliverables and activities for the Outcome 2: Care for and protect the environment.

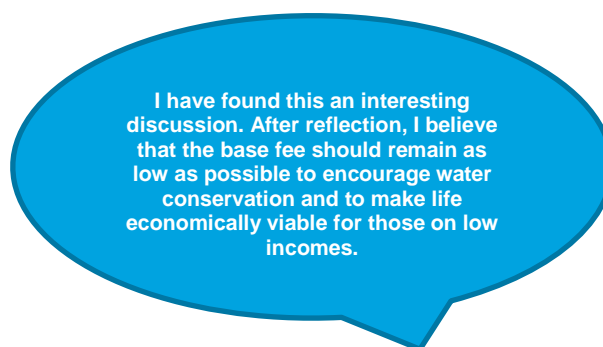
Table 3-4: Measures and targets for Outcome 2: Care for and protect the environment

Outcome	Care for and protect the environment
The main customer-focussed measure of success	Reduction in net CO ₂ equivalent compared to 1990 levels <ul style="list-style-type: none"> • 2025: 50 – 60% • 2030: 65 – 75% • 2040: 90 – 95% • 2045: 100%
We will manage and monitor these measures and indicators to ensure the breadth of the overall outcome to customers, and other stakeholders	<ul style="list-style-type: none"> • 100% compliance with environmental flow requirements, environmental authorisations and agreements (regulator target) • Waste to landfill year-on-year • Net zero impact to Canberra's tree canopy through Icon Water activities • Aquatic ecology health downstream of dams and discharge locations • Proportion of recovered material purchased by Icon Water • National Greenhouse Energy Reporting and National Pollutant Inventory reporting
We will undertake these actions, activities and programs to deliver the customer outcome	We will increase of our focus and investment in: <ul style="list-style-type: none"> • action to support 30% urban tree canopy where compatible with our network services • progressing towards net zero and our eMission possible plan • our circular economy plan and actions that are identified from this We will continue to: <ul style="list-style-type: none"> • monitor waterways to ensure that the impact of our activities is acceptable • engage in bushfire operations and catchment protection activities • engage in resource recovery and circular economy initiatives • recycle resources (eg. Agriash, crushed glass etc.) for local use by third parties.

3.4.3 Outcome 3: Affordability for all



Open community survey



Residential customer

While there were divergent views on overall tariff structures, there was clear concern for the tariff impact on vulnerable customers. At most forums, this was particularly noted for households on fixed or low income, and not-for-profit agencies that rely on water to operate (like sporting clubs). As the undercurrent to all strategy and investment discussions, participants consistently felt that the financial impact of each decision should be considered, including the equity of impact across customer groups and socio-economic vulnerability. Customers told us they value Icon Water assisting customers with support services.

Affordability for customers reflects the combination of broader economic trends and environment, and intersection with ACT and Commonwealth Government targeted support programs. Icon Water understands that vulnerability is a personal situation which can impact anyone through these factors and so has support services available for customers who experience barriers to our service.

There has been significant consideration across industry around vulnerability and affordability.

- An international committee has recently drafted an international standard for responding to consumer vulnerability (*ISO 22458: Consumer Vulnerability – Requirements and guidelines for the design and delivery of inclusive service*).
- The Australian partnership (Thriving Communities Partnership)⁶ has outlined models which aim to unite organisations to support people to thrive when they experience a crisis (Collier, et al, 2019)
- The WSAA Community and Industry Leadership Committee are developing a “Better Practice Customer Support Framework”⁷ (Water Services Association of Australia, 2021)

These models and frameworks all highlight that vulnerability is highly individual, and that broad macro-economic indicators do not capture affordability at the individual household level. We are exploring the best models for support vulnerability within the ACT context. For this document, we have the working definition of vulnerability outlined in Box 3-3. We will continue to refine and develop this with our relevant stakeholders.

6 Oakley, J., Sterling, C., Sundstrom, G., & Collins, T. *Understanding Vulnerability*. Melbourne: Thriving Communities Partnership, 2019

7 Water Services Association of Australia. WSAA Strategy 2021 – 2023, 2021, July. Retrieved from: <https://www.wsaa.asn.au/sites/default/files/publication/download/WSAA%20Strategy%202021%20FINAL%20%285%29.pdf>

Box 3-3: A working definition of vulnerability

A working definition of vulnerability

Vulnerability is a personal situation where someone is experiencing physical, emotional, or financial stress which impacts their ability to engage with or pay their household bills. Vulnerability can touch anyone, at anytime or anywhere. It can be experienced through prolonged periods and across generations, or through short, unexpected moments.

By measuring effectiveness of our customer support programs we are able to reflect on how suitably Icon Water are providing and connecting customers with support. Icon Water proposes to work with the sector to develop a meaningful measure. As this is still under development, the proposal is for an improvement by 2028 as we do not have a defined measure and baseline.

We will also continue to monitor several other measures and undertake activities associated with the intent of this outcome for affordability. Table 3-5 outlines the measures and targets together with the deliverables and activities for the Outcome 3: Affordability for All. We will work with specific customer segments to develop and refine measures that are relevant for them.

Table 3-5: Measures and targets for Outcome 3: Affordability for all

Outcome	Affordability for All
The main customer-focussed measure of success	<ul style="list-style-type: none"> Effectiveness of customer support programs (specific measure under development)
We will manage and monitor these measures and indicators to ensure the breadth of the overall outcome to customers, and other stakeholders	<ul style="list-style-type: none"> Standard bill compared to large and major utilities on the national performance report % of water bills issued on repeat estimated readings % of longer term customer debts on a hardship program Average bill as a percentage of median and lowest tercile household income % of customers confident we will look after those who experience difficulty paying for essential services Average debt on hardship program Average debt on entry into hardship program Amount left owing for people with high bills after the undetected leaks policy has been applied
We will undertake these actions, activities and programs to deliver the customer outcome	<p>To understand customer impacts we will undertake customer and stakeholder engagement to review and explore</p> <ul style="list-style-type: none"> impact of tariffs and rebates on different customer segments non-residential tariffs, including liquid trade waste management <p>We will support</p> <ul style="list-style-type: none"> ACT Government Managing Buildings Better reforms to amend legislation related to unit titles cross-sectoral development of programs, practices and measures proactive indicators of customers in hardship. <p>We will continue to provide:</p> <ul style="list-style-type: none"> a range of bill payment options and channels that allow customers to manage their payments in a way that suits them fair and equitable debt management and collection approaches that ensure customers that are unable to pay are identified and supported existing rebate and hardship program (Community Service Obligations) water conservation and education programs to help customers manage the usage component of their water bill bill adjustments for those who have an undetected residential leak through the "Undetected Leak adjustment process". This includes a

Outcome	Affordability for All
	concession on the bill, and recalculation of the remaining additional water usage at Tier 1 prices.

3.4.4 Outcome 4: Visible and valued community partner



Residential customer

Community member (non- bill payer)

Business customer

Customers were supportive of Icon Water’s vision of being a valued community partner. Currently the community generally perceives Icon Water as socially responsible. There was support for targeting programs that make a real difference to the community.

We are proposing to continue with the current measure of the community perception of Icon Water. Our customer insights demonstrate an increase in value, trust, and brand recall when the community is aware of the activities we deliver beyond our core business of water and wastewater services. When customers know and trust Icon Water, they provide improved support in water conservation, draincare behaviours and in response to emergency situations. To build awareness of our investments, partnerships, community support and education program, we will proactively seek opportunities to promote and communicate these activities.

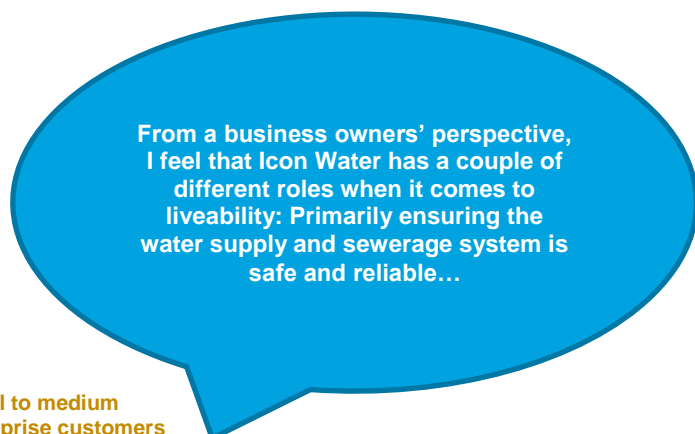
We will continue to monitor community engagement through multiple indicators reflecting our partnerships across various customer segments. Table 3-6 outlines the measures and targets together with the deliverables and activities for the Outcome 4: Visible and valued community partner. These measures will be reported to regulators or used as part of water industry performance monitoring. We will work with specific customer segments to develop and refine measures that are relevant for them.

Table 3-6: Measures and targets for Outcome 4: Visible and valued community partner

Outcome	Visible and Valued Community Partner
The main customer-focussed measures of success	<ul style="list-style-type: none"> Maintain community perception index above 65
We will manage and monitor these measures and indicators to ensure the breadth of the overall outcome to customers, and other stakeholders	<ul style="list-style-type: none"> We will continue to monitor supporting indicators of community perception including brand recall (awareness) and community satisfaction

Outcome	Visible and Valued Community Partner
<p>We will undertake these actions, activities, and programs to deliver the customer outcome</p>	<p>To understand customer impacts we will undertake customer and stakeholder engagement to</p> <ul style="list-style-type: none"> • better understand requirements and community expectations for future investments • proactively communicate our business, projects and partnerships to the community and stakeholders • seek and consider feedback to inform our approach. <p>We will review and optimise our approach to</p> <ul style="list-style-type: none"> • our Community Support Program • research and development partnerships • partnerships with training and development organisations <p>We will continue to:</p> <ul style="list-style-type: none"> • partner with the community, affiliated industry and key stakeholders • deliver water and wastewater literacy programs to the community • promote communication and awareness campaigns such as 'Care for Water' and 'Free the Poo'

3.4.5 Outcome 5: Maintain core services – Safe and healthy drinking water



Safe drinking water is a clear customer priority. This is consistently one of the top three priorities across all our customer segments in annual satisfaction surveys. During the engagement program, customers and the community expressed their expectation that Icon Water’s main contribution to the ACT region’s liveability is through the core supply of safe drinking water.

The most appropriate measure that reflects the intent of this outcome and customer sentiment is compliance with safe drinking water regulations on parameters as currently reported in the annual *Drinking Water Quality Report*.

We will also continue to monitor several other measures and undertake activities associated with this outcome. Table 3-7 outlines the measures and targets together with the deliverables and activities for the Outcome 5: Safe and healthy drinking water. These measures will still be reported to regulators or used as part of water industry performance monitoring.

Table 3-7: Measures and targets for Outcome 5: Safe and healthy drinking water

Outcome	Safe and healthy drinking water
The main customer-focussed measure of success	<ul style="list-style-type: none"> • 100% Compliance with ADWG as reported to ACT Health (minimum regulation)
We will manage and monitor these measures and indicators to ensure the breadth of the overall outcome to customers, and other stakeholders	<ul style="list-style-type: none"> • Number of customers who contact us more than once with a water quality issue • Track community perception of safety and health of drinking water, percentage of customers who drink tap water • Water complaints per property • Taste and odour complaints per 1000 customers • Industry assessment and comparison

Outcome	Safe and healthy drinking water
<p>We will undertake these actions, activities and programs to deliver the customer outcome</p>	<p>To manage the risks associated with drinking water quality, we will invest in</p> <ul style="list-style-type: none"> • inspection of service reservoirs and undertake necessary replacement and remediation works • online secondary disinfection facilities where required • updating monitoring and modelling • understanding, assessing and preparing for water treatment upgrades to ensure future capability to provide safe and healthy drinking water with changes to source water quality and climate change. <p>We will continue to:</p> <ul style="list-style-type: none"> • conduct independent extensive water quality and compliance management program • promote the health benefits of drinking tap water • resolve customer complaints and escalate where there is an ongoing issue • provide advice and education to customers on the quality and safety of the water including where there is a change in water source • carry out mains flushing after changes to flow conditions in the water reticulation system

3.4.6 Outcome 6: Maintain core services – Reliable water and wastewater services



Most of our customers are happy with the level of reliability for water and wastewater services. There is concern that decreasing the price and standard would lead to negative longer-term outcomes. Customers generally accepted the occasional short unplanned outages but were concerned for the customers that had multiple outages or longer outages.

We are proposing two customer focussed measures of this outcome – one focusing on ensuring that few customers experience multiple interruptions, and the other focused on minimising interruptions that exceed six hours. These are focussed on the water and wastewater networks, as reliability here has the most direct impact on customer experience. The duration of the outage is included as a reliability measure as this is impacted by both the speed of response, as well as the design and proactive maintenance of the network. These indicators are similar to those included in the recent review of the operating licences for Hunter Water⁸ and Sydney Water⁹.

We will also continue to monitor several other measures and undertake activities associated with this outcome. This vast array of indicators has traditionally been measured and are still used within the industry. Table 3-8 outlines the measures and targets together with the deliverables and activities for the Outcome 6: Reliable water and wastewater outcomes. These measures will still be reported to regulators or used as part of water industry performance monitoring.

Box 3-4 provides further information on our water reliability measures and Box 3-5 on our wastewater reliability measures.

Table 3-8: Measures and targets for Outcome 6: Reliable water and wastewater services

Outcome	Reliable water and wastewater services
The main customer-focussed measures of success	<ul style="list-style-type: none"> Less than 0.5% of connections have more than three water or wastewater interruptions per year Less than 5% of connections experience an outage of more than six hours (planned or unplanned)
We will manage and monitor these measures	<ul style="list-style-type: none"> frequency of water interruptions (bursts per 1000 connections) frequency of wastewater interruptions (breaks and chokes per 100km)

⁸ IPART. (2022). *Hunter Water operating licence: Draft Licence 2022 - 2027*. Sydney: IPART.

⁹ Sydney Water. (2019). *Sydney Water Operating Licence 2019 - 2023*. Sydney: Sydney Water.

Outcome	Reliable water and wastewater services
and indicators to ensure the breadth of the overall outcome to customers, and other stakeholders	<ul style="list-style-type: none"> • water pressure outside minimum or maximum technical targets • number of sewer discharges inside a customer dwelling • number of customers impacted per water burst • percentage of planned maintenance completed on all infrastructure • availability of water and sewage treatment plants • dry weather wastewater overflows from Icon Water sewer pump stations
We will undertake these actions, activities and programs to deliver the customer outcome	<p>We will continue to:</p> <ul style="list-style-type: none"> • undertake targeted renewal programs where more frequent interruptions are observed • undertake proactive renewal and maintenance where location of fault will cause an extended interruption • undertake cleaning and inspection programs to sewer mains • provide temporary water connections where planned outages would otherwise extend beyond 12 hours, or for critical customers (schools, child or health care) on a case-by-case basis for shorter planned outages • reduce sizes of shut off blocks to reduce the number of customers impacted per fault • undertake planned maintenance at water and wastewater treatment plants

Box 3-4: Water reliability service measures

In 2017, Icon Water proposed a measured reduction in expenditure on water mains renewal and an offsetting reduction in the targeted service level. The targeted service level remained significantly better than the Australian Water Industry Average.

In the 2021 engagement program, the focus was on considering the equity impacts of further reductions to targeted service levels and expenditure on water mains renewal. This is because water interruptions can cluster, and a good average performance may disproportionately impact a smaller subset of customers. These customers may experience more frequent or longer interruptions. Additionally, some customers may see higher impacts as a result of a water interruption than others.

The following insights were gleaned from the engagement program:

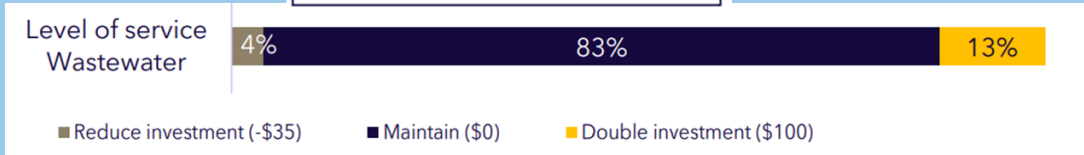
Current water supply disruptions were not an issue for the majority of customers.

- *The Customer Advocacy Forum agreed that current levels of service were satisfactory and that any reduction in service could result in long-term consequences for the network, despite some short-term cost savings. They were not in favour of a higher investment due to the impact on vulnerable customers.*
- *After being informed of the current levels of service and the incidence of ‘customers at risk’ of issues, there was limited support in the deep-dive deliberative process for a \$10 increase in charges to bring all customers up to a similar level of service. Most were satisfied with the current level of service.*
- *In the quantitative residential customer survey, when participants were asked to rate their support for maintenance upgrades in principle, without knowing the incidence of impacted properties or potential charges, support for more spend was mixed.*
- *Modelling of customer willingness to pay revealed that, after seeing a detailed explanation about the incidence of properties experiencing water supply disruptions/being told they were in an area at higher risk of a disruption, customers stated they would pay a median yearly amount for five years of \$24 at the 50th percentile, \$11.99 at the 60th percentile and \$5.63*

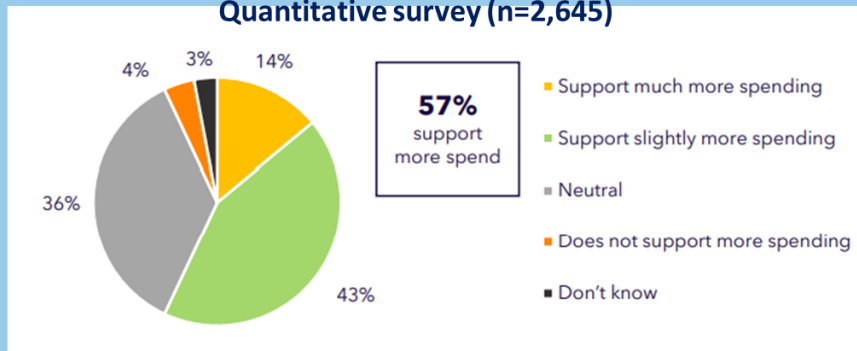
at the 70th percentile for all properties to have a more similar level of service for water supply.”

Deep dive deliberative process (n=48)

Preference for LoS: In response to a 1-in-12 -14 chance of issues at Stage 2 (n=46)



Quantitative survey (n=2,645)



Source: (Newgate Customer Engagement Report¹⁰)

Based on the qualitative and quantitative engagement, Icon Water is not proposing to further reduce the targeted service level but retain the current average target level. We are proposing revised measures which capture the impact on customers experiencing multiple interruptions.

¹⁰ Newgate. *Strategic Customer and Community Engagement for Icon Water*. (2022). Canberra: Newgate.

Box 3-5: Wastewater reliability service measures

In 2017, Icon Water proposed retaining the level of expenditure on sewer mains renewal and other operational proactive sewer maintenance while providing the same overall service level as the previous five years. The targeted service level had levels of interruption higher than the service level at other equivalently sized water utilities. However, this represented the best balance of customer preferences regarding service levels and price.

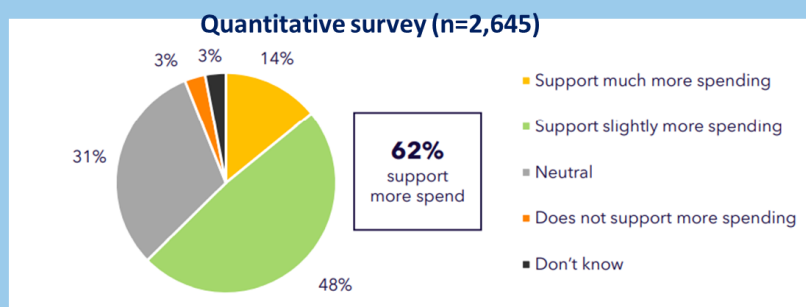
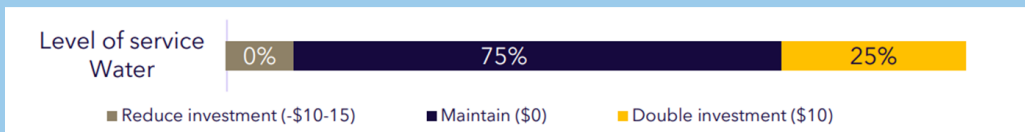
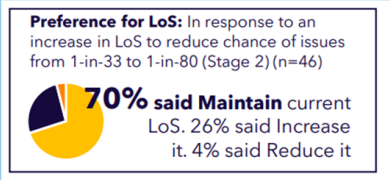
In our 2021 engagement program, the focus was on considering the equity impacts of further reductions. This is because wastewater interruptions can cluster, and an average performance may disproportionately impact a smaller subset of customers. These customers may experience more frequent or longer interruptions. Additionally, some customers or areas may have higher impacts to a wastewater interruption than others.

The following insights were gleaned from the strategic customer and community engagement:

Wastewater disruptions were not an issue for the majority of customers.

- *The Customer Advocacy Forum focused on the issues of existing inequity to customers and the high cost to achieve greater equity in avoiding outages.*
- *In the quantitative residential customer survey, almost two-in-three supported maintenance upgrades in principle, prior to knowing the scale of impacted properties or potential charges.*
- *However, there was very limited support in the deep-dive deliberative process for a \$100 increase in charges to bring all customers to a similar level of wastewater service. Most were satisfied with the current level of service.*
- *Modelling of customer willingness to pay revealed that, after seeing a detailed explanation about the incidence of properties experiencing wastewater overflows/being told they were in an area at higher risk of an overflow, customers stated they would pay a median yearly amount for five years of \$29.13 at the 50th percentile, \$16.09 at the 60th percentile and \$8.43 at the 70th percentile for all properties to have a more similar level of service for wastewater.*

Deep dive deliberative process (n=48)



Source:Newgate, Engagement Report¹¹

Based on the qualitative and quantitative engagement, Icon Water is not proposing to increase the targeted service level but retain the current average target level. We are proposing revised measures which capture the impact of multiple interruptions on customers and our responsiveness. This supports improved targeting of interventions.

¹¹ Newgate. (2022). *Strategic Customer and Community Engagement for Icon Water*. Canberra: Newgate.

3.4.7 Outcome 7: Maintain core services – Responsive to faults and enquiries



While customers were prepared to accept some low level of interruptions (see section 3.4.6), when there is an interruption, they would like to see fast resolution. However, the existing measures and description around responsiveness capture the time taken to rectify and resolve the problem, rather than the time taken to arrive at site.

We are proposing updated measures which reflect the time for Icon Water to arrive on site, with particular focus on a fast response time for Priority 1 activities. These complement the indicators for reliable services which reflect frequency and duration of the interruption.

We currently measure response and restoration of service through multiple indicators which we will continue to monitor. We will also continue to monitor several other measures and undertake activities associated with this outcome. Table 3-9 outlines the measures and targets together with the deliverables and activities for the Outcome 7: Responsive to faults and enquiries. These measures will still be reported to regulators or used as part of water industry performance monitoring. We will work with specific customer segments to develop and refine measures that are relevant for them.

Table 3-9: Measures and targets for Outcome 7: Responsive to faults and enquiries

Outcome	Responsive to faults and enquiries
The main customer-focussed measures of success	<ul style="list-style-type: none"> Average attendance response time between fault logged, and crew on site (< 150 mins) Respond to 75% of Priority 1 activities within 120 mins <p><i>A Priority 1 activity is where a customer is experiencing total loss of water supply; a wastewater overflow to a dwelling or property; or an event causing major property damage, personal injury, public health risk or damage to the environment</i></p>
We will manage and monitor these measures and indicators that are important to ensure the breadth of the overall outcome to customers, and other stakeholders	<ul style="list-style-type: none"> Time between service restored and restoration of landscaping Water and wastewater complaints per property

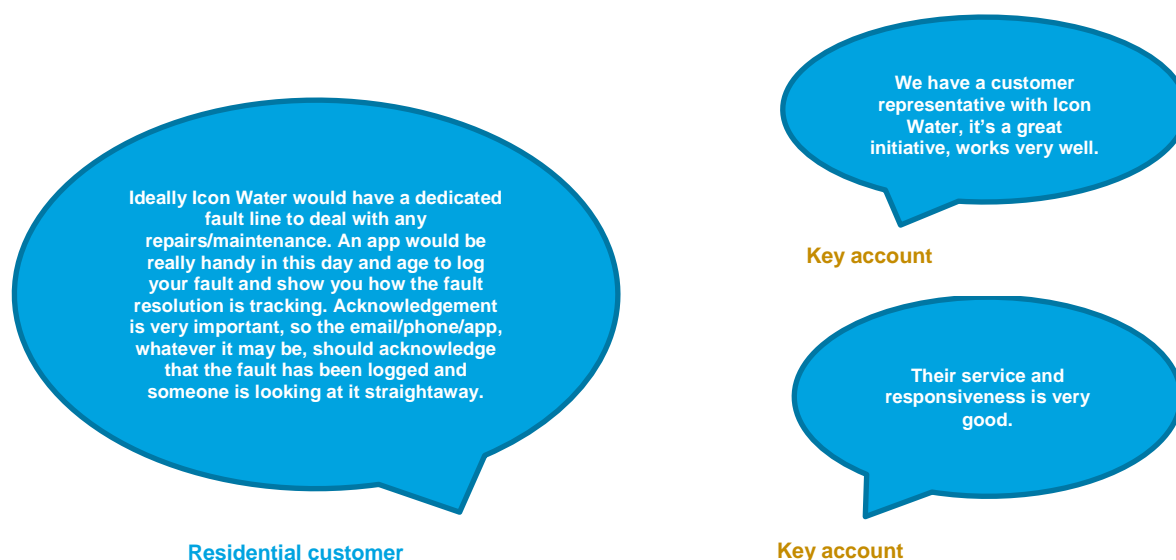
Outcome	Responsive to faults and enquiries
<p>We will undertake these actions, activities and programs to deliver the customer outcome</p>	<p>To understand customer impacts we will undertake customer and stakeholder engagement to review:</p> <ul style="list-style-type: none"> classification of events, enquiries and faults as Priority 1,2,3, or 4 (refer to Box 3-7) <p>We will invest and focus on:</p> <ul style="list-style-type: none"> improving the digital linkages between call centre and works management systems improving notification to customers on status of faults and rectification and response times <p>We will continue to:</p> <ul style="list-style-type: none"> maintain a 24/7 fault and emergency line maintain sufficient vehicles to ensure we can meet response times

Box 3-6: Priority fault and incident activities

Icon Water categorises faults and incidents according to customer and community impact. Faults with a high impact have shorter target response times.

Priority	Example faults/enquiry	Proposed attendance response time
Priority 1	A total water supply interruption, or an wastewater overflow within a customer property	Less than 120 minutes
Priority 2	A partial water interruption (e.g. reduced water pressure) or a wastewater overflow to the community and public space	Less than 6 hours
Priority 3	Water pooling from an unknown source or potential leak, or odour complaint of unconfirmed origin	Less than 48 hours
Priority 4	Damaged meter cover, or customer requested relocation.	Less than 7 days

3.4.8 Outcome 8: Maintain core services – Contemporary and responsive customer service



Customers can currently contact Icon Water by phone, email, via the website and social media. While we live in an always on digital world, our engagement programs suggests that customers (90 per cent) prefer to log a fault through talking to someone on the phone, and resolve complex enquires with a knowledgeable person. There was mixed support for other channels – such as webchat and social media. Some customer segments – key accounts and developers – saw value in having a single view of their account and tracking the status of enquiries and applications.

We are proposing to retain the measure for overall satisfaction and revising the measure around call-centre response time to measure issues resolved through first point of contact. This reflects industry changes and the broader suite of customer service channels. As this is a revised measure, Icon Water does not currently have a benchmark for this. We propose including a baseline when we respond to the Commission’s draft decision for the 2023–28 regulatory period.

We currently measure customer service and management tools through multiple indicators which we will continue to monitor. We will also continue to monitor several other measures and undertake activities associated with this outcome. Table 3-10 outlines the measures and targets together with the deliverables and activities for the Outcome 8: Contemporary and responsive customer service. These measures will still be reported to regulators or used as part of water industry performance monitoring. We will work with specific customer segments to develop and refine measures that are relevant for them.

Table 3-10: Measures and targets for Outcome 8: Contemporary and responsive customer service

Outcome	Contemporary and responsive customer service
The main customer-focussed measures of success	<ul style="list-style-type: none"> > 90% of survey respondents “Satisfied” or “Very satisfied” with Icon Water Percentage of issues resolved at first point of contact improved on 2022 levels
We will manage and monitor these measures and indicators to ensure the breadth of the overall outcome to customers, and other stakeholders	<ul style="list-style-type: none"> total water and wastewater complaints per 1000 properties total billing complaints per 1000 properties satisfaction by key customer segments

We will undertake these actions, activities and programs to deliver the customer outcome

To understand customer impacts we will undertake customer and stakeholder engagement to review:

- definitions for critical customers
- target response and rectification times for enquiries
- understand preferred contact channels
- Customer Advocacy Forum membership and charter

We will invest and continue our focus on:

- enhancing the developer journey
- improving the liquid trade waste customer journey
- updating and improving our website and application tools, including development of faults and emergencies maps

We will continue to:

- have a customer centred approach to our customer contacts and enquiries, including:
 - maintain a local customer contact centre as the primary avenue for customers supported by various online and social mechanisms
 - ensure the bill design supports improved communications and information for customers
 - deliver customers a bill consistent with their preferences, including an accurate meter read
 - maintain customer services and relationships with specific customer segments such as developers, builders, plumbers and trade waste customers
- deliver our *Let's Talk Water and Wastewater engagement program*, including those segments that have traditionally been hard to reach, to gather insights and reflection of their needs and experiences to continually improve our services

3.5 Summary of 2023–28 proposed service measures

Table 3-11 summarises the proposed service measures for the 2023–28 regulatory period. These reflect current customer preferences above minimum service standards.

Future customer engagement on service levels and price impacts may vary the proposed targets. For this reason, Icon Water is wary of these targets being embedded in standards, codes and regulations as this limits Icon Water’s ability to respond to customers’ desires.

Table 3-11: Proposed service measures for 2023–28

Price Proposal Outcome	Measure/s of success	2018–23 Performance	2023–28 Target	Timeframe for achievement
1. Prepare and plan for the future	Time in water restrictions <i>Excluding water restrictions called in response to a State of emergency or Natural Disaster</i>	No restrictions over the period	Less than 5% of the time	Total over the five years
2. Care for and protect the environment	Reduction in net CO ₂ equivalent compared to 1990 levels	40% by 2020	60 – 65% reduction by 2028	Trend at end of period
3. Affordability for all	Effectiveness of Icon Water’s customer support programs (measure to be developed)	NEW	TBC	Every year
4. Valued and visible community partner	Community perception of Icon Water	61	>65	Every year
5. Safe and healthy drinking water	Compliance with Australian Drinking Water Guideline (minimum regulation)	100%	100%	Every year
6. Reliable water and wastewater services	Percentage of connections with > 3 water or wastewater interruptions per year	0.029%	<0.05%	Every year
	Percentage of connections with a water or wastewater interruption > 6 hours	4%	<5%	Every year
7. Responsive to faults	Average response time between fault logged and crew onsite (mins)	134 (water) 152 (sewer)	<150 mins	Every year
	Respond to Priority 1 activities within 120 mins	66%	75%	Every year
8. Contemporary and responsive customer service	Survey respondents ‘Satisfied’ or ‘Very satisfied’ with Icon Water	93%	>90%	Every year
	Percentage of issues resolved at first point of contact	NEW	Increase over time	Every year

Abbreviations and acronyms

ABS	Australian Bureau of Statistics
ACT	Australian Capital Territory
ADWG	Australian Drinking Water Guidelines
BOM	Bureau of Meteorology
CO ₂	Carbon Dioxide
Commission	Independent Competition and Regulatory Commission
CSO	Community Service Obligation
DN	Diameter nominal (average outside diameter of a pipe in mm)
IPaD	Investment Planning and Delivery
IPART	Independent Pricing and Regulatory Tribunal
ISO	International Standards Organisation
LMWQCC	Lower Molonglo Water Quality Control Centre
PWCM	Permanent Water Conservation Measures
NPR	National Performance Report
TWR	Temporary Water Restrictions
UTR	Utilities Technical Regulator
WAM	Works and asset management
WSAA	Water Services Association of Australia