



# Return to Service Plan

08/08/2025

## Introduction

Greater Western Water (GWW) has listened to feedback from customers, regulators, and the public and is committed to resolving our billing and customer issues as quickly as possible.

Our customers deserve better, and we take full responsibility for what's happened.

Following a request from the Minister for Water for an independent review, the Board engaged Nous Group to examine what went wrong and how GWW responded. The report includes 25 recommendations, all of which we accept and are now acting on.

To guide our efforts over the next 18 months, we've developed a Return to Service Plan focused on rebuilding customer trust and confidence through restoring customer, billing, and payments services.

The plan includes three key phases:

- **Phase 1 – to December 2025: Remediate and Rebuild** – Deliver prompt customer support, progressively restore core functionality, and proactively resolve customer complaints.
- **Phase 2 – to 30 June 2026: Address Root Causes** – Resolve underlying issues across the customer, billing and payments environment.
- **Phase 3 – to December 2026: Future-proof and Transform** – Embed long-term improvements and deliver future-ready systems.

GWW has established a fully integrated program to oversee these remaining remediation activities and implement the Return to Service Plan. This program will drive efforts to restore trust in the billing platform, improve customer experience, uplift functionality, and ensure operations are sustainable and compliant.

This is a point-in-time document that will guide Phase 1 and inform more detailed internal planning as we progress into future phases.

External specialists are being engaged to undertake further assessment, and support GWW restoring all customer, billing, and payments services appropriately.

## Return to Service

GWW will restore trust and confidence through transparency and clear communication demonstrating progress by reporting monthly on our website against the following objectives and measures.

Objectives	
<b>Objective 1 – Promptly Resolve Customer Issues</b>	<p>We will continue to proactively reach out to impacted customers and provide case-by-case support.</p> <p><i>Our top priority is supporting customers by resolving customer complaints and billing errors quickly and fairly. We’ve mobilised additional customer support teams and are continuing to provide in person customer service.</i></p>
<b>Objective 2 – Restore Core Billing and Payment Functions</b>	<p>By September 2025, GWW will improve the bill design assisting customers to better understand their bill and charges.</p> <p>By December 2025, GWW will restore all payment channels so customers can pay their bill in a way that works for them.</p> <p>By December 2025, GWW will resolve majority of billing delays supporting customers in returning to regular bill cycles.</p> <p><i>We are not rushing implementation, in line with the Nous Community Report recommendations. We will take a considered, customer-centric and fully tested approach to ensure customer impacts are well understood and managed effectively.</i></p>
<b>Objective 3 – Full Resumption of Services</b>	<p>Customers receive timely information statements and processing of account changes for property transfers.</p> <p>Information statements are issued within 8–12 business days of request.</p> <p>Account changes are processed within a customer’s bill cycle.</p>
<b>Objective 4 – Improve, not just fix, Customer Service</b>	<p>GWW will continue to progressively improve the customers service experience whilst maintaining customer service standards to ensure a more reliable and accessible billing experience.</p> <ul style="list-style-type: none"> <li>• Average call wait time: 240 seconds - 540 seconds.</li> <li>• Majority of customer complaints resolved between 10 and 15 days.</li> <li>• GWW’s \$300k hardship support program to be fully utilised; utility relief grants are processed between 2 and 4 business days.</li> </ul>

**Objective 5 –  
Restoring Trust  
and Confidence  
through  
Transparency  
and Clear  
Communication**

We will keep customers and stakeholders informed throughout the remediation process. We will continue working closely with regulators to ensure transparency, compliance, and fair treatment.

Monthly progress updates will be published on our website and social media against our service measures demonstrating progress for each objective.

By October 2025, we will restore SMS reminder notifications.

*Our return to service is about more than fixing a system - it's about rebuilding trust and preventing any repeat of similar issues. GWW exists to serve our communities, and that means owning our mistakes and delivering better. We thank our customers for their patience and will work tirelessly to earn back their confidence. We'll do this by being proactive, transparent and customer focused.*

**Objective 6 –  
Implementing  
Lessons for the  
Future**

By January 2026, we will commence implementation of a prioritised roadmap for Phase 2 and Phase 3, systematically resolving system, process, and capability gaps.

This will be completed by December 2026.

GWW will continue to progressively improve the customer's service experience whilst maintaining customer service standards to ensure a more reliable and accessible billing experience. Our publicly reported service measures will transparently show our progress.

*This experience has highlighted areas for improvement, and GWW is taking serious steps to prevent it happening again. We're systematically uplifting our end-to-end customer service delivery including systems, operations and governance, based on the findings of the Nous Community Report.*

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