

Greater Western Water

Independent review of the Customer Communications Framework

Scyne Advisory Pty Ltd

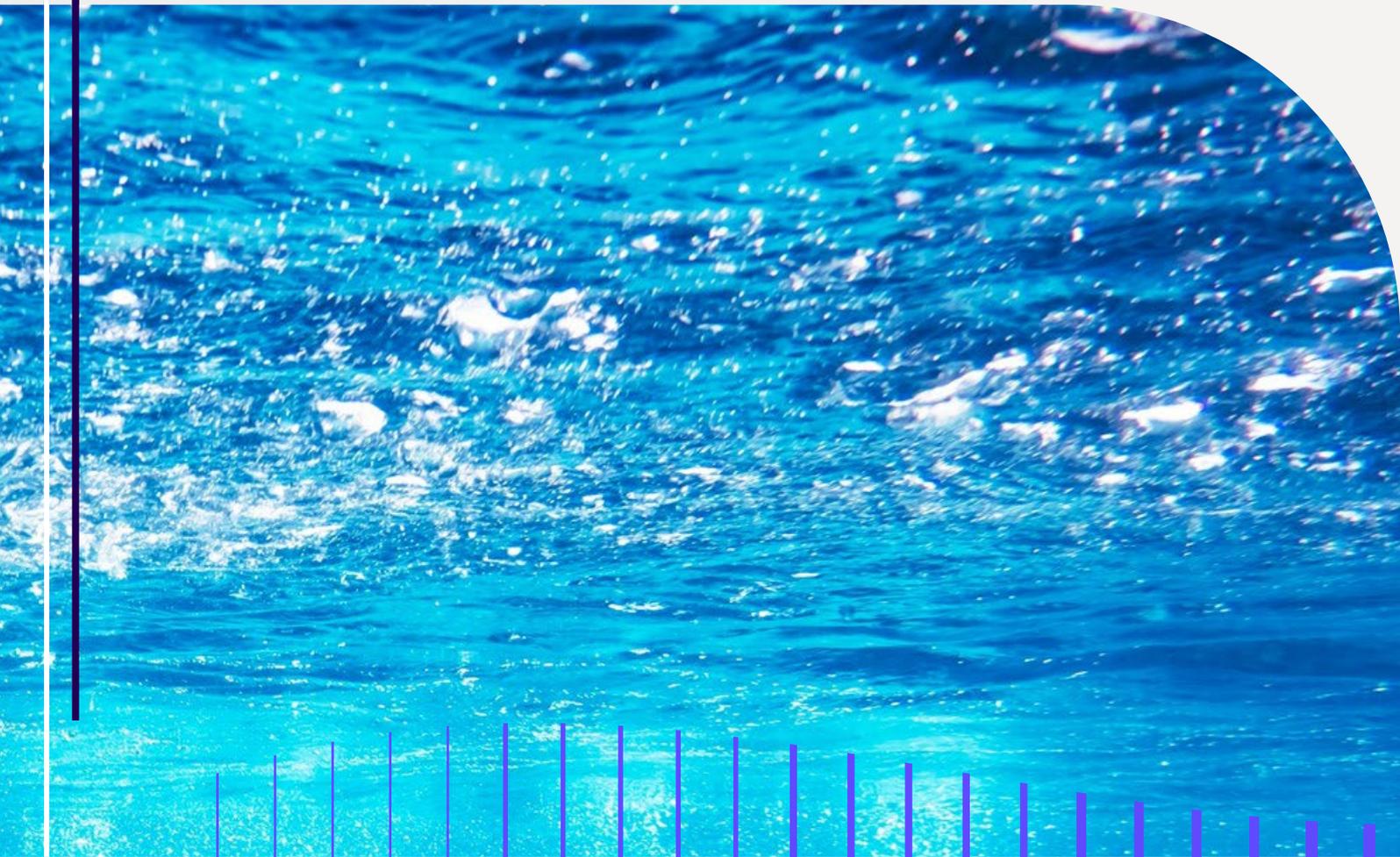
ABN 20 607 773 295

Type

Confidential

Date

20 March 2026



Acknowledgement of country



In the spirit of reconciliation, Scyne acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea and community. We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

The review

In January 2026, Greater Western Water (GWW) engaged Scyne Advisory to conduct an independent review of its customer communications framework and supporting documentation. This was a requirement of a formal agreement, called an *enforceable undertaking*, that GWW made with the Essential Services Commission, following failures associated with the 2024 rollout of a new billing and payments system.

Scyne's review focused on GWW's communication with its customers. We were asked to:

- Look at how GWW communicates with its customers
- Identify any gaps or areas that could be improved
- Recommend ways to improve communication
- Report our findings to GWW and provide a public summary

To complete this work, Scyne reviewed GWW documents, industry regulations, and communication best practices. We also collected feedback from GWW staff, leaders, customers, and Community Sector Organisations (CSOs).

Desktop research

As part of the research, Scyne:

- Reviewed more than 65 communication documents from across GWW
- Analysed five regulation and guideline documents
- Examined five examples of communication best practice

This research helped Scyne identify what GWW does well and where it can improve in its customer communications. A key finding was that **GWW does not currently have a single, clear framework to guide customer communications across the organisation.**

Best practice

Research showed that the most effective communications share six key qualities – they are:

- Focused on the customer and easy to use
- Clear about information and expectations
- Proactive, timely, and flexible
- Consistent across all communication channels
- Transparent and trustworthy
- Respectful, inclusive, and empathetic

Feedback from stakeholders

Workshops and feedback sessions with leaders, staff, and CSOs gave Scyne real-world insights into how communication currently works across the organisation. These discussions highlighted strengths, challenges, and opportunities for improvement.

For example, people spoke about issues such as the flow of information, keeping messages clear and consistent, making communication accessible, and helping customers better understand and trust GWW.

Bringing it all together

By combining the research and feedback, Scyne was able to:

- Understand how communication currently works at GWW
- Identify common strengths and issues in communication
- Compare GWW's approach with best practice
- Find opportunities and recommend ways to improve customer communication

This approach ensured that the review was based on data, insights, and real experiences.

Insights

Scyne's review of documents, regulations and best practices, together with feedback from GWW stakeholders uncovered five key insights:

01

GWW does not have a single, reliable source of information that contains complete and up-to-date customer contact details and case histories.

This can cause messages to be sent late or to the wrong person. It also increases the chance of private information reaching the wrong people. Finally, it can make it harder to safely contact customers experiencing vulnerability.

02

GWW doesn't have clear ways to understand how customers act on the messages they receive, or if they receive them at all.

This makes it hard to know or check if the communications meet the needs of customers and regulators.

03

GWW delivers customer communications through several teams. These teams don't always coordinate with each other. There is also a lack of shared standards or a central view across business units.

This can lead to customers receiving mixed messages. They may also be asked to repeat information, which can cause confusion and delay resolving enquiries.

04

GWW's face-to-face and community engagements have been very helpful overall.

These provide customers with extra paths to assistance and access to support. However, some customers don't know about them. This is especially true for people with additional needs related to disability, mobility, or language.

05

GWW's communication can be too complex. It often includes complicated regulatory language and technical terms.

This can leave customers feeling stressed and confused. In turn, they may take unnecessary or extreme actions instead of seeking support. People experiencing vulnerability are at increased risk of being affected by this issue.

Recommendations

The review recommends seven ways GWW can strengthen and improve how it communicates with its customers and supports their needs.

RECOMMENDATION

CUSTOMER OUTCOMES

01	Review end-to-end customer communications with a focus on customer experience	Customers experience clearer, more consistent and easier-to-understand communications.
02	Create a company-wide framework and strategy for customer communications	Customers can expect a consistent experience every time they interact with GWW.
03	Set up a regular, structured process to gather feedback from a wide range of customers	Customers feel heard, which improves how GWW communicates with them and builds trust.
04	Improve data accuracy, assign clear ownership, and define a single system of record	Customers get fast, smooth support because their details and queries are up-to-date and easy to access.
05	Create a central repository for communications with a set review cycle	Customers can rely on GWW to always provide them accurate, up-to-date information.
06	Set up metrics to track communications performance	Customers receive communications that are easy to understand and act on.
07	Enhance customer data access controls to allow safe use and prevent misuse	Customers can trust their information is safe and protected from misuse or accidental access.

GWW is already acting on some of the issues identified in this review. For example, work to improve GWW's interactions with customers experiencing financial difficulty is ongoing. They continue to look for ways to make face-to-face customer service a regular, ongoing option and to increase public awareness of it. Additionally, GWW is checking its internal ways of working, tools and systems to find areas of improvement.

Appendix

Recognition of CSO Participation

We received valuable input from the following Community Sector Organisations (CSOs). They provided time, expertise and practical insights to help inform the recommendations in this report.



Uniting Vic.Tas

Provides support such as housing, health, family and community services across Victoria and Tasmania, especially for people facing financial difficulty..



Safe + Equal

Works to prevent family violence and violence against women in Victoria by supporting services, building skills, and advocating for change.



Victorian Disability Advocacy Program

Helps people with disability understand their rights, speak up for themselves, and get support when facing unfair treatment or barriers.



Asylum Seeker Resource Centre

Supports people seeking asylum by providing legal help, health services, employment support and advocacy.



Senior Rights Victoria

Helps older people by providing advice, support and education to prevent elder abuse and protect their rights.

Tenants Vic were also invited, but declined to be part of the consultation

Appendix

Glossary

Acronym	Meaning
BAU	Business As Usual
BEU	Billing Enforceable Undertaking
CSO	Community Sector Organisation
ESC	Essential Services Commission
EU	Enforceable Undertaking
GWW	Greater Western Water
OCC	Operational Control Centre
Customers experiencing vulnerability	For the purpose of this report, the term "customers experiencing vulnerability" recognises that vulnerability can affect anybody at any time. Vulnerability is not limited to specific groups. Individuals have diverse needs, circumstances and characteristics and when these intersect with life events and organisational practices, they may create situations of vulnerability. Vulnerability is not fixed; it can be temporary or ongoing, ranging from short-term to permanent, and may evolve over time.
Customer communications	In this report, "customer communications" refers to two-way interactions between GWW and its customers. This includes proactive and reactive contact to provide information, guidance, support or notifications across different channels and journeys. It does not include marketing or brand campaigns, community engagement or social media content not related to service information.

Appendix

Disclaimer

We prepared this report solely for Greater Western Water's use and benefit in accordance with and for the purpose set out in our Master Supply Agreement with Greater Western Water dated 21 January 2026.

Our engagement did not constitute an audit, review or assurance engagement in accordance with Pronouncements or Standards issued by the Australian Auditing and Assurance Standards Board, and accordingly no such assurance will be provided in this report.

We accept no responsibility, duty or liability:

- to anyone other than Greater Western Water in connection with this report
- to Greater Western Water for the consequences of using or relying on it for a purpose other than that referred to above.

We make no representation concerning the appropriateness of this report for anyone other than Greater Western Water. If anyone other than Greater Western Water chooses to use or rely on it, they do so at their own risk.

This disclaimer applies:

- to the maximum extent permitted by law and, without limitation, to liability arising in negligence or under statute; and
- even if we consent to anyone other than Greater Western Water receiving or using this report.

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Scyne is a public purpose organisation with extensive experience in supporting the public sector and utilities across Australia. We were chosen for our ability to provide an informed, independent perspective for this review. With a history of conducting similar reviews and offering best practice in communications, digital strategy, and transformation, Scyne used our specialist expertise to create the insights and recommendations in this report.

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