

CM ref: 26/46457

13 July 2026

Hon Ruth Forrest MLC

Chair

Parliamentary Standing Committee of Public Accounts

Via email: pac@parliament.tas.gov.au

Dear Ruth

TasWater Price and Services for 2026–2030

Thank you for your letter dated 23 June 2026 providing Questions on Notice following TasWater's attendance at the public hearing held on Thursday, 11 June 2026.

I can provide committee members the following responses.

Q1: A copy of the final corporate plan when it becomes available.

I have attached a copy, and the Corporate Plan is now available on the TasWater website <https://www.taswater.com.au/about-us/publications>

Q2: The community engagement process and groups engaged with timeline, including where TasWater had 'pop-ups' in the community.

A full community engagement report (copy attached) is available online alongside the full suite of information we made available to all Tasmanians, and the independent report of our advisory panel. <https://yoursay.taswater.com.au/our-water-future>

Our customer engagement process ran from May 2023 to September 2024 (table 1).

Table 1. Customer engagement timeline

Engagement type	Dates
Co-design Process	May–Sept 2023
Water. It's Tasmania's thing. Campaign	March–April 2024
Broad Community Survey	14–31 May 2024
Less-Heard Voices	18–27 June 2024
Bill Simulator Survey	24 July – 4 August 2024
Pop-Up Community Survey	3 August 2024
Key Stakeholder Workshop	9 August 2024
Schools Engagement	22–30 August 2024
Developers / Key Account / Industry Briefings / Local Government engagement	Industry briefings (May) Developer forums (June) Business forums (Aug) LGAT Conference (Sep)

A co-designed engagement approach

Before starting our engagement with the community, we undertook a comprehensive process to co-design our engagement approach over a series of workshops held between May and September 2023.

This process incorporated the views of several significant stakeholder groups and invited stakeholders in as 'critical friends' to review and give feedback as we developed our Strategic Engagement Plan (SEP). The 'critical friends' invited included:

- Aboriginal community representatives
- Aurora Energy
- Australian Water Association
- Civil Contractors Federation
- Council on the Ageing
- Department of Health
- Department of State Growth
- Derwent Estuary Program
- Environmental Protection Authority
- Homes Tasmania
- Housing Industry Association
- Hydro Tasmania
- Local Government Association of Tasmania
- Master Builders Association
- Multicultural Council of Tasmania
- Department of Natural Resources and Environment Tasmania
- NRM North
- NRM South
- Oysters Tasmania
- Property Council of Australia
- Tasmanian Chamber of Commerce and Industry
- Tasmanian Council of Social Service
- Tasmanian Economic Regulator
- Tasmanian Farmers and Graziers Association
- Tasmanian Irrigation
- Tasmanian Small Business Council
- TasNetworks
- TasTAFE
- TasWater Owners Representative
- Tenants Union
- Tourism Tasmania
- Uniting Care
- University of Tasmania
- Water Services Association of Australia

Following invitations being sent, six co-design workshops were held between May 2023 and September 2023 (table 2).

Table 2. Co-design workshop timeline

Co-Design Session	Purpose of the session	Participants	Number of participants
Foundation workshop 30 May 2023 2 hours	Design and agree on key aspects of the codesign process.	TasWater Board, leadership and PSP5 project team	15
Workshop 1 7 Aug 2023 3 hours	Explore the context, scope and core remit or 'challenge' that TasWater will engage the community on, and map community and stakeholders.	TasWater leadership and PSP5 project team	23
Workshop 2 21 Aug 2023 3 hours	Build the engagement objectives, promise being made to the community, and roadmap of engagement phases.	TasWater leadership and PSP5 project team	23
Workshop 3 6 Sept 2023 3 hours	To invite stakeholders ('critical friends') to review the SEP, offer insights and identify potential barriers to the engagement.	TasWater PSP5 project team, Key Stakeholders and Critical Friends	27
Workshop 4 13 Sept 2023 2 hours	To invite TasWater key decision-makers to review the SEP and offer insights.	TasWater Board and TasWater PSP5 project team	19
Workshop 5 19 Sept 2023 1.5 hours	Review and refine the SEP and begin preparation for the detailed engagement planning.	TasWater PSP5 project team	12

Raising awareness and hearing from Tasmanians

In March 2024 we launched our statewide awareness campaign 'Water. It's Tasmania's Thing' with more than 3,500 Tasmanians registering their interest to have a say.

In May 2024, we conducted a Broad Community Survey open to all Tasmanians to capture a wide range of community perspectives on water services and prices.

The online survey asked participants to rate levels of satisfaction, trust and value for money associated with TasWater, along with their current patterns of water usage and key priorities for the future. The survey included multiple open-ended questions, which allowed participants to put forward their needs, expectations and concerns about water services and prices.

We promoted the online survey through multiple channels, including online platforms, social media and community networks, to ensure broad participation. In total, 1,898 responses were received from a diverse cross-section of the community, representing various sized households. Ninety-six per cent of all respondents were homeowners with 68 per cent from 1-2 person households.

The purpose of this survey was to understand what was important to the community when it comes to water services and prices, so that the next phases of our engagement could be aligned with the key priorities of the community. The survey responses were collected over a two-week period from 14-31 May 2024.

Lesser heard voices

In June 2024, we hosted a series of one-to-one conversations with selected members of the community. We extended an invitation to anyone who had registered online and indicated that they identified as:

- a person with a disability
- a person whose primary language isn't English
- Aboriginal and Torres Strait Islander.

The conversations were hosted by an independent facilitator, with a representative from TasWater also in attendance to answer questions.

Nineteen 30-minute conversations were held between 18–27 June 2024.

Bill simulator

In July and August 2024, we ran an online survey for Tasmanians to indicate how they wanted to balance the services they valued with the affordability they need.

In the first broad survey customers had listed keeping bills affordable as their number one priority for us and therefore testing bill impacts was seen as a critical next step in the quantitative research process.

We developed a Bill Simulator to draw out specific feedback from customers about how TasWater should prioritise its investment across its different services.

The Bill Simulator was completed by 1,311 residential and business customers. It gave respondents real world descriptions of some of the trade-offs that we are facing – for example, should TasWater invest money to reduce the number of leaks.

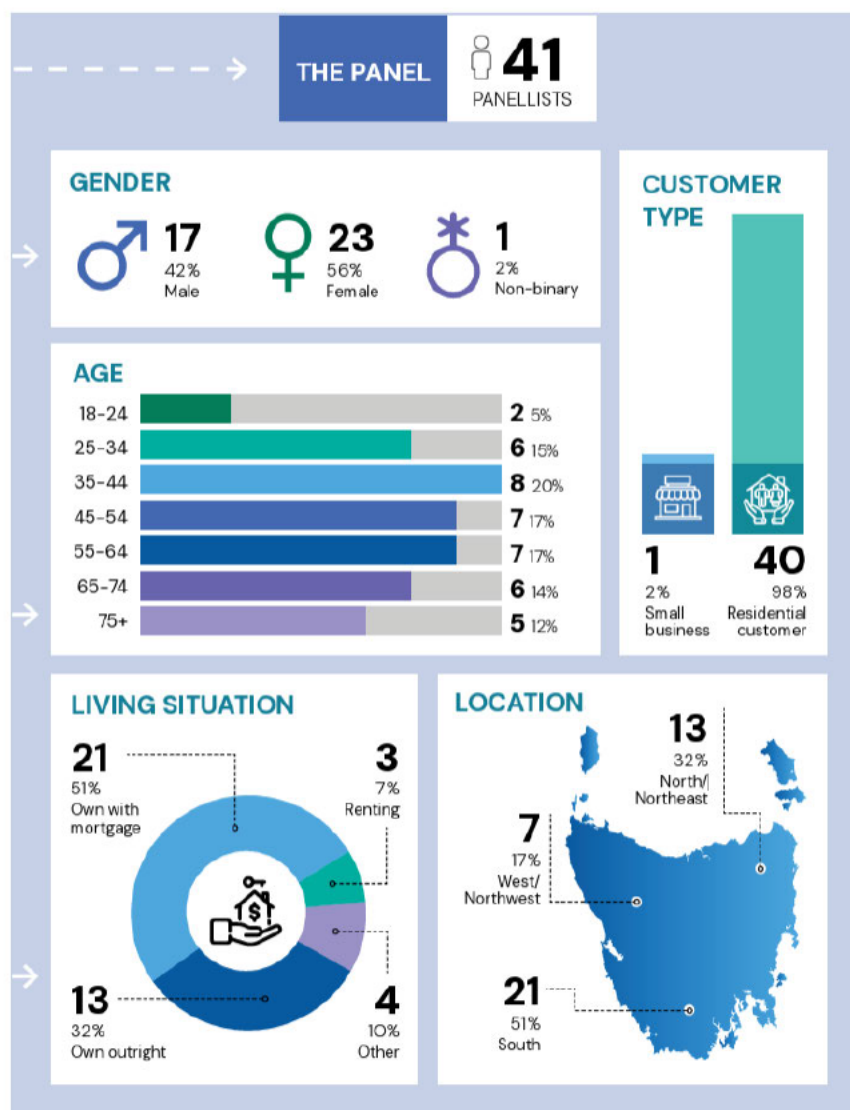
Opportunities to spend less were provided, as well as the chance to spend more. As respondents chose their preferred levels of service, the impact those choices had on the bills of pensioners, average households, large households, tenants and businesses were shown in dollar and percentage terms.

Considering the overall impact, respondents could navigate back and rebalance their choices. It was made very clear to all respondents that the results of the Bill Simulator would not be taken as authorisation to raise prices, but rather, would be considered as one of a number of inputs by a Community Advisory Panel (CAP) that would provide recommendations about TasWater's Price and Service Plan 5.

The CAP included 45 people from across the state and from a range of backgrounds that were independently selected by a specialist external agency (table 3). As circumstances changed for some panellists, the number of active panel members was reduced to 41 during the process.

The CAP presented its report to the Board on 23 November 2024.

Table 3. Community Advisory Panel demographics



Pop-up community survey

On Saturday, 3 August 2024, we conducted a Pop-Up Community Survey to raise awareness and gather insights from those who may not usually visit our website to complete a survey.

TasWater teams visited five different locations across the state that morning, including the Park Run events at Burnie, Devonport, Launceston, Bellerive and Kingston.

The survey was a simplified version of the Broad Community Survey, making it quick and easy for community members to complete on an iPad. The teams engaged with 650 individuals and received 146 responses to the Pop-up Community Survey.

Key stakeholder forum

In August 2024, we hosted a forum for key stakeholders with a critical interest in the future of Tasmania's water. The key stakeholders included peak bodies that represented

organisations and industries across Tasmania. They previously met in September 2023 to collaboratively design the engagement strategy for the PSP5 project.

The purpose of the forum was to continue our partnership with key stakeholders and seek their insights to share with the Community Advisory Panel.

Q3: Evidence of direct engagement with industrial sector and private sector customers, including those who were invited but did not attend.

The following organisations and peak bodies, many of which represent industrial and private sector customers, were invited to take part in our engagement process.

- Aboriginal community representatives
- Aurora Energy
- Australian Water Association
- Civil Contractors Federation
- Council on the Ageing
- Department of Health
- Department of State Growth
- Derwent Estuary Program
- Environmental Protection Authority
- Homes Tasmania
- Housing Industry Association
- Hydro Tasmania
- Local Government Association of Tasmania
- Master Builders Association
- Multicultural Council of Tasmania
- Department of Natural Resources and Environment Tasmania
- NRM North
- NRM South
- Oysters Tasmania
- Property Council of Australia
- Tasmanian Chamber of Commerce and Industry
- Tasmanian Council of Social Service
- Tasmanian Economic Regulator
- Tasmanian Farmers and Graziers Association
- Tasmanian Irrigation
- Tasmanian Small Business Council
- TasNetworks
- TasTAFE
- TasWater Owners Representative
- Tenants Union
- Tourism Tasmania
- Uniting Care
- University of Tasmania
- Water Services Association of Australia

Business forums were held in August 2024 to provide detail on TasWater's PSP5 proposal including regulated trade waste. Businesses invited from across the state included approximately 130 large customers, many of whom were industrial trade waste customers, and around 400 smaller commercial trade waste customers.

Q4: When did engagement commence with respect to the trade waste framework with TasWater.

Direct engagement with trade waste customers commenced in August 2024.

Approximately 130 large customers, many of whom were industrial trade waste customers, and around 400 commercial trade waste customers were invited to business forums in the north and south of the state. These forums were an opportunity for TasWater to outline proposed changes in PSP5 including trade waste, and garner feedback from attendees.

At these forums TasWater discussed its proposal to see regulated trade waste charges apply for large industrial trade waste customers. However, in June 2025 the Regulator decided that PSP5 may not be an appropriate time to implement price regulation for large industrial trade waste customers.

Trade waste charges for these customers are therefore to remain unregulated for the period between 1 July 2026 and 30 June 2030.

Q5: Specifics around Boags and Simplot with respect to their current waste arrangements with TasWater.

TasWater has 77 large industrial trade waste customers, and all are charged in line with the pricing information published on the TasWater website

<https://www.taswater.com.au/customers/businesses/trade-waste/industrial-trade-waste-customers>

Where an industrial customer is discharging trade waste that does not meet the requirements of their trade waste contract, TasWater's Commercial and Industrial Services team works collaboratively with the customer to develop and implement an agreed pathway to achieve compliance.

Where achieving compliance requires infrastructure upgrades, such as the installation or enhancement of pre-treatment systems before trade waste leaves the customer's site, the agreed actions, timeframes and milestones are documented within the customer's trade waste contract.

While individual customer detail is confidential, I can confirm that TasWater has mutually agreed signed trade waste contracts in place with both Boags and Simplot and is working constructively with both companies to ensure their trade waste is compliant.

Q6: How much has Key Management Personnel remuneration, including the CEO, increased over the past five years?

As reported annually, TasWater's combined senior executive salaries have increased by an average of 4.31 per cent per year over the last five years (table 4).

Table 4. Annual key management personnel salaries

Financial year	Total Key Management Personnel salary
FY2021	\$2,480,452
FY2022	\$2,804,238
FY2023	\$2,618,764
FY2024	\$2,674,881
FY2025	\$2,936,807

Q7: How much has general employee remuneration increased over the past five years?

Across the same period, general award increases would have seen an average annual increase of 4.03 per cent (table 5).

Employees would also have received annual pay point progressions where applicable along with a one off \$1,400 sign on bonus for those paid under TasWater Enterprise Agreements in September 2024.

Table 5. Annual general award increases

Financial year	General award increase
FY2021	2.5%
FY2022	3%
FY2023	3%
FY2024	5.1%
FY2025	5%

Q8: How does this compare to the Wage Price Index for Tasmania?

Based on ABS data for Tasmanian private and public sectors, the average annual change in the Tasmanian Wage Price Index was 3.80 per cent between FY2021 and FY2025.

Q9: How does the Board justify successive annual CEO salary increases of 12 per cent and 8.9 per cent as fair and reasonable in the context of ongoing financial performance and asset management challenges facing the organisation?

The Board is responsible for determining the Chief Executive Officer's remuneration and does so through a governance process that considers independent market advice,

TasWater's remuneration framework and policy settings, and organisational performance.

TasWater positions executive remuneration around the Australian General Market median to support the attraction and retention of leadership capability required for a large, asset-intensive and highly regulated organisation.

The remuneration increases referenced in the question reflected the Board's consideration of independent market advice and were principally aimed at progressively aligning the CEO's remuneration with the market value of a role of comparable size and complexity.

Following the most recent review, the CEO's remuneration remains approximately 3 per cent below the market median benchmark for comparable roles.

The Board therefore considers these remuneration outcomes to be reasonable and consistent with TasWater's remuneration framework and governance processes.

Q10: Provide budgeted stakeholder water conservation campaign costs for 2026.

The cost of the water conservation messaging campaign for FY26 was \$270,190.

Q11: A copy of the plan for the \$113 million efficiencies in operational and capital expenditure savings when it is available and the process to track those efficiency savings.

Work to identify and deliver \$113 million in efficiencies will be ongoing across the four years of PSP5. However, when the first round of this work is completed, TasWater's management team will provide the Committee with an update.

If you have any further questions in the meantime, please contact our Stakeholder Relations Manager Christian Attfield [REDACTED]

Yours sincerely,



Lucia Cade
Acting TasWater Chair