

Greater Western Water (previously City West Water area) – Outcomes – 2018–2023

In this document, the water business provides a summary report of its actual performance against each of its outcome commitments for the 2021-22 reporting year. The business has given itself a “traffic light” rating (green = met target, red = not met, yellow = close or largely met) for its performance on each measure, outcome and an overall rating. The business has provided its own comments about its performance on each outcome and overall.

On 1 July 2021, City West Water and Western Water integrated to form Greater Western Water. This report relates to the outcomes committed to customers in Greater Western Water that was previously serviced by City West Water during 2021-22. We have a separate report for customers in Greater Western Water that were previously serviced by Western Water during 2021-22.

Summary table

Outcome	18-19	19-20	20-21	21-22	22-23
1. Services to my home and business are safe, reliable and efficiently managed	Yellow	Yellow	Yellow	Yellow	Grey
2. Customer service is accessible and my enquiries are resolved promptly	Green	Green	Green	Green	Grey
3. Billing and payment options are efficient and convenient	Green	Green	Yellow	Red	Grey
4. Customers in hardship are supported	Green	Yellow	Green	Green	Grey
5. The whole of the water cycle is managed in an environmentally sustainable way	Green	Green	Green	Green	Grey
6. CWW is a valued partner in servicing a growing Melbourne	Yellow	Yellow	Yellow	Green	Grey
Overall	Green	Yellow	Yellow	Yellow	Grey

Business comments

2021-22 marked the first year as Greater Western Water, bringing together the previously serviced areas of City West Water and Western Water.

We are proud to serve the 1.29 million customers who live in our service area. In 2021-22, we welcomed 15,370 new customers to the Greater Western Water area bringing our total customer base to 597,551. We delivered 112,724 ML of water, received over 311,000 calls, invested over \$250 million in infrastructure and digital assets, laid out 347km of mains and our crews attended and repaired over 4,300 faults across our network.

Our operating environment

Our operating environment and the actions we take influence the 41 individual indicators that make up the Greater Western Water (previously City West Water) six outcome commitments made in our 2018 price submission.

In late October 2020, the Minister for Water announced the integration of City West Water and Western Water to form Greater Western Water on the 1 July 2021. Our integration with Western Water to form Greater Western Water has been a great opportunity to align and update most of our processes so that we can deliver our services more efficiently to our existing and new customers. This includes through the development of our first corporate strategy.

In 2021-22 our combined service area of 3,800 square kilometre, stretching from Melbourne's CBD and inner and north-west suburbs to Bacchus Marsh and the Macedon Ranges continued to be impacted by COVID-19. This presented challenges for us when coupled with existing high growth in the west. Our focus over the short-term period will be on integrating our two organisations while maintaining our outcome commitments, service offerings and services standards.

We have proposed some changes to our outcome measures where processes have aligned or where they are no longer fit-for-purpose for Greater Western Water. Where they have changed, we have maintained our existing commitments established in our previous price submissions. We expect that as we better align internal processes and improve our customer offerings, more measures may need to be adjusted in consultation with customers.

We are developing the first price submission as Greater Western Water and are working with our community to understand what is important to them and how we can incorporate this into our future outcome commitments. We have a lasting commitment to continue to provide additional hardship and vulnerability support to our customers during the pandemic.

Customer outcomes

We have six outcome commitments for customers in our area previously serviced by City West Water which reflect the many roles that water and sanitation services play in the lives of our customers and our growing community. Of these six outcome commitments, we classify four as green and one as amber, and one as red by RAG status (red, amber, green).

Of our 41 individual indicators, 27 were green, 5 were amber and 9 were red – a slight reduction on our 2020-21 customer outcomes performance – however primarily driven by the pandemic and a pause on active promotion of our online offerings as we embark on integrating our billing system.

In the region previously serviced by Western Water we have five outcome commitments for customers covering similar themes.

We have proposed to assign 'amber' status for overall performance on balance.


Outcome 1: Services to my home and business are safe, reliable and efficiently managed

Output	Unit		16-17	17-18	18-19	19-20	20-21	21-22	22-23
a Drinking Water Quality – Customer satisfaction score on water quality via CWW Customer Satisfaction Surveys (score of 7 out of 10 or higher)	Percentage	Target	–		91.0%	91.0%	91.0%	91.0%	91.0%
		Actual	92.0%	93.0%	91.5%	92.0%	94.7%	93%	
b Drinking Water Quality – Number of water quality complaints per 1000 customers	Count/ thousand customers	Target	–		0.7	0.7	0.7	0.7	0.7
		Actual	1.0	0.7	1.17	1.53	2.11	1.79	
c Number of Safe Drinking Water Act non-compliances (water sampling and audit)	Number	Target	–		0	0	0	0	0
		Actual	0	0	0	0	0	0	
d Water and recycled water service reliability – Unplanned water supply interruptions restored within 5 hours	Percentage	Target	–		97.0%	97.0%	97.0%	97.0%	97.0%
		Actual	95.2%	97.0%	97.9%	97.0%	97.3%	96.5%	
e Water and recycled water service reliability – Average time taken (from notification) to restore unplanned water supply interruption	Minutes	Target	–		120.0	120.0	120.0	120.0	120.0
		Actual	175.4	119.6	112.7	114.5	112.8	120.8	
f Water and recycled water service reliability - Planned water supply interruptions restored within 5 hours	Percentage	Target	–		99.0%	99.0%	99.0%	99.0%	99.0%
		Actual	97.0%	96.7%	98.6%	95.9%	98.1%	98.5%	
g Water and recycled water service reliability – Customers experiencing more than five (i.e. 6+) unplanned water service interruptions in a year	Count	Target	–		0	0	0	0	0
		Actual	0	35	9	0	3	0	

Output	Unit		16-17	17-18	18-19	19-20	20-21	21-22	22-23
h Water and recycled water service reliability – Customers experiencing more than three (i.e. 4+) unplanned water service interruptions in a year	Count	Target	–		126	86	86	86	86
		Actual	225	209	246	245	196	358	
i Water and recycled water service reliability – Number of low supply pressure events	Count	Target	–		0	0	0	0	0
		Actual	New	New	0	0	0	0	
j Sewerage service reliability – Customers experiencing more than three (i.e. 4+) unplanned sewerage service interruptions in a year	Count	Target	–	18	10	6	6	6	6
		Actual	0	1	0	0	0	0	
k Sewerage service reliability – Interruptions to sewerage services restored within 5 hours	Percentage	Target	–		98.0%	98.0%	98.0%	98.0%	98.0%
		Actual	96.6%	97.2%	99.7%	99.6%	99.4%	98.9%	
l Sewerage service reliability – Average time (from notification) to rectify blockage/spill (main and HCB)	Minutes	Target	–		124	124	124	124	124
		Actual	150	151.9	123	121	118	123	
m Sewerage service reliability – Sewer spills contained within 5 hours of notification	Percentage	Target	–		100.0%	100.0%	100.0%	100.0%	100.0%
		Actual	100.0%	100%	100%	100%	100%	100.0%	
n Sewerage service reliability – Sewer spills within a house, that are a result of a failure in our pipes	Count	Target	–		13	13	13	13	13
		Actual	23	10	8	5	11	10	

Output	Unit		16-17	17-18	18-19	19-20	20-21	21-22	22-23
o Sewerage service reliability – Sewer spills within a house, that are a result of a failure in our pipes, not contained within 1 hour of notification	Percentage	Target	–		0	0	0	0	0
		Actual		0	0	0	0	0	

Note: As Greater Western Water, our annual customer satisfaction survey on water quality no longer differentiates customers previously serviced by City West Water or Western Water customers. As a result, the findings represent a whole of Greater Western Water level of satisfaction. Greater Western Water is still committed in honouring its commitments to its customers from both its City West Water and Western Water price submissions.

Overall outcome 1 performance for the regulatory period so far: 

Business comment

We hold ourselves accountable when it comes to providing essential water and sewerage services – this is our core business.

We again saw mixed results with most indicators rated green (10 out of 15) and five indicators rated amber or red. Compared to our 2020-21 performance, we saw a marginal decline in two indicators leading to an amber rating but an improvement in an indicator leading to a green rating.

Drinking Water Quality

At all times throughout 2021-22, our water quality across the entire Greater Western Water service region was compliant with Australian Drinking Water Guidelines. We continue to have relatively lower water quality complaints compared to other water businesses in Victoria, ranking 6th as Greater Western Water out of 15 businesses in the ESC's Water Performance Report for 2020-21 – an improvement since 2019-20.

We do continue to receive a higher-than-expected number of aesthetic complaints about water quality in our area previously serviced by City West Water with the majority of complaints relating to colour rather than taste and odour, reflecting the nature of our water supply. For customer in our previously serviced by Western Water, we saw a slight uptick in water quality complaints however still within our commitments to our customers.

For customers in our area previously serviced by City West Water, the largest number of complaints received for water quality continue to be in parts of the network which are directly supplied with unfiltered water from Greenvale. Due to the unfiltered water supply from Greenvale, fine sediment

build-up in the pipes will continue to occur. To avoid triggering customer complaints we focus on minimising the cause of disturbing the sediments which are high flow events such as water main bursts, high water extractions from water tankers and significant changes in customer usage patterns.

Although customer complaints in the area previously serviced by City West Water remain high, our results from our annual customer satisfaction survey demonstrates customers are generally satisfied with the level of quality received in their homes. We can attribute this to the range of activities we have undertaken in 2021-22 to proactively address water quality issues including:

- Improved internal processes and with our service partners and field crews to reduce likelihood of complaints as a result of renewal or maintenance (proactive and reactive) activities on the water supply network.
- Improved external website information in collaboration with other agencies to provide guidance to residents on maintaining water quality when returning to vacant buildings and managing internal plumbing to reduce colour related complaints beyond the customer meter.
- Piloted a targeted customer flushing program in our service area where a consistent high number of complaints were experienced.
- Reinstated and continued our mains cleaning program and valve operation program to reduce the risk of the supply of discoloured water to customers whilst improving the aesthetic quality of the water.
- Developed and improved lead indicator reporting to monitor the disinfection performance of our water supply network.

In the interim, we may expect the number of complaints in the area previously serviced by City West Water in relation to colour to remain higher than historical averages, however with our uplift and a focus on longer-term initiatives, we expect the number of complaints in relation to colour to continue to decrease.

We expect to continue to deliver high quality and reliable services to all our community in 2022-23. We are working with our customers as Greater Western Water on our next price submission to understand customer's service level expectations and their values on drinking water quality.

Water network reliability

Our existing customer commitments on water network reliability vary between the areas previously serviced by City West Water and Western Water. We remain committed to honouring our outcomes as set in our respective price submissions and expect to propose a consolidated outcomes set for our upcoming price submission as Greater Western Water.

We fell short of our target in 2021-22 for customers experiencing more than three unplanned water service interruptions. Specifically, all 358 customers experienced 4 unplanned water service interruptions over the past 12 months. No customer has experienced 5 or more unplanned water services interruptions over the past 12 months in both our areas previously serviced by City West Water and Western Water.

We continue to monitor and prioritise customers who experience a high number of unplanned interruptions. Customers who experience 3 unplanned interruptions are identified, monitored to determine whether conditions will deteriorate and managed so that further interruptions are planned rather than unplanned.

However, some customers may experience a fourth unplanned interruption. When customers experience a fourth unplanned interruption, we deploy temporary water supplies and initiate a water main renewal with the purpose of preventing customers experiencing any further unplanned interruptions if the unplanned interruption was a result of a water main failure. If the unplanned water interruption is due to failures of other water assets, we include the area in a planned leak detection survey until the end of the year. This process has proven to be successful in reducing the number of extreme unplanned water supply interruptions in our service area.

Our guaranteed service level scheme provides these customers with a payment in recognition of the lower level of service they received during the year.

Overall self-rating:

Weighing the above reasons, we consider our performance for Outcome 1 as *amber*. In 2021-22 we largely maintained or have improved our water and sewer network reliability. However, we consider we have not yet achieved a *green* rating as there is still room for improvement particularly from a water service reliability perspective.

Outcome 2: Customer service is accessible, and my enquiries are resolved promptly

Output	Unit		16-17	17-18	18-19	19-20	20-21	21-22	22-23
a Calls resolved on first contact	Percentage	Target	–		75.0%	80.0%	85.0%	90.0%	90.0%
		Actual	New	New	97.2%	96.9%	96.1%	96.1%	
b Customer correspondence (emails) responded to within one business day	Percentage	Target	–		95.0%	95.0%	95.0%	95.0%	95.0%
		Actual	New	New	77.8%	99.6%	98.7%	100.0%	
c Customer correspondence (emails and mail) responded to within 10 business days	Percentage	Target	–		100.0%	100.0%	100.0%	100.0%	100.0%
		Actual	100%	100%	100%	100%	100%	100.0%	
d Residential customer satisfaction with response to an enquiry via CWW survey (score of 7 out of 10 or higher)	Percentage	Target	–		85.0%	85.0%	85.0%	85.0%	85.0%
		Actual	88.0%	87%	84%	90.0%	90%	91%	
e Non-residential customer satisfaction with response to an enquiry via CWW survey (score of 7 out of 10 or higher)	Percentage	Target	–		85.0%	85.0%	85.0%	85.0%	85.0%
		Actual	78.0%	73%	89%	77%	83%	69%	
f Residential customer satisfaction with response to complaint via CWW survey (score of 7 out of 10 or higher)	Percentage	Target	–		50.0%	50.0%	50.0%	50.0%	50.0%
		Actual	45.0%	56%	36%	53%	60%	57%	
g Non-residential customer satisfaction with response to a complaint via CWW survey (score of 7 out of 10 or higher)	Percentage	Target	–		50.0%	50.0%	50.0%	50.0%	50.0%
		Actual	40.0%	24%	67%	33%	50%	44%	

Output	Unit		16-17	17-18	18-19	19-20	20-21	21-22	22-23
h Complaints investigated by the Energy and Water Ombudsman of Victoria	Count/ thousand customers	Target	–		0.10	0.10	0.10	0.10	0.10
		Actual	0.09	0.06	0.05	0.04	0.04	0.03	

Note: As Greater Western Water, our annual customer satisfaction survey on satisfaction on enquiries or complaints no longer differentiates customers previously serviced by City West Water or Western Water customers. As a result, the findings represent a whole of Greater Western Water level of satisfaction. Greater Western Water is still committed in honouring its commitments to its customers from both its City West Water and Western Water price submissions.

Overall outcome 2 performance for the regulatory period so far:



Business comment

We strive to provide exceptional customer service and are driven to be accessible and easy to deal with. Our existing customer commitments on customer service vary between areas previously serviced by City West Water and Western Water. We remain committed to honouring our outcomes as set in our respective price submissions and expect to propose a consolidated outcomes set in our upcoming price submission as Greater Western Water.

We have mostly maintained the gains we achieved since 2018-19 and continued to perform well in 2021-22. Of 8 outcome measures, six were green and two were red. We note that we had low response rates from non-residential customers on their satisfaction (<20) and are hence our performance against our measures are only indicative, similar to previous years. As we ramp up our engagement with our customers for our next price submission, we expect to hear from our non-residential customers on what matters to them. We continue to maintain our excellent exceptional customer service as Greater Western Water for all customers.


Overall self-rating:

For the above reasons, we consider our overall performance for Outcome 2 was *green*.

Outcome 3: Billing and payment options are efficient and convenient

Output	Unit		16-17	17-18	18-19	19-20	20-21	21-22	22-23
a Payment issue complaints	Count/ thousand customers	Target	–		1.20	1.20	1.20	1.20	1.20
		Actual	0.92	1.29	0.97	1.18	1.20	1.45	
b Estimated meter reads used for billing (of total reads)	Percentage	Target	–		≤3%	≤2%	≤2%	≤2%	≤2%
		Actual	4.5%	2.1%	2.05%	1.85%	10.7%	9.6%	
c Customers with registered online accounts (of all accounts)	Percentage	Target	–		0.0%	10.0%	20.0%	25.0%	30.0%
		Actual	New	New	NA	3.6%	14.0%	21.0%*	

*Data on the number of customers with registered online accounts (of all accounts) for 2021-22 represents 10 months' worth of data – specifically July 2021 to April 2022.

Overall outcome 3 performance for the regulatory period so far: 

Business comment

We strive to deliver on customer expectations that they receive timely and accurate bills.

Our performance for this outcome continued to be impacted by the pandemic – notably the lack of access for physical meter reading. We continue to progress our projects as Greater Western Water, to provide timely meter readings in a COVID-safe manner. We have also deliberately slowed down the promotion of online accounts and online offerings as we embark on implementing a new billing system for Greater Western Water over the next 18 months.

Estimated meter reads used for billing (of total reads)

Our highest priority is keeping our customers protected and our water meter readers safe.

Pandemic restrictions in the first half of 2021-22 meant we could not physically read some meters and instead had to estimate reads for billing purposes. Examples include shops, houses, office buildings and apartment towers where the meter is indoors. When we can't safely access a customer's meter, we leave a card that tells customers how to provide us with a current reading.

With the unwinding of pandemic restrictions in the second half of 2021-22, we have consistently seen estimated meter reads fall dramatically due to greater access to meters. Some meters remain inaccessible due to shop closures due to the pandemic but will decrease over time. However, as we have greater access to meters, there have been flow on effects resulting from correcting our estimated reads. See our commentary on payment issue complaints and water losses. As restrictions continue to unwind, the number of estimated meter reads for billing purposes will return to pre-pandemic levels.

Payment issue complaints

We saw a significant increase in the number of payment issue complaints in 2021-22 driven by the high number of estimated reads and inability to read high-rise buildings. Due to pandemic restrictions, many customers potentially received up to three estimated reads out of four bills per year.

Most complaints were received once pandemic restrictions were lifted with meter readers able to attend properties to read meters. This resulted in actual reads that were *lower* than the estimated reads. Therefore, several customers were over billed due to the higher estimated reads and a high number of complaints from customers requesting adjustments and further bill reviews. This is consistent with high bills and fees and charges being in the top 3 issues over the last 12 months for EWOV referrals.

We expect the number of payment issue complaints to reduce in 2022-23 due to the easing of restrictions that will reduce the number of times we need estimated a meter read.

Customers with registered online accounts (of all accounts)

In 2019-20, we engaged with customers to better understand their billing and payments needs and introduced *MyAccount*, a new online portal where customers can more easily store and access bills and complete payments. *MyAccount* became available to all customers in May 2020, later than planned. *MyAccount* registrations have again increased since last year and we expected them to continue to increase steadily.

However, our integration to form Greater Western Water has meant that our original plans for a billings and collection system replacement by 2022-23 in the area previously serviced by City West Water has now been rescoped to include replacing the system in the area previously serviced by

Western Water to form one single integrated system for Greater Western Water. The business case was approved by our Board in February and over the next year, we will be finalising our design, following which development of the solution and testing will commence. We expect the system to be implemented by September 2023.

Due to this change, we have paused active promotion of our *MyAccount* portal and are designing a new system to include all the functionalities of the existing portal.

Overall self-rating:

While the large number of estimated reads for billing purposes and subsequent correction in meter reads were driven by the pandemic, we are continuing looking for alternative means to support customers during the pandemic.

Upon weighing this, we consider our overall performance for Outcome 3 was *red*.

Outcome 4: Customers in hardship are supported

Output	Unit		16-17	17-18	18-19	19-20	20-21	21-22	22-23
a Anticipated customers on instalment plans at the end of reporting period	Count/ thousand customers	Target	–		138	40	40	40	40
		Actual	137	143	137	50.6	51.2	34.9	
b Anticipated residential customers receiving hardship grants	Count/ thousand customers	Target	–		1.2	1.2	1.2	1.2	1.2
		Actual	1.2	1.1	1.4	0.48	1.91	1.45	
c Customers taking up Water Assist to improve their water efficiency	Count	Target	–		200	200	200	200	200
		Actual	New	New	208	105	88	136	
d Prior to restriction being applied, CWW has undertaken reasonable endeavours to ensure customer is not in hardship	Percentage	Target	–		100%	100%	100%	100%	100%
		Actual	100%	100%	100%	100%	100%	100%	

Overall outcome 4 performance for the regulatory period so far:



Business comment

We recognise the essential nature of the services and the importance of providing options and assistance to those customers who are financially vulnerable or are in financial hardship.

Supporting customers in hardship

The pandemic has disrupted lives, caused financial hardship and negatively impacted on people's wellbeing across our service area. We are proud of our ability to support customers experiencing hardship and offer a range of support for customers who may be finding themselves for the first time in financial hardship.

Although our customer outcome measures on supporting customers in hardship vary between areas previously serviced by City West Water and Western Water, as Greater Western Water, we are committed to providing the same level of support across all customers. We have extended and expanded our community and care program in our area previously serviced by City West Water to our area previously serviced by Western Water. This program includes a dedicated team and hotline in providing tailored options to customers in hardship and an additional range of support for customers who may be finding themselves for the first time in financial hardship.

As expected, we continued to award a large number of hardship grants in 2021-22 and continued to see a higher than pre-pandemic number of Utility Relief Grant application referrals due to customers having the ability to apply for 'top ups'/multiple applications. This was a new initiative by the Department of Families, Fairness and Housing (DFFH) in 2020-21.

We did see a drop in the number of customers on instalments plans at the end of the regulatory period. This was primarily driven by a significant clean-up of our billing system to remove any customers who may have broken payment arrangements.

We will continue to provide support for our customers who are finding themselves continuously in financial hardship in 2022-23. This support extends beyond a payment plan to other flexible payment options and hardship grants. As we prepare for our upcoming price submission, we will be asking customers on how we can better support them as Greater Western Water.

Customers taking up Water Assist to improve their water efficiency

We fell short of our target for the number of customers taking up Water Assist to improve their water efficiency in 2021-22. The Water Assist Program is a government funded program that help customers reduce their residential water use through identifying leaking pipes or appliances. Part of this program includes an audit by a registered plumber to receive a residential water efficiency audit, applicant retrofit and advice program. In our area previously serviced by Western Water, we offer a similar service referred to as the WaterTight program.

Similar to our performance in 2020-21, the pandemic and lockdown restrictions limited our ability to offer this free program to our customers as we have not been able to offer audits as part of the Water Assist Program. Most customers who participated in the program in the first half of 2021-22 undertook the program when plumbers were safely able to visit properties. Since the lifting of restrictions, we have seen an uptake in the number of referrals to the program.

We expect to see a higher number of customers participating in the Water Assist program in 2022-23 due to the lifting of pandemic restrictions.

Overall self-rating:

Upon weighing our indicator performance, how the pandemic has shifted our priorities and the additional efforts not captured by these indicators, we consider our performance for Outcome 4 to be *'green'*.

Outcome 5: The whole of the water cycle is managed in an environmentally sustainable way

Output	Unit		16-17	17-18	18-19	19-20	20-21	21-22	22-23
a Future water resources – Water lost from the network (of total water supplied)	Percentage	Target	–		9.3%	9.3%	9.3%	9.3%	9.3%
		Actual	9.3%	11.2%	8.3%	6.7%	7.8%	9.5%	
b Future water resources – Water storage levels remain (in November) as per the water outlook zones in our Urban Water Strategy	Percentage	Target	–		≥40%	≥40%	≥40%	≥40%	≥40%
		Actual	69.7%	63.6%	62.9%	63.8%	75.4%	90.0%	
c Safe treatment & disposal of sewage – Emergency relief structures compliant with requirement to not spill in dry weather	Percentage	Target	–		100.0%	100.0%	100.0%	100.0%	100.0%
		Actual	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
d Safe treatment & disposal of sewage – Compliance with the Environmental Protection Authority's discharge licence requirements - Number of licence non-compliances	Count	Target	–		0	0	0	0	0
		Actual	0	0	0	0	0	0	
e Climate change – Net-zero emissions by 2030: Greenhouse gas reductions (from 12,401 tonnes CO ₂ e) – as City West Water – No longer applicable beyond 30 June 2021 (see indicator f)	Percentage	Target	–		0.0%	5.0%	5.0%	60.0%	70.0%
		Actual	0.0%	0.0%	NA	0.0%	5.0%	N/A	
f Climate change – Net-zero emissions by 2030: Net greenhouse gas emissions - as Greater Western Water from 1 July 2021	Tonnes CO ₂ e	Target					47,419	40,598	39,358
		Actual					44,927	39,435	
g Liveability – Stormwater partnerships in place	Count	Target	–		7	7	8	8	9

	Actual	6	6	7	13	15	15	
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Overall outcome 5 performance for the regulatory period so far:



Business comment

Our existing customer commitments on our environment vary between our areas previously serviced by City West Water and Western Water. We remain committed to honouring our outcomes as set in our respective price submissions and expect to propose a consolidated outcomes set in our upcoming price submission as Greater Western Water.

Our customers told us they wanted to see us manage our water resources responsibly for the benefit of current and future generations. This includes local measures such as stormwater harvesting and water education to schools as well as central system interventions such as ordering water from the Victorian Desalination Project. We manage the wastewater system to avoid spills and to recycle effluent for productive uses in line with our customers’ expectations.

To date, we have co-funded 15 stormwater harvesting programs across our region to promote sustainable water management and reduce our demand on drinking water by capturing, treating, and reusing stormwater to irrigate. We also continue to increase green spaces in Melbourne’s west through Greening the West Strategy 2020-25, developed with local partners. Greening the West aims to be a key partner in the delivery of the ‘500,000 Trees for A Cooler, Greener West’ initiative announced by the State Government, to support community health and liveability outcomes. We were successful in obtaining funding from the “500,000 Trees for A Cooler, Greener West” in 2021-22 and will use the funding in 2022-23 to plant trees at our Werribee and Melton treatment plant sites.

The correction of meter reads due to greater access with pandemic restrictions lifting resulted in actual consumption less than estimated. This has meant our water losses were slightly than our targets. This was consistent with water loss in our area previously serviced by Western Water for 2021-22 Although we slightly missed our target, we continued to maintain an overall low level of water loss from our network in 2021-22. We did this by investing in leak detection programs, targeted leak surveys, improving response and repair time to burst/leaks, minimising customer unplanned interruptions, reviewing our asset management plans (capex replacement programs) and proactively looking for preventative measures by collaborating with our peers. We expect to maintain this low level of water loss into 2022-23

Greenhouse gas emissions

Our existing outcome measures on our net greenhouse gas emission vary between our areas previously serviced by City West Water and Western Water. For customers in our area previously serviced by City West Water, we measure our delivery and commitment to net zero emissions by 2030 through the percentage reduction from our baseline tonnes of emissions. For our customers previously serviced by Western Water, we measure our delivery and commitment to reducing emissions against a target measuring tonnes of emissions.

As Greater Western Water, we no longer consider these measures appropriate in capturing a whole of business view on our net greenhouse gas emissions. That said, we remain committed to honouring our outcomes and measures as set in our respective price submissions. We have proposed a new consistent measure across our areas previously serviced by City West Water and Western Water that represents our net greenhouse gas emissions as Greater Western Water for the remainder of the reporting period (until 30 June 2024).

Our 2030 Greater Western Water corporate strategy has committed to net zero emissions by 2030. For customers in our area previously serviced by City West Water, this is a continuation of our existing commitments. For customers in our area previously serviced by Western Water, this is a higher commitment previously established of carbon neutrality by 2050. Although our corporate strategy represents a 'step up' on our existing emission reduction targets established in our price submissions, we propose to maintain the existing commitments for the remaining period whilst we engage with customers on their preferences.

Our proposed targets for our new measure represent the existing emission reduction targets established in our 2018 and 2020 price submission for customer serviced by City West Water and Western Water respectively. See below for breakdown.

Measure	2018-19	2019-20	2020-21	2021-22	2022-23
City West Water emissions target (% reduction of CO ₂ e from 12,401 tonnes)	0%	0%	5%	60%	70%
City West Water equivalent target in tonnes of emissions (tonnes of CO ₂ e)	12,401	12,401	11,781	4,960	3,720
Western Water emissions target (tonnes of CO ₂ e)	35,638	36,223	35,638	35,638	35,638
Combined Greater Western Water emissions target as per price submission commitments (tonnes of CO ₂ e)	48,039	48,624	47,419	40,598	39,358

On performance, we continue to deliver on our emission target of net zero by 2030. Although we did need to rely on the purchase of some carbon offsets in 2021-22 as Greater Western Water, we anticipate over the long-term to reduce offsets and invest in long term solutions. The pandemic also meant we used significantly less carbon emissions in our offices and transport fleet due to staff working remotely from home and reduced travel.

As our net zero strategy for Greater Western Water evolves, we are determined to invest in long-term cost-effective solutions rather than through short-term means, such as purchasing offsets.

Reconciliation Action Plan

As Greater Western Water, our existing Reconciliation Action Plans (RAP) for City West Water and Western Water are no longer fit-for-purpose. Due to integration, the land we work and the region we service has expanded and require a new Reconciliation Action Plan.

As Greater Western Water we continue to remain committed to recognising the important cultural and spiritual connections that First Nations people have with lands and waters. Our vision for reconciliation is a society that celebrates and protects these connections. We will bring this vision to life through our RAP. Over the last seven years we have built strong relationships with our First Nations communities as a result of direct outcomes from our previous Western Water and City West Water RAPs. We are developing our new Greater Western Water RAP which will see us commit to longer-term strategies to further enhance reconciliation and strengthen relationships, provide new employment projects, and promote the cultural values in water.

Overall self-rating:

On balance, we consider our overall Outcome 5 performance was '*green*' for our commitments made in our 2018 price submission. We understand as Greater Western Water, our performance measure against our EPA non-compliance in this report only reflects our performance for the area previously serviced by City West Water. We will be working with customers as part of our 2024 price submission to propose a single set of outcomes and measures for Greater Western Water that captures a whole of business performance.

Outcome 6: We are a valued partner in servicing a growing Melbourne

Output	Unit		16-17	17-18	18-19	19-20	20-21	21-22	22-23
a Standard plumbing applications completed on time (within 10 business days, from 2020-21 five business days)	Percentage	Target	–		≥95%	≥95%	≥95%	≥95%	≥95%
		Actual	New	New	73.4%	50.2%	30.9%	99.2%	
b Pressure and flow information applications processed on time (within 10 business days, from 2020-21 five business days)	Percentage	Target	–		≥95%	≥95%	≥95%	≥95%	≥95%
		Actual	New	New	98.6%	99.3%	98.9%	96.3%	
c Asset information applications processed on time (within 10 business days, from 2020-21 two business days)	Percentage	Target	–		≥95%	≥95%	≥95%	≥95%	≥95%
		Actual	New	New	90.6%	74.5%	63.6%	95.2%	
d Standard new customer contribution applications processed within 45 business days	Percentage	Target	–		≥95%	≥95%	≥95%	≥95%	≥95%
		Actual	New	New	79.9%	98.5%	99.0%	98.3%	
e Standard 20mm new meter supply and assembly installed within 10 business days of CWW consent	Percentage	Target	–		≥95%	≥95%	≥95%	≥95%	≥95%
		Actual	New	New	95.9%	95.9%	90.7%	73.0%	

Overall outcome 6 performance for the regulatory period so far:



Business comment

One of our key roles is to help our partners deliver new water infrastructure to supply the growing communities of Melbourne's inner city and outer western suburbs. We have significantly improved our turnaround times in 2021-22 compared to 2020-21, even against our stepped-up turnaround targets.

Like our experience in 2020-21, we continued to see unprecedented rates of urban development and construction activity in the area previously serviced by City West Water. This was also the case in our region previously serviced by Western Water. We saw approximately 9,000 new residential and non-residential customers in the area previously serviced by City West Water in 2021-22 and were able to meet our step-up targets as we had planned. We did this through automating some processes, simplified internal processes, addressed technology constraints, and trained additional staff to provide support during busy periods.

However pandemic restrictions in the first half of 2021-22 meant we fell short of our target for our standard 20mm new meter supply and assembly installations. The lockdowns adversely affected our contractor's ability to undertake the required work in a safe way and therefore unable to meet the normal timeframes on jobs. In the second half of 2021-22, with the lifting of pandemic restrictions, our contractor was able to meet the normal timeframes on all jobs and has consistently delivered above 95% of installations within 10 business days.

We are also focusing on updating and aligning existing processes for customers in our area previously serviced by Western Water. For 2022-23 we expect to begin reporting these measures as a Greater Western Water view for new customer contribution and pressure and flow applications – delivering better value for our business partners. The other applications (plumbing and asset information requests) require additional alignment of processes and systems and will not be reported as Greater Western Water in 2022-23.

We expect high growth to continue in our service area into 2022-23 and to deliver consistent value to our business customers.

Overall self-rating:

While we did not meet our target for Standard 20mm new meter supply and assembly installations due to pandemic restrictions, we have significantly improved turnaround times during a period of unexpected high growth and with periodic lockdown conditions. On balance, we consider our overall Outcome 6 performance was '*green*'.