

# 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 2020-21 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 provided to customers in Greater Western Water’s City West Water area during 2020-21. During the reporting year, these services were provided by City West Water. We have a separate report for Greater Western Water’s outcomes in its Western Water area during 2020-21.

## 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		
2. Customer service is accessible and my enquiries are resolved promptly	Green	Green	Green		
3. Billing and payment options are efficient and convenient	Green	Green	Yellow		
4. Customers in hardship are supported	Green	Yellow	Green		
5. The whole of the water cycle is managed in an environmentally sustainable way	Green	Green	Green		
6. CWW is a valued partner in servicing a growing Melbourne	Yellow	Yellow	Yellow		

## Business comments

In 2020-21, we welcomed 17,000 new customers to the Greater Western Water (previously City West Water) area bringing our total customer base to 505,000. We delivered 98,000 ML of water, received over 294,000 calls, constructed \$155 million of assets including laying out 290km of mains and our crews attended and repaired over 3,700 faults across our network.

### Our operating environment

Our operating environment and the actions we take influence the 41 individual indicators that make up Greater Western Water (City West Water area) six outcome commitments. In 2020-21, our service area comprising, Melbourne's west, the inner City and the Central Business District continued to be dramatically impacted by COVID-19. This presented challenges for us in safely essential delivering services to dense urban areas. Additional features of note included continued high urban development activity across the west and the announcement of the integration between City West Water and Western Water to form Greater Western Water.

We continue to consider the health and wellbeing of our people and customers as our highest priority in response to the ongoing pandemic. Multiple lockdowns including the recent snap lockdown in May to June of this year, meant that most of our staff spent 2020-21 working remotely from home. Our established 'Control Centre' continued to coordinate our response to respond rapidly and effectively to the pandemic. We have also worked closely with our service delivery partners to ensure safe work practices in the field and at our construction site and continue to deliver our major capital works program for as long as we are able to. The pandemic has continued to disrupt the lives of our community, causing financial hardship and negatively impacting on our customer's wellbeing. We continued to support our customers with the broadening and deepening our hardship offerings beyond our traditional means.

In late October 2020, the Minister for Water announced the integration of City West Water and Western Water to form Greater Western Water. The two businesses worked closely together over the year to set up Greater Western Water for success. This including the alignment of key customer processes, policies, and engagement channels as well as foundational regulatory documents such as charters and tariff approvals.

For 2021-22, our integration with Western Water to form Greater Western Water presents 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. Our focus over the next short-term period will be on integrating our two organisations and maintaining delivery of our outcome commitments, our service offerings and our service standards.

As we develop the next Price Submission as Greater Western Water, we will work with the community understanding 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 the City West Water area 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 three as green and three as amber by RAG status (red, amber, green). Of our 41 individual indicators, 30 were green, 3 were amber and 8 were red – an improvement on our 2019-20 customer outcomes performance.

We have plan in place to prudently improve our outcomes and those KPIs where performance fell short of out customer expectations. For example, we will continue enhance our digital service offerings and application processing capabilities. We will continue to monitor our assets and manage repeat interruptions so there is more planned work and so that customers are better informed of progress. We will also work with industry to smooth out applications and simplify internal processes and are train additional staff to provide capacity during busy periods.

We have proposed to assign 'amber' status for overall performance on balance. Our self-assessment reflects consideration of performance by the most senior levels of our business, including board Committees.

## 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%		
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		
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		
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%		
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		
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%		
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		

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		
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		
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		
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%		
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		
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%		
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		

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		

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 (11 out of 15) and four indicators rated amber or red. However, we saw directional improvements in most indicators compared to our 2019-20 performance.

### Drinking Water Quality – Number of water quality complaints per 1000 customers

At all times in 2020-21, our water quality was consistently compliant with Australian drinking water quality requirements. We continue to consistently have relatively lower water quality complaints compared to other water businesses in Victoria, ranking 12<sup>th</sup> out of 15 businesses in the ESC's Water Performance Report for 2019-20. However, we continued to receive higher than expected number of complaints about water quality (colour, taste and odour) with the majority of complaints driven by complaints relating to colour rather than taste and odour (947 complaints on colour compared to 90 on taste and odour).

The continued high number of complaints into 2019-20 and 2020-21 is due to sediment deposited into our distribution system from the Greenvale Reservoir between February and May 2019. When our wholesale provider (Melbourne Water) became aware of the issue, they altered operations to rectify the issue.

Since this incident, we have undertaken a program of activities to improve our analytical processes in including:

- Building capacity and capabilities to proactively manage aesthetic water quality in our network,
- implementation of a new water quality analysis process to support improved insights and reporting; and
- deeper analysis of the impact of the Greenvale event.

This uplift is critical due to the relatively low number of complaints in our network which makes it challenging to isolate the cause of the complaint in an evidence-based manner. Having a more comprehensive understanding of the root cause of complaints will ensure our actions are not creating unintended consequences. For example, flushing in one area of the system can result in changed flows patterns in other parts of the system, resulting in a shift of complaints from one area to another or an increase rather than a decrease in complaints.

We have also developed a mains cleaning trial as a potential long-term improvement initiative. The mains cleaning trial will be completed by the end of 2022, allowing for adequate time for evaluation of the impact of the program so that a comprehensive mains cleaning program can be considered. The trial will test different approaches such as cleaning an entire zone and focusing on identified localised, high-risk areas.

In the interim, we may expect the number of complaints 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 fall.

#### **Customers experiencing more than three (i.e. 4+) unplanned water service interruptions in a year**

We fell short of our target in 2020-21 for customers experiencing more than three unplanned water service interruptions. However, we have seen improvements in our performance with fewer customers in 2020-21 experiencing more than three unplanned water supply interruptions.

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. 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. Our new outage map and SMS notifications, implemented during 2020-21, keep customers updated in near to real time on the status of the interruption affecting their property.

#### **Customers experiencing more than five (i.e. 6+) unplanned water service interruptions in a year**

We fell short of our target in 2020-21 for customers experiencing more than five (6+) unplanned water service interruptions with three customers in Victoria St Carlton experiencing 6 unplanned water interruptions in the last 12 months in May 2021.

Our process for managing unplanned water interruptions involves deploying temporary water supplies when customers experience 4 unplanned interruptions and we begin initiating a water main renewal. This occurred in Victoria St, Carlton. However unusual quick successive occurrence of failures meant that these three customers were not transferred to temporary supply due to the location of the water main, security fencing preventing site access, inability to contact the customers and our GIS system (geographic information system) incorrectly displaying the location of the property service connection.

This has now been rectified with these three customers being supplied with temporary water supply and Victoria St, Carlton is being renewed as part of our emergency renewal program. A review of the process to transfer information regarding the success or otherwise of transferring customers to temporary supplies is underway on how best to alert delivery partners and field crews of the situation, prior to them responding to the 6th failure.

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

#### **Planned water supply interruptions restored within 5 hours - Amber**

We were very close to achieving our target for planned water supply interruptions restored within 5 hours for 2020-21.

In 2020-21, out of 539 planned water supply interruptions, there were 11 cases where water was off for greater than 5 hours which meant we were just under our target. Our crews use judgement in completing jobs and, in 3 cases identified that it was in the customer interest to extend the interruptions to repair associated assets (e.g. shut-down valves in addition to the water main repair itself). We expect to see improvement in this indicator for 2021-22.

#### **Overall self-rating:**

Weighing the above reasons, we consider our performance for Outcome 1 as *amber*. In 2020-21 we largely maintained or have improved our water and sewer network reliability and, as described in Outcome 2 have seen and improvement in overall customer satisfaction. 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%		
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%		
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%		
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%		
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%		
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%		
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%		

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		

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.

We saw great improvements across our indicators for this outcome in 2020-21, whilst maintaining the gains we achieved in 2019-20. Of 8 indicators, 7 were green and one was amber.

### Non-residential customer satisfaction with response to an enquiry via CWW survey

Our only amber indicator in this outcome was non-residential customer satisfaction 83% satisfaction compared to our target of 85%. We note it was a particularly challenging year for non-residential customer in our service area and we are proud of the gains in satisfaction. We continue to focus on this cohort of customer and have introduced a non-residential segmentation project, a non-residential research plan, a non-residential service re-imagined program and process improvements to deliver faster resolution times.

### Overall self-rating:

For the above reasons, we consider our overall performance for Outcome 2 was *green*. In 2020-21 we maintained or improved our services to our residential and non-residential customers. Although we fell just under in non-residential customer satisfaction with our responses to their enquiries, we are on track to deliver our targets in 2021-22 and provide greater customer service on matters that are important to our non-residential customers as Greater Western Water.

### 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		
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%		
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%		

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. We had mixed results in performance for this outcomes with our lower performances significantly influenced by the COVID-19 pandemic – notably lack of access for physical meter reading and a deliberate slow down in promotion of online accounts. We continue to progress our projects as Greater Western Water, to provide timely meter readings in a COVID-safe manner.

#### 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 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.

We expect that as the pandemic continues, the number of estimated meter reads for billing purposes will continue to be higher than our target.

**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* Registration have doubled since last year and we expected them to continue to increase steadily as we promotion the portal.

**Overall self-rating:**

Although we fell short of the number of customers with registered online accounts, it is now available for all customers. We anticipate registrations will increase substantially in 2020-21. While the large number of estimated reads for billing purposes beyond the control of the business we will be looking for alternative means to support customers during the pandemic. Upon weighing this, we consider our overall Outcome 3 performance is *amber*.

## 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		
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		
c Customers taking up Water Assist to improve their water efficiency	Count	Target	–		200	200	200	200	200
		Actual	New	New	208	105	88		
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%		

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.

The pandemic has disrupted lives, causing financial hardship, and negatively impacting on people's wellbeing across our service area. To help our customers to meet these challenging economic conditions, we launched a new community and care program in early 2020. This program continued into 2021-22 and included 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.

For instance, in addition to our usual support for customers, we have suspended all legal actions, debt collections and removed water restrictors. We're also offering payment extensions of up to three months, providing case management for longer term debt relief and providing referrals to financial counsellors. We have also extended payment plans to businesses and we're deferring trade waste charges.

As expected, the amount of hardship grants awarded increased in 2020-21 and we also saw an increase in the 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 also saw more customers receive other forms of assistance such as instalment plans and payment extensions through the tailored approach provided by our teams.

With the Greater Western Water integration, we now have a broader team to case manage our customers. We will continue to provide support for our customers who are finding themselves continuously in financial hardship in 2021-22.

### **Customers taking up Water Assist to improve their water efficiency**

We fell well short of our target for the number of customers taking up Water Assist to improve their water efficiency in 2020-21. 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.

Due to the on-going pandemic, and the subsequent lockdowns and social distancing requirements, we have not been able to offer audits as part of the Water Assist Program. This has greatly affected the number of customers that we offer this free program to. Most customers who participated in the program undertook the program when plumbers were safely able to visit properties.

We expect that we may continue to miss our target for the number of customers taking up Water Assist in 2021-22 due to the on-going pandemic and continuous snap-lock downs. We will be looking for alternative means to assess ways vulnerable customers can assess their water use. Campaigns for the program are due to begin again with letters sent to customers with high consumption.

### **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%		
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%		
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%		
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		
e Climate change – Net-zero emissions by 2030: Greenhouse gas reductions (from 12,401 tonnes CO <sub>2</sub> e)	Percentage	Target	–		0.0%	5.0%	5.0%	60.0%	70.0%
		Actual	0.0%	0.0%	NA	0.0%	5.0%		
f Liveability – Stormwater partnerships in place	Count	Target	–		7	7	8	8	9
		Actual	6	6	7	13	15		

Overall outcome 5 performance for the regulatory period so far:



## **Business comment**

In preparation for our 2018 Price Submission, 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 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.

In 2019-20 we completed round 1 of our Stormwater Harvesting Partnership Fund. We co-funded several projects that aim to promote sustainable water management and reduce our demand on drinking water including Balmoral Park, Arndell Park, Edinburgh Gardens, Woodlands Park, Laverton Baseball Centre.

In 2020-21, we launched round 2 of the Stormwater Harvesting Partnership Fund. To date, we have co-funded the Dempster Park stormwater harvesting scheme in Sunshine North to save an additional 11 million litres of drinking water by capturing, treating, and reusing stormwater to irrigate. Two further projects were provisionally awarded funding and we are currently finalising the scope.

We are also working to increase green spaces in Melbourne's west through Greening the West Strategy 2020-25, developed with local partners and published this year. 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 anticipate we will continue to meet our indicators in 2021-22.

We continued to maintain a low level of water loss from our network in 2020-21. 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 2021-22.

We are also on our way to meet our emissions target of net zero emissions by 2030. As anticipated in 2019-20, we delivered on our 2020-21 targets without the need to purchase carbon offsets through the construction of several renewable energy generation assets in early 2021, as well as the Purchasing Power Agreement commencing commercial operation in October 2020. 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 a business, we are determined to invest in

long-term cost-effective solutions rather than through short-term means, such as purchasing offsets. This is reflected in a reduction in CO<sub>2</sub> equivalent emissions since 2018-19.

**Overall self-rating:**

We consider our overall Outcome 5 performance was '*green*'.

## 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%		
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%		
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%		
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%		
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%		

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. While we improved our turnaround times in 2020-21 we also set ourselves more ambitious 'stepped-up' targets for the service we provide to our partners.

For example:

- we increased proportion of standard plumbing applications completed within **10** business days to 74% (up from 50% in the prior year), and
- we increased the proportion of asset information applications processed within **10** business days to 96% (up from 74% in the prior year).

However, in 2020-21 we also stepped these targets up a notch, seeking to halve the time to turn around standard plumbing application and pressure/flow information requests (from 10 down to **5** business days), asset information requests (from 10 down to **2** business days).

This meant:

- the proportion of standard plumbing applications completed within **5** business days was only 31% (compared to 74% for 10 days), and
- the proportion of asset information applications processed within **2** business days was 63% (compared to 96% for 10 days).

Like our experience in 2019-20, we continued to see unprecedented rates of urban development and construction activity across our service area, - specifically across the outer west of Melbourne. We saw approximately 16,800 new residential and non-residential customers in 2019-20, 1,800 more than 2018-19 and we were not able to meet our step-up targets as we had planned. These ambitious targets require us to automate some processes, simplify internal processes, address technology constraints and train additional staff to provide support during busy periods.

Some of these initiatives were delayed as we reprioritised our activities to ensure we would capture equivalent processes from the impending integration with Western Water. Further, the snap lockdowns meant that our Standard 20mm new meter supply and assembly installations were adversely affected as our contractor was required to suspend works and was therefore unable to meet the normal timeframes on jobs.

We expect high growth to continue in our service area into 2021-22 and beyond. Our integration with Western Water to form Greater Western Water presents us the opportunity to work with industry to smooth out application timing, to develop new processes and to train additional staff to provide capacity during busy periods. We expect these endeavours to allow us to improve our performance against stepped-up targets in 2020-21.

#### **Overall self-rating:**

While we did not meet our stepped-up targets in 2020-21, we 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 '*amber*'.